

Contingency/Emergency Action Planning Resource Guide



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1.0 Introduction

Rogue Drinking Water Partnership (RDWP)

The Rogue Basin Drinking Water Partnership (RDWP) is an informal coalition of municipal and private drinking water providers and other partners seeking to protect and enhance source water quality. The Rogue River provides drinking water for over 200,000 people, recreation for thousands, and habitat for fish and wildlife. The Cities of Grants Pass, Rogue River, Gold Hill, the Medford Water Commission (MWC), Country View Estates, and Anglers Cove/Shady Cove-Highland Water Company all pull raw water directly from mainstem Rogue River. Other communities in the basin, including Ashland, Central Point, Eagle Point, Jacksonville, Talent, Phoenix and two small water districts purchase water from the MWC or obtain source water from tributaries to the Rogue River.

The mission of the RDWP is to preserve and protect the quality and availability of water from the Rogue River Basin. The watershed covers approximately 5,156 sq. miles, most of which is predominantly federal forest (60%) or private land (36%) and supports a variety of uses including timber, agriculture and recreation. The water within the river basin is shared by people and the environment. RDWP's work looks to leverage the interests of the many stakeholders to maximize the effectiveness of drinking water protection and to support clean water throughout the Rogue Basin.

This resource guide was developed as part of a grant the City of Grants Pass and MWC received to support the Rogue Drinking Water Partnership (RDWP) and its activities including identifying and assessing risks to water supplies, and preparing for emergencies. Examples are provided which can be adapted as needed for local use. Plans can be developed individually or regionally.

Contingency Plans and Emergency Operation Plans

Contingency Plans

Organizations create contingency plans, sometimes called a "Plan B," to prepare for something bad that could affect the organization's ability to function. Developing an effective contingency plan is essential for any organization. Many things can put an organization at risk, from a technical disaster (like a data breach) to a natural one (like a flood). Writing contingency plans prepares an organization for such possibilities. *Definition from Wikihow.*

Emergency Operations Plan

A jurisdiction's emergency operations plan is a document that:

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- Assigns responsibility to organizations and individuals for carrying out specific actions at projected times and places in an emergency that exceeds the capability or routine responsibility of any one agency, e.g., the fire department.
- Sets forth lines of authority and organizational relationships, and shows how all actions will be coordinated.
- Describes how people and property will be protected in emergencies and disasters.
- Identifies personnel, equipment, facilities, supplies, and other resources available--within the jurisdiction or by agreement with other jurisdictions--for use during response and recovery operations.
- Identifies steps to address mitigation concerns during response and recovery activities. As a public document, an EOP also cites its legal basis, states its objectives, and acknowledges assumptions.

Information from FEMA's Guide to All Hazards Emergency Planning.

Purpose

The primary purpose of the Emergency Management Plan is to outline the **water providers** approach to emergency operations including contingency plans for systems and supplies. Contingency planning is incorporated into the preparedness and response sections of the EMPs. Through this Emergency Management Plan the providers designates NIMS and the ICS as the frameworks within which all emergency management activities will be conducted.

Scope

The Emergency Management Plan is intended to be invoked whenever the **provider** 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. Notwithstanding its reach, this plan is intended to guide only the providers 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.

Plan Applicability

Given the membership of the RDWP, the location of surface water intakes, and municipalities potentially impacted by an emergency (directly or providing assistance), the geographic scope of the Resource Guide is the Rogue Basin emphasizing locations upstream of surface water intakes. Locations of intakes are shown in Table 1-1 and Figure 1.

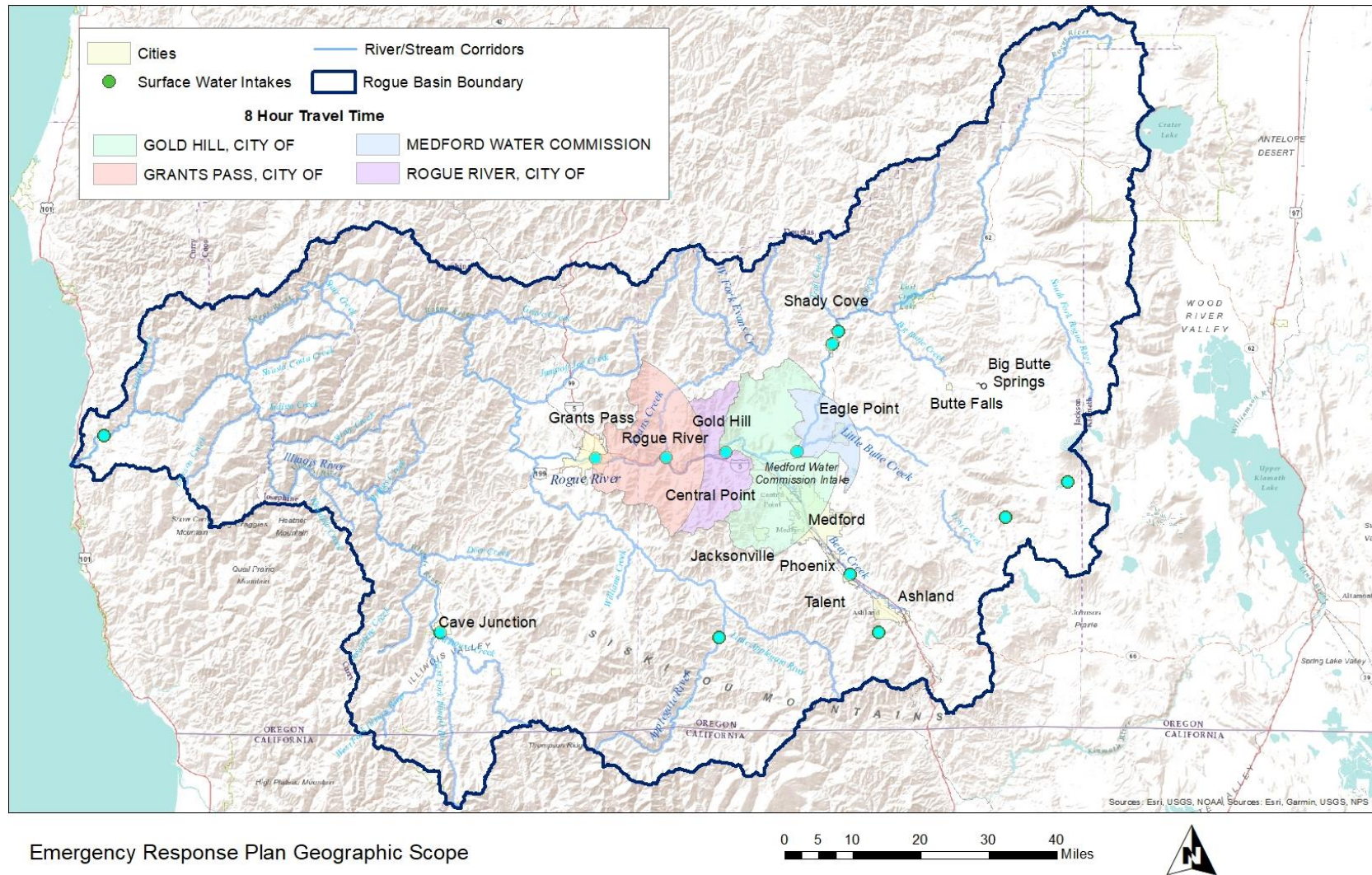
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Table 1-1: List of Surface Water Intakes in the Rogue River Watershed

List of Surface Water Intakes in the Rogue River Watershed			
<i>Number</i>	<i>Entity</i>	<i>Drinking Water Source ID (if applicable or known)</i>	<i>Source Water</i>
0	ANGLERS COVE/SCHWC		ROGUE RIVER
1	COUNTRY VIEW MH ESTATES	101244	ROGUE RIVER
2	GOLD HILL, CITY OF	100494	ROGUE RIVER
3	MEDFORD WATER COMMISSION	100766	ROGUE RIVER
4	GRANTS PASS, CITY OF	100511	ROGUE RIVER
5	ROGUE RIVER, CITY OF	105875	ROGUE RIVER
6	TALENT, CITY OF WATER DEPT	101329	BEAR CREEK
7	CAVE JUNCTION, CITY OF	101496	ILLINOIS RIVER (EAST FORK)
8	ASHLAND WATER DEPARTMENT	100051	ASHLAND CREEK
9	USFS STAR RANGER STATION	103995	APPLEGATE RIVER
10	LATGAWA METHODIST CHURCH CAMP		LITTLE BUTTE CREEK
11	FISH LAKE RESORT		FISH LAKE
12	GOLD BEACH, CITY OF	101601	ROGUE RIVER (I.G.)

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Figure 1: Geographic Focus Area (Rogue Basin)



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2.0 Plan Overview and Structural Elements

There are numerous elements that are incorporated into developed a Contingency Plans and Emergency Operation plans including defining the structure of the plan, how to divide response strategies (primary areas) establishing authority, identifying resources available including contingencies, roles and responsibilities during an emergencies, contacts during an emergency, plan distribution, agreements, and other elements.

Structure Examples

Figure 2.1: Oregon Emergency Management Plan

State of Oregon Comprehensive Emergency Management Plan Overview

The Oregon Office of Emergency Management (OEM) is responsible for preparing and updating a statewide emergency management plan. This comprehensive plan consists of a set of strategic and operational documents that define principles and priorities, assign roles and responsibilities, and direct action in all phases of emergency management.

- **OEM Strategic Plan.** The OEM Strategic Plan defines the vision, mission, and core values of OEM. The Strategic Plan defines goals and objectives based on identified strategic issues. The Strategic Plan emphasizes the primary importance of protecting lives, property and the environment; providing excellent customer service; providing resources for the job to get done; and engaging partners in a collaborative approach.
- **Operational Plans.** The State of Oregon CEMP operational plans are divided into four volumes. Each volume addresses a specific phase of emergency management.

Volume I – Natural Hazard Mitigation Plan (NHMP). The NHMP identifies natural hazards and vulnerabilities in Oregon, and proposes a strategy to mitigate risk, and address recurring disasters.

Volume II – Preparedness Plan. This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization and equipment, training, exercise, and evaluation and improvement.

Volume III –State of Oregon Emergency Operations Plan (State EOP). The State EOP describes the organization used by the state to respond to emergencies and disasters. It describes common incident management and response functions applicable in all-hazards response.

Volume IV – Recovery Plan. The Recovery Plan describes the organization used by the state to assist communities recovering from disasters. It is primarily targeted at large- and catastrophic-scale disasters but can be applied in any recovery situation.

Support Plans. OEM and partner agencies have developed operational and scenario-based documents to address specific procedures in preparing for, responding to and recovering from disasters. Examples include annexes to the State EOP and the Recovery Plan, as well as independent documents such as the Cascadia Playbook and the Oregon Disaster Housing Strategy.

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Figure 2.2: Jackson County Emergency Operations Plan

The County's EOP consists of various sections and supporting materials. The development and maintenance of this plan is the basis of the County's Emergency Management Program.

- **Basic Plan.** The Basic Plan provides an overview of the County's emergency organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the EOP, explains the general concept of operations, and assigns general responsibilities for the phases of emergency management.
- **Emergency Support Function Annexes.** Each annex focuses on one of the critical emergency functions the County will perform. The type and scope of an incident will dictate which annexes will be needed. Since annexes are to be used in conjunction with the Basic Plan, they should not repeat information that is already addressed.
- **Incident Annexes.** Each annex provides additional hazard-specific information that can be used by the emergency management organization in responding to a particular incident.

Response Strategies

Effective contingency planning for source water protection focuses on the four primary areas shown in Figure 1 and described below. These activities have been found to be effective in Emergency Planning.

1. **Mitigation or Prevention** – Focuses on activities that will reduce the likelihood of occurrence and severity of a disaster.
2. **Preparedness** – Activities that develop and/or enhance the response capabilities needed during an emergency.
3. **Response**– Activities that provide services during a crisis.
4. **Recovery**– Short and long term activities that restore services and provide needs for the public following a disaster.

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Figure 2.3

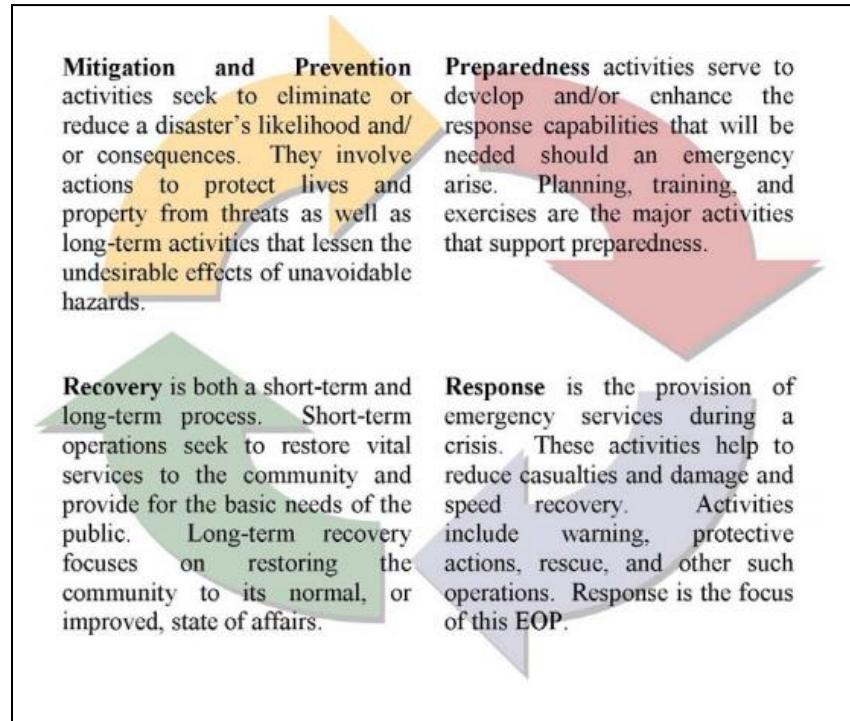
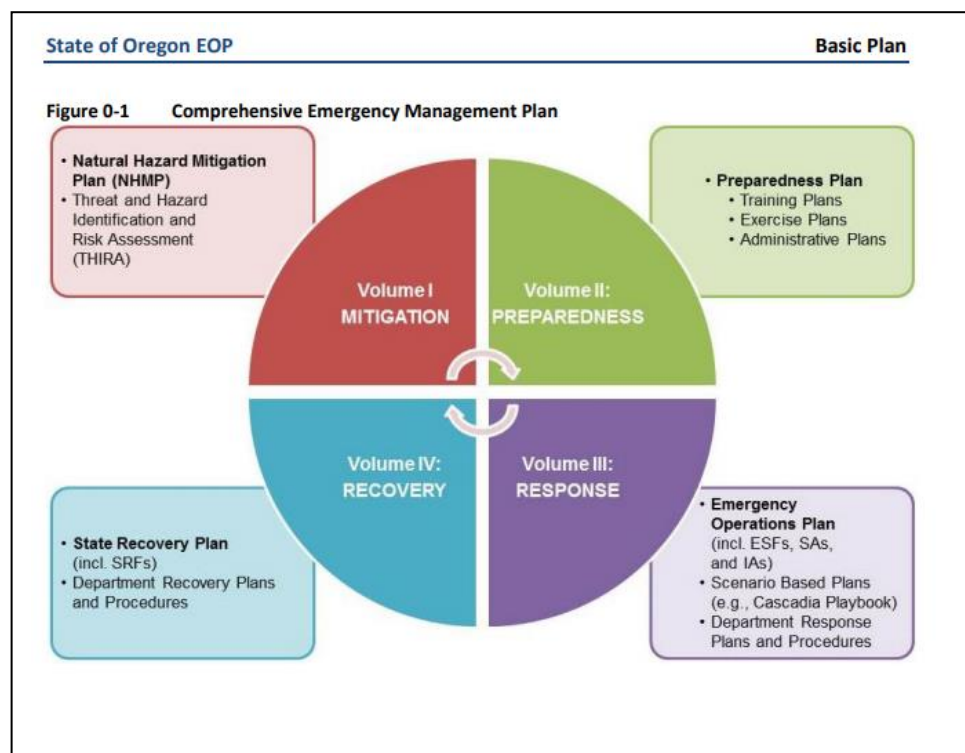


Figure 2.4



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Authority

1.4.1 Legal Authorities

The Jackson County Emergency Operations Plan is developed, published and distributed in accordance with Oregon Revised Statutes (ORS), Chapter 401 (Appendix 3), and Jackson County Code, Chapter 244, Organization for Emergency Management (Appendix 1).

Per ORS, Chapter 401, and Jackson County Code, Chapter 244, the Jackson County Board of Commissioners (BOC) is responsible for the emergency services systems within their jurisdiction. The Board has adopted this plan as the Emergency Operations Plan (EOP) for Jackson County. It is effective as of the date of the Promulgation Order at the beginning of this plan.

This plan was prepared by members of the Jackson County Emergency Management Advisory Council (EMAC), under the guidance of the County Administrator and in accordance with Jackson County Code Chapter 244. This plan has been approved by Oregon Emergency Management and fulfills the emergency planning requirements of ORS Chapter 401.

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

Table 1-1 Legal Authorities
Federal
<ul style="list-style-type: none">– Federal Civil Defense Act of 1950, PL 81-950 as amended– The Disaster Relief Act of 1974, PL 93-288 as amended– Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707– Title III, of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended– Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance– EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988– EO 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984
State of Oregon
<ul style="list-style-type: none">– ORS Chapter 401 – Emergency Management and Services– ORS Chapter 402 – Emergency Mutual Assistance Agreements– ORS Chapter 403 – Public Communications Systems– ORS Chapter 404 – Search and Rescue– Executive Order of the Governor
Jackson County
<ul style="list-style-type: none">– Jackson County Code, Chapter 244, Organization for Emergency Management

Resources

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Roles and Responsibilities

City of Ashland Emergency Management Plan

Basic Plan Plan Administration

Emergency Management 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 Fire Chief, acting as Emergency Manager, for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	Fire & Rescue – Emergency Manager
Annexes	
Functional Annex 1 Emergency Services	Fire & Rescue Police Department
Functional Annex 2 Human Services	Fire & Rescue – Emergency Manager Parks and Recreation Department
Functional Annex 3 Infrastructure Services	Public Works Department
Functional Annex 4 Recovery Strategy	Fire & Rescue – Emergency Manager
Incident Annex	Fire & Rescue – Emergency Manager

Jackson County EOP

Basic Plan

3. Roles and Responsibilities

Table 3-1 Jackson County State and Federal Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	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 	Roads & Parks Department Rogue Valley Transportation District	Dept. of Transportation	Dept. 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 	Sheriff's Office Emergency Management Emergency Communications of Southern Oregon	Office of Emergency Management	Dept. of Homeland Security (National Communications System)
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 	Roads & Parks Department Emergency Management	Dept. of Transportation	Dept. of Defense (U.S. Army Corps of Engineers)
ESF 4 Firefighting	<ul style="list-style-type: none"> Coordination of Federal firefighting activities Support to wildland, rural, and urban firefighting operations 	Local Fire Agencies Fire Defense Board	Dept. of Forestry, State Fire Marshal	Dept. of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	<ul style="list-style-type: none"> Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management 	Emergency Management Emergency Management Advisory Committee	Office of Emergency Management	Dept. of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance and Housing	<ul style="list-style-type: none"> Mass care Emergency assistance Disaster Housing Human services 	American Red Cross	Dept. of Human Services	Dept. of Homeland Security (FEMA)

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Public Health and Human Services Department

- Evaluates and informs the public about health hazards.
- Coordinates with the State Public Health Division on all matters requiring massive public immunizations.
- Takes actions to prevent communicable diseases.
- Facilitates assistance to special needs populations.
- Shelters companion animals.
- Provides assistance to the Medical Examiner.
- Evaluates water systems for use during emergencies.

Public Works and Engineering Roads and Parks Department

- Inspects and restores roads and bridges.
- Assists transportation routing, sign placement and barricading road and bridge hazards.
- Removes debris.
- Provides traffic control.
- Coordinates with the Sheriff's Department on all matters concerning evacuation and establishing a security perimeter.
- Keeps up-to-date all information on conditions.
- Coordinates resources with cooperating jurisdictions, state agencies, and volunteers.
- Supports the preparation and maintenance of ESF 1 – Transportation and ESF 3 – Public Works and Engineering, as appropriate.

Plan Distribution

Establish who receives copies of the plans.

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Plan Distribution

Jackson County's Emergency Operations Plan is intended to provide guidance to Emergency Service Agencies. It is also public information. As such, it is available to all members of the public in a variety of forms.

- Copies of this plan will be provided to each county department participating in the development of a Functional or Incident Annex. In each instance, one copy is for the director; others are for agency personnel participating in the Emergency Management Advisory Committee (EMAC).

Plan Distribution – County Departments

Assessor's Office	Fairgrounds and Exposition Park	Roads & Parks
County Counsel	Finance Department	Sheriff's Office
County Administrator's Office	Health and Human Services	Economic and Social Development
Airport	Information Services	

- Several local, state, federal and non-profit organizations have a specific role in emergency response in Jackson County. Each of these cooperating agencies and organizations will receive copies of the plan.

Plan Distribution – Response Partners

American Red Cross	Region 8 HazMat
Amateur Radio Emergency Services (ARES)	Oregon Department of Forestry (ODF)
Rogue Valley Fire Chiefs Association	Rogue Valley Community Organizations Active in Disaster (RVCOAD)
EMS: Ashland Fire & Rescue; Rogue River Fire District; Mercy Flights; Supervising Physician	ODOT Region 3 Office in Roseburg; ODOT Southern Transportation Operations Center (STOC)
Bureau of Reclamation	National Guard
Utilities: PacificCorp; Avista; Qwest; Rogue Valley Sewer Service; Medford Water Commission	Hospitals: Rogue Valley Medical Center; Ashland Community Hospital; Providence Medical Center
Oregon State Defense Force	Emergency Communications of Southern Oregon (ECSO)
Oregon State Police (OSP)	National Weather Service
U.S. Army Corps of Engineers	

- Copies will be placed in the primary and secondary Emergency Operations Center (EOC) locations.

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Plan Distribution – County EOCs

Emergency Communications of Southern Oregon (ECSO)	West Main St. backup EOC
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- Copies will be placed in each Public Safety Answering Point (PSAP) in Jackson County.

Plan Distribution – Public Safety Answering Points

Emergency Communications of Southern Oregon (ECSO)
--

- Each city in Jackson County will receive a copy for that jurisdiction's Emergency Manager.

Plan Distribution – Cities

City of Ashland	City of Gold Hill	City of Rogue River
Town of Butte Falls	City of Jacksonville	City of Shady Cove
City of Central Point	City of Medford	City of Talent
City of Eagle Point	City of Phoenix	

- One copy of the plan will be sent to the Emergency Manager of each county adjoining Jackson County.

Plan Distribution – Adjoining Counties

Josephine County Emergency Services	Klamath County Emergency Services
Douglas County Emergency Services	Siskiyou County Emergency Services

- Oregon Emergency Management will receive one copy.
- Copies of the Basic Plan will be provided to the Medford Branch Headquarters for distribution to all branches of the Jackson County Library System.

Plan Availability

The Basic Plan is available to other emergency service agencies and all interested members of the public at the Emergency Management webpage on the Jackson County website, located at www.jacksoncounty.org.

Upon request, the Emergency Management Program Coordinator will provide a copy of the plan to agencies or interested members of the public in electronic format.

Agreements

MOU/MOA

Memorandum of Understanding

A memorandum of understanding (MOU) is a legal document describing a bilateral agreement between parties. It expresses a convergence of will between the parties, indicating an intended common line of action, rather than a legal commitment. It is a more formal alternative to a gentlemen's agreement, but generally lacks the bind power of a contract.

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Memorandum of Agreement

A memorandum of agreement (MOA) or cooperative agreement is a document written between parties to cooperatively work together on an agreed upon project or meet an agreed upon objective. The purpose of an MOA is to have a written understanding of the agreement between parties. The MOA can also be a legal document that is binding and hold the parties responsible to their commitment or just a partnership agreement.

Definitions from <https://preparednessforall.wordpress.com/resources/sample-mous/>

What is a Mutual Aid Agreement?

A Mutual Aid Agreement (MAA) is similar to a MOU in that it is a written, non-contractual agreement between two parties. This agreement states that both parties will assist the other in an emergency or time of need.

What is the difference between a MOU and a MAA?

A MOU differs from a MAA in that a MOU is not necessarily a mutual benefit agreement. The MAA benefits both parties in that the agreement is to provide aid to each other in the time of need. A party entering into a MOU may agree only to help the other party, without desiring reciprocal aid.

Definitions from https://zahp.aza.org/wp-content/uploads/2015/06/MOU_Annex.pdf

How to write a MOU/MAA

The following elements should be included in a MOU or MAA:

- Definitions of key terms used in the agreement.
- Roles and responsibilities of individual parties.
- Procedures for requesting and providing assistance.
- Procedures, authorities and rules for payment and reimbursement.
- Type of acceptable payments (if any) in an emergency situation.
- Notification procedures and interoperable communications.
- Relationships with other agreements among jurisdictions.
- Workers compensation insurance coverage.
- Treatment of liability and immunity.
- Recognition of qualifications and certifications.
- Sharing agreements, as required.
- Authorized officials from each of the participating jurisdictions will collectively approve and sign all MAAs and MOUs.

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The following is a quick reference list of some of the elements that could be included in a MOU. These elements may be applicable to writing a MAA as well.

Introduction: Briefly describe the need for the agreement, who is involved, and the importance of two parties working together. Questions to consider:

- For what capability or resource is this MOU being created?
- Which agencies are participating in the MOU?
- Why is this MOU necessary?
- What agreements are set forth by this MOU?

Purpose: Briefly describe the necessity of the resource including how and under what circumstances the resource will be used. Questions to consider:

- When will it be used?
- How will it be used?

Scope: List the parties involved in the agreement and their relationship. This section also can include level of command and level of government. Questions to consider:

- Who are the public safety, public service, and other governmental and nongovernmental agencies that will use the resource?

Definitions: Define the terms associated with the resource to reduce the amount of uncertainty in the agreement. Questions to consider:

- What are the technical and operational aspects of the resource?
- Are there any community-specific terms or acronyms?

Policy: Briefly describe under what circumstances the resource can be used; this is to include who is authorized to use it, activation, timing, and anything else related to the use of the resource. Questions to consider:

- When can the resource be used?
- When should the resource be considered for use?
- Who has the ability to authorize use of the resource?
- Are there operating procedures associated with the resource? Can specific procedures be referenced?

User Procedure Requirements: Describe the obligations of being a part of this agreement and using a shared resource, if applicable. This may include training, exercises, user requirements, etc. Questions to consider:

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- What training, exercise, and equipment requirements are associated with participating in this MOU?
- Are there additional requirements?
- Are there financial obligations that must be considered?

Maintenance: This section mentions the designated party or parties responsible for maintaining equipment, systems and licenses. Questions to consider:

- What maintenance requirements are associated with participating in this MOU?
- Who will own the licenses?
- Who will maintain the equipment?

Oversight: This section describes how an agency will be prepared for use of the resource. This section may also contain a description of how agencies can provide recommendations that affect policy and whether or not the other agencies accept these recommendations. Questions to consider:

- What governance structure oversees the use of this resource and enforces all requirements of this MOU?
- Who is the chair of this governance structure and how is he/she appointed?
- What are the participation requirements in this governance structure of agencies entering the MOU?
- How are issues affecting policy, recommendations, and/or subsequent change implemented by the governance structure?
- Responsibility for Standard Operating Procedures (SOP) Compliance: The purpose of this section is to assign responsibility to an agency for appropriate SOPs associated with the resource. Questions to consider:
 - Who is responsible for ensuring the SOPs associated with this resource are followed and that individual agency personnel are trained appropriately?
 - How will compliance be carried out? Updates to the MOU: Describe how updates are made, who has the authority to make an update, and how participating agencies will be notified. Questions to consider:
 - Who has the authority to update/modify this MOU?
 - How will this MOU be updated/modified?
 - Will updates/modifications require this MOU to have a new signature page verifying the understanding of changes by each participating agency?

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3.0 Plan Development Resources

Defining and Prioritizing Threats (Risk Assessment)

Defining and prioritizing what threats to prepare for are critical for developing and implementing plans given limitations in resources and the likelihood of occurrence. Research on local, regional, and national concerns, discussions during meetings, surveys, and other methods were used to identify and prioritize major threats to public systems. Additional risk analysis can be conducted to further refine threats as needed (Table 2-1).

Rogue Drinking Water Partnership Identified and Prioritized Major Threats

1. Wildfire
2. Floods/Extreme Weather/Landslides
3. Spills
4. Drought
5. Biological Contamination
6. Earthquake
7. Dam failure
8. Volcano

Table 2-1 – Example Prioritization Matrix

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Table 2-1 Jackson County Hazard Analysis Matrix (5/14/2008)

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)	
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					
Severe Weather	10 x 2 = 20	10 x 5 = 50	10 x 10 = 100	10 x 7 =70	240
Disease Pandemic	7 x 2 = 14	10 x 5 = 50	10 x 10 = 100	8 x 7 = 56	220
Earthquake	4 x 2 = 8	10 x 5 = 50	10 x 10 = 100	6 x 7 = 42	200
Utility Failure	5 x 2 = 10	5 x 5 = 25	10 x 10 = 100	7 x 7 = 49	184
Drought	10 x 2 = 20	6 x 5 = 30	6 x 10 = 60	9 x 7 = 63	173
Hazardous Materials	10 x 2 = 20	4 x 5 = 20	5 x 10 = 50	10 x 7 = 70	160
Flood	10 x 2 = 20	2 x 5 = 10	5 x 10 = 50	10 x 7 = 70	150
Wildland Fire	10 x 2 = 20	2 x 5 = 10	5 x 10 = 50	10 x 7 = 70	150
Terrorism	7 x 2 = 14	3 x 5 = 15	7 x 10 = 70	7 x 7 = 49	148
Epidemic	8 x 2 = 16	2 x 5 = 10	5 x 10 = 50	8 x 7 = 56	132
Landslide	10 x 2 = 20	1 x 5 = 5	1 x 10 = 10	10 x 7 = 70	105
Transportation Accident	10 x 2 = 20	1 x 5 = 5	1 x 10 = 10	10 x 7 = 70	105
Category A Biological Agents	2 x 2 = 4	3 x 5 = 15	3 x 10 = 30	5 x 7 = 35	84
Dam Failure	1 x 2 = 2	4 x 5 = 20	4 x 10 = 40	2 x 7 = 14	76
Volcano	1 x 2 = 2	1 x 5 = 5	5 x 10 = 50	1 x 7 = 7	64
Radiological	1 x 2 = 2	1 x 5 = 5	1 x 10 = 10	8 x 7 = 56	63

Notes:

- 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.
- 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.
- 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.
- 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.

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Regional Opportunities

1. Geographic Controls for spills (EWEB model)
2. Regional Monitoring/Warning Systems for Emergencies
3. MOUs/MOAs/MAAs during emergencies for sharing of resources
4. Creating a resource list for emergencies
5. Creating/sharing Regional Contact lists
6. Creating regional plans for emergencies
7. Trainings and workshops
8. Funding opportunities
9. Citizen alert networks

Contact Lists

	Name	Contact(s)	CP/EP Complete	Gaps	Listed as contact in County Emergency Plan	Notes
1	Medford Water Commission	Craig Harper, Brad Taylor, Ben Klayman	Y	Y	Y	No consistent/overall framework. Document in pieces and spread out.
2	City of Grants Pass	Wade Elliot	Y			
3	City of Rogue River	Mike Bollweg	Y			
4	City of Gold Hill	Rob Lowe, City Manager				Rob.Lowe@ci.goldhill.or.us
5	Rogue Valley Sewer Services	Carl Tappert, Jennie Morgan				
6	Jackson County Emergency Management	Stacy Balt, Emergency Manager (541) 774-6790	Y		Y	
7	Josephine County Emergency Management	Sarah Rubrecht	Y		Y	
8	City of Medford Emergency Manager	Melissa Cano	Y			
9	City of Phoenix	Aaron Prunty, City Manager				
10	City of Ashland	Greg Hunter, Wastewater Treatment Plant Supervisor	Y		N	
11	Anglers Cove	Richard Patterson				
12	City of Cave Junction	Steve Bethke				
13	City of Eagle Point	Robert Miller				
14	Hiland Water (Shady Cove)	Silas Olsen, General Manager				
15	City of Central Point	Mike Ono, Treatment Plant Operator				
16	Oregon Department of Forestry	Dave Larson				
17	Oregon Department of Emergency Management					https://www.oregon.gov/odem/Pages/default.aspx
18	City of Jacksonville	Jeff Alvis, City Administrator				
19	City of Talent	Zac Moody				
20	City of Shady Cove	Spencer				SMcMahan@shadycove.org
21	Oregon Emergency Response	1-800-452-0311				
22	National Response Center	1-800-424-8802				
23	Ashland Forest Division Chief	Chris Chambers				

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Citizen Alert Program

Get notified about emergencies and other community alerts via your home phone, cell phone, text message or email by signing up for our Citizen Alert Program.

This notification system helps local officials provide you with critical information quickly in a variety of situations such as fire, flood, unexpected road closures, missing persons and evacuation of buildings or neighborhoods.

In the event of an emergency, local officials will use the **Citizen Alert** system's emergency notification function to call homes and businesses in the affected area. This function will only call landline phones. If you do not have a landline phone, you will not be notified unless you register another contact option! If you register other contact options, such as your cell phone, work phone or email, you can be notified even when you're not at home.

Jackson County

<https://jacksoncountyor.org/emergency/Resources/Citizen-Alert>

Josephine County

<https://www.co.josephine.or.us/Page.asp?NavID=1858>

[American Red Cross: Earthquake Mobile App](#) Receive alerts and notifications when an earthquake occurs, prepare your family and home, find help and let others know you are safe even if the power is out.

[FEMA Mobile App](#) Learn what to do before, during, and after emergencies with safety tips, and receive weather alerts from the National Weather Service for up to five different locations anywhere in the United States.

Contingency/Emergency Action Planning Resource Guide

Resources and Links

City of Ashland

<https://www.ashland.or.us/SIB/files/Ashland%20EOP%20.pdf>

Eugene Water and Electric Board

<http://www.eweb.org/outages-and-safety/preparing-for-emergencies>

<http://www.eweb.org/outages-and-safety/preparing-for-emergencies/water-reliability-initiative>

<http://www.eweb.org/community-and-environment/mckenzie-watershed-protection/watershed-emergency-response>

Jackson County Emergency Management

<https://jacksoncountyor.org/emergency/>

Jackson County Emergency Operations Plan

<https://jacksoncountyor.org/emergency/County-Plans/Emergency-Operations-Plan>

Josephine County Emergency Management

<https://www.co.josephine.or.us/SectionIndex.asp?SectionID=138>

Citizen Alert Network

Jackson County

<https://jacksoncountyor.org/emergency/Resources/Citizen-Alert>

Josephine County

<https://www.co.josephine.or.us/Page.asp?NavID=1858>

Oregon Office of Emergency Management

<https://www.oregon.gov/oem/Pages/default.aspx>

Contingency/Emergency Action Planning Resource Guide

Local, Regional, and Nationwide Efforts

Water Reliability Initiative (EWEB)

Our community is investing in water

Just as your household invests in an emergency kit, EWEB is making investments to prepare, replace and maintain our community's water system.

- EWEB is working with community partners to develop an emergency water supply program that would include several permanent distribution sites located throughout the community using groundwater wells, as well as mobile water trailers. Our plan calls for the development of five geographically dispersed well sites within the next five years, with the first set to go operational in fall 2018.
- We are investing in modern tools to isolate damage and quickly restore water service.
- We are committed to regular maintenance so our community's water system stays in excellent shape.

Read more about our emergency water supply efforts.



A few things to know about your water's reliability

Limited supply: EWEB has enough storage to provide only one or two days of drinking water if something happens to our McKenzie River source.

Contingency/Emergency Action Planning Resource Guide

Community risk: A reliable supply of clean water is vital to public health, safety and our economy, especially in an emergency.

System resilience: EWEB's strategy to replace and renew our water system will increase resilience now, and for future generations.

Affordable: Careful planning will balance water reliability and affordability, which are both important community values.

A reliable supply of clean water is vital to public health, safety, and our economy, especially in an emergency. An emergency water supply program would focus on developing our capabilities to deliver water at a number of permanent distribution sites designated as Community Points of Distribution (CPOD). These CPODs were identified by the county as the locations where emergency resources including food, medical aid and shelter would be available following a disaster.

The water would come from existing or new wells—a handful of schools, including Sheldon and North Eugene already have existing wells and others have pending water rights for wells. Each distribution site would be configured as a joint water and electric facility with the following infrastructure:

- An existing, new, or refurbished well
- A water treatment system
- A standby generator system
- A microgrid system to provide reliable standby power
- A building to house piping and equipment

This solution would supplement other emergency supply efforts already underway, including:

- Portable treatment trailer - We have purchased the components and plan to start construction on a treatment trailer later in 2017.
- Water distribution trailers - We currently have three trailers than can be hooked up to a functioning, pressurized potable water supply and deliver water from 100 nozzles.
- Delivered water - We currently have one 500-gallon and two 2,000-gallon blivets (a collapsible rubber bladder used to transport liquids) ready for deployment.

Commissioners directed staff to work with school districts, public agencies, other utilities and perhaps private industry to identify ground wells and other potential water sources, and

Contingency/Emergency Action Planning Resource Guide

indicated a sense of urgency to develop an emergency water supply program as soon as possible.

Watershed Emergency Response Plan

Incident commanders use MWERS to quickly gain access to crucial information, equipment and trained people, making the overall response more effective. Watershed responders use geographic information system (GIS) technology to retrieve information on threats, critical resources, available equipment, and other information needed during a crisis. This information allows them to efficiently and effectively stabilize accidental or intentional chemical spills as soon as possible.

Contingency/Emergency Action Planning Resource Guide

Emergency Operation Plan Examples

Contingency Plan Examples

**City of Ashland
Jackson County, Oregon
EMERGENCY OPERATIONS PLAN**



June 2012

Prepared for:

City of Ashland
455 Siskiyou Boulevard
Ashland, Oregon 97520

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 Ashland 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 Jackson Emergency Operations Plan.

It is recognized that 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 Ashland 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 Ashland 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, 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 Ashland will coordinate resources and activities with other Federal, state, local, tribal, and private-sector partners.

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Letter of Promulgation

To all Recipients:

Government at all levels has the responsibility to plan for and respond to emergencies resulting from hazards that are known to threaten the jurisdiction. In view of this fact, the City of Ashland has established an Emergency Management Program to provide overall planning and coordination for emergencies.

Emergencies may require the City government to operate in a manner different from normal, day-to-day routines, and may seriously over-extend City resources. This Emergency Operations Plan provides specific guidance to City departments during emergencies. The plan will also serve as an indicator of City capability; if the City is unable to provide adequate coverage for a particular resource or potential hazard, alternate sources or contingency plans shall be developed within political and budgetary constraints.

The accomplishment of Emergency Management goals and objectives depends on the development and maintenance of competent program staff, adequate funding, and on familiarization of other City personnel with their emergency responsibilities and this plan. It is hereby directed that review of this plan and overall emergency responsibilities by all City Department Heads be accomplished bi-annually, or as indicated through plan activation or exercise. Thorough familiarity with this plan will result in the efficient and effective execution of emergency responsibilities and in better service to the citizens of Ashland.

Government entities complying with this plan shall not be liable for injury, death or loss of property except in cases of willful misconduct or gross negligence.

This plan has been approved by the City Council. It will be revised and updated as required. All recipients are requested to advise the Fire Chief, serving as the City's 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.

John Stromberg
Mayor

David Kanner
City Administrator

DATE

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Plan Administration

The Fire Chief, as Emergency Manager, will coordinate review, revision and re-promulgation of this plan bi-annually or whenever changes occur, such as lessons-learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan may be made without formal City Council approval.

Record of Plan Changes

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

Date	Change No.	Purpose of Update
June 2012	000	Original Release

Plan Administration

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective Emergency Operations Plans when changes are received. The Fire Chief, acting as Emergency Manager, is ultimately responsible for dissemination of all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person
		Mayor
		City Administrator
		Assistant City Administrator
		Fire Chief
		Police Chief
		Public Works Director
		Chief Finance Officer
		Information Technology Director
		Community Development Director
		Human Resources Manager
		City Recorder
		Parks Director
		City Attorney
		Management Analyst
		Jackson County Emergency Management
		Oregon Emergency Management

* Indicates that the jurisdiction, agency or person should receive a hard copy as well as an electronic copy.

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 Fire Chief, acting as Emergency Manager, for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	Fire & Rescue – Emergency Manager
Functional Annexes (FAs)	
FA 1 Emergency Services	Fire & Rescue Police Department
FA 2 Human Services	Fire & Rescue – Emergency Manager Parks and Recreation Department
FA 3 Infrastructure Services	Public Works Department
FA 4 Recovery Strategy	Fire & Rescue – Emergency Manager
Incident Annexes (IAs)	
IA 1 Drought	Public Works Department
IA 2 Earthquake	Fire & Rescue Police Department
IA 3 Fire	Fire & Rescue
IA 4 Flood	Public Works Department
IA 5 Severe Weather	Fire & Rescue Public Works Department
IA 6 Volcano	Fire & Rescue
IA 7 Hazardous Materials	Fire & Rescue
IA 8 Public Health Incident	Fire & Rescue – Emergency Manager Jackson County Health and Human Services
IA 9 Terrorism/Civil Disturbance	Police Department
IA 10 Transportation Accident	Public Works Fire & Rescue
IA 11 Utility Failure	Public Works Department Private Utilities

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Functional Annexes

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

Incident Annexes

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

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Basic Plan

1

Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for the City of Ashland'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 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

While no plan can replace the common sense and good judgment of emergency response personnel, department directors, and other decision makers, this Emergency Operations Plan does provide a framework to guide the City of Ashland's effort to mitigate and prepare for, respond to and recover from major emergencies or disasters.

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 Jackson (County) EOP, the State of Oregon (State) Emergency Management Plan (EMP), and the National Response Framework (NRF). It also identifies critical tasks needed to support a wide range of response activities.

1. Introduction

1.2.2 Scope

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

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

1.3 Plan Activation

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

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

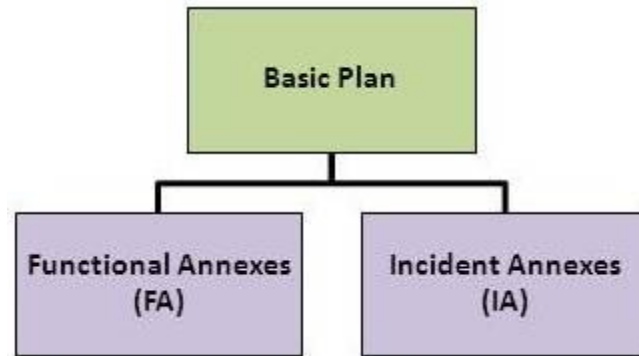
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander.

1.4 Plan Organization

The City EOP is composed of three main elements:

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

Figure 1-1 City of Ashland EOP Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.
- Describe the context under which the City 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.

1.4.2 Functional Annexes

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

1. Introduction

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, and
- FA 4 – Recovery Strategy.

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
ESF 4 – Firefighting	Fire Services
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions described in the Emergency Services Annex may include:	
■ Evacuation and Population Protection	

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

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Table 1-2 City Functional Annex 2 – Human Services

County ESFs	City Function
<ul style="list-style-type: none"> Worker Health and Safety 	

Table 1-3 City Functional Annex 3 – Infrastructure Services

County ESFs	City Function
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions described in the Infrastructure Services Annex may include: <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
NOTE: Additional functions described in the Recovery Strategy Annex may include long-term recovery activities such as: <ul style="list-style-type: none"> Community Planning and Capacity Building Economic Recovery Health and Social Services Recovery Housing Recovery Infrastructure Systems Recovery Natural and Cultural Resources Recovery 	

1.4.3 Coordination with County Emergency Support Functions

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Requests for such assistance would come from County Emergency Management.

If the County EOP is implemented during an incident or County-wide 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. Introduction**1.4.4 Incident Annexes**

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

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

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

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

1.5 Relationship to Other Plans**1.5.1 Federal Plans****1.5.1.1 National Incident Management System**

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

1. Introduction

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

1.5.1.2 National Response Framework

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

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

1.5.1.3 National Disaster Recovery Framework

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

The National Disaster Recovery Framework defines:

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

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

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

1. Introduction

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

The Oregon EMP consists of three volumes:

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

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

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

1. Introduction

- An affected city or county fails to act.

1.5.3 County Plans

1.5.3.1 Jackson County Emergency Operations Plan

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

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

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

1.5.4 City of Ashland Plans

1.5.4.1 Continuity of Operations and Continuity of Government Plans

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

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.

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

1.5.4.2 Natural Hazards Mitigation Plan

Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is as important as the plan itself. It creates a framework for risk-based decision making to reduce damages to lives, property, and the economy from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

The City of Ashland is currently in the process of developing a Hazard Mitigation Plan.

See Chapter 2 for a more detailed hazard analysis.

1.6 Authorities

1.6.1 Legal Authorities

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

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As approved by the City Council, the City Administrator has been identified as being responsible for implementation of the City's emergency management program. The Fire Chief, given the collateral title of Emergency Manager, has been delegated this authority and has the responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees as appropriate.

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

Table 1-5 Legal Authorities
Federal
<ul style="list-style-type: none"> — Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended. — National Incident Management System (NIMS) — National Response Framework (NRF) — Homeland Security Presidential Directive 5: Management of Domestic Incidents — Homeland Security Presidential Directive 8: National Preparedness — Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness — Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006
State of Oregon
<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
Jackson County
— Jackson County Code, Chapter 244, Organization for Emergency Management
City of Ashland
— City of Ashland Municipal Code, Chapter 2.62, Emergency Powers

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates

1. Introduction

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.

1.7 Emergency Powers

1.7.1 General

Authority to implement emergency powers is provided for in Chapter 2.62 of the City of Ashland Municipal Code. This document is provided in Appendix A.

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

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or Federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

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

1.7.2 City Disaster Declaration Process

A declaration of emergency by the City of Ashland is the first step in accessing state and federal disaster assistance. The City Administrator has the legal authority under Ashland Municipal Code 2.62.010 - 2.62.050, to declare that a Local Emergency exists. If the City Administrator is unable to act due to absence

1. Introduction

or incapacity, the Acting City Administrator may exercise local Declaration authority. The declaration of a local emergency must include a description of the situation and existing conditions, must delineate the geographic boundaries, and must outline what special powers are being activated by the City. If County, State or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended, and contain a request to the Governor for the type of assistance required (if needed). The Command and General Staff have the following responsibilities in the declaration process:

- **Operations.** Identify necessary resources and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
- **Planning.** Provide situation and resource summaries and initial and preliminary damage assessments.
- **Logistics.** Compile resource requests
- **Finance.** Assist in preliminary damage assessment and coordinate damage survey activities.
- **Command.** Present the package to City Council.

See Appendix B for sample Declaration of Emergency forms.

1.7.3 Jackson County Declaration Process

Under ORS 401.309, a local state of emergency may be declared by the officials listed in the County Emergency Management Ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing Mutual Aid Agreements (MAA) and then through the State.

If the emergency area is within a City, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Office. Requests for a State Declaration shall be made by the Executive Officer(s) of the County in which the emergency event is occurring. State assistance will be provided only after a “good faith” effort has been made, local resources are exhausted or nearing depletion and MAAs have been initiated. Local resources include those available under mutual aid or through the County.

The following documents may need to be forwarded to the EOC for action:

- A draft order declaring an emergency, including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster;

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- Supporting documentation or findings as determined necessary by the BOC; and
- A draft letter to the Governor advising of the County's declaration and the request for a state declaration as appropriate, as well as any requests for assistance.

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

Requests for State/Federal assistance need to include:

- Language stating that local and county, mutual aid resources are depleted or nearly so.
- Specific assistance requirements to be requested (e.g., type and quantity of equipment needed, purpose for which it is needed, and location of the area in need). Multiple requests on the same declaration may be necessary. Be as detailed as possible, and explain the requested mission, not "who" could provide the requested resources.
- Time element: expected duration of event or expected time required to gain control.

1.7.4 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated.

The State OEM Operations Officer coordinates with the agencies represented in the State Emergency Coordination Center (State ECC) to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

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

1. Introduction**1.7.5 Federal Assistance**

The Federal Emergency Management Agency (FEMA) provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor.

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, Federal assistance may be requested. OEM coordinates all requests for federal assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the NRF.

1.8 Continuity of Government**1.8.1 Lines of Succession**

Table 1-6 provides the policy and operational lines of succession during an emergency for the City.

Table 1-6 City Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
Emergency Manager (Fire Chief)	Mayor and City Council
Police Chief	City Administrator
Incident Commander	Emergency Manager (Fire Chief)

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 City Administrator's Office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Administrator will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

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

1. Introduction**1.9 Administration and Logistics****1.9.1 Request, Allocation, and Distribution of Resources**

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

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

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. Ashland Fire and Rescue Fire Chief coordinating with the Jackson County Fire Defense Board assesses the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the Oregon Emergency Response System. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect 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. The following general procedures will be carried out:

- 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.
- 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 Administrator (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

1. Introduction

all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Administrative Services Department and managed through the Chief Financial Officer to identify budgetary shortfalls. The Administrative Services 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.

1.9.3 Legal Support and Liability Issues

The City Attorney provides legal support to the City during an emergency.

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

1.9.4 Reporting and Documentation

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

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

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to make contact with their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans 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 maintaining overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel

1. Introduction

should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. Safety precautions and Personal Protective Equipment (PPE) decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

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

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

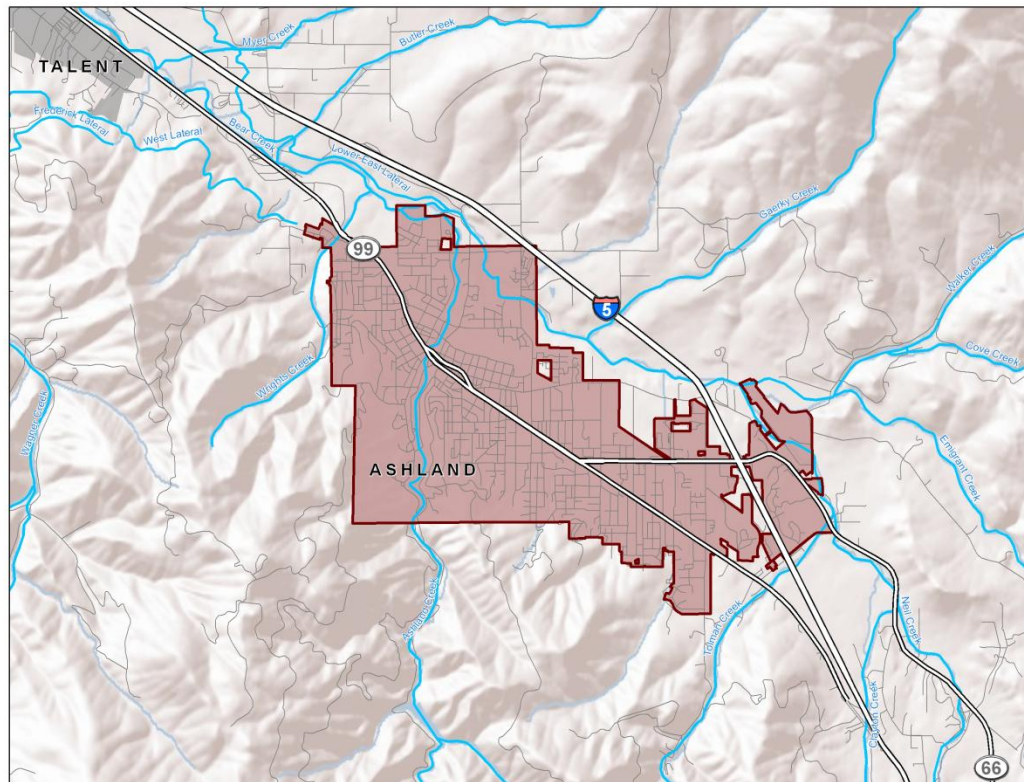
2

Situation and Planning Assumptions

2.1 Situation

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

Figure 2-1 Map of City of Ashland



2. Situation and Assumptions

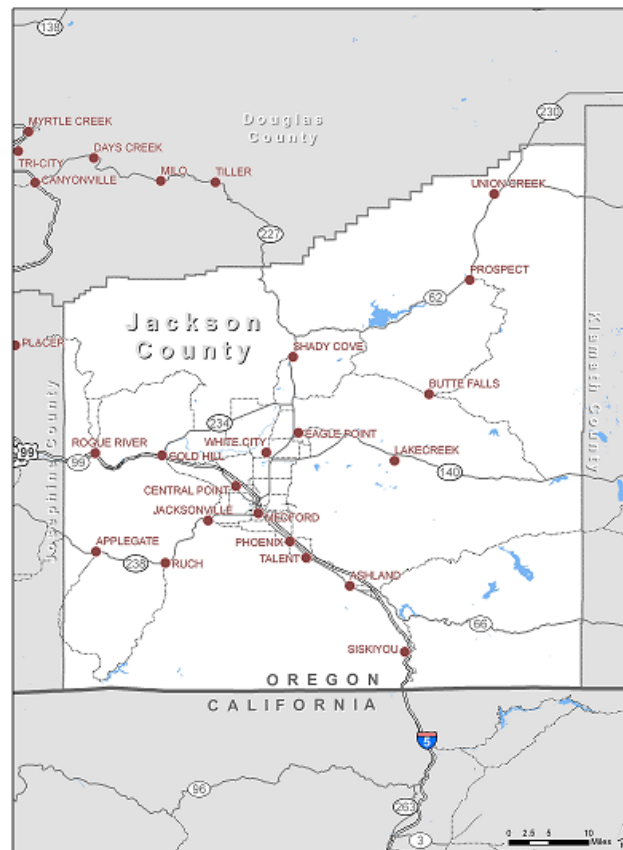
2.1.1 Community Profile

The City of Ashland, located 15 miles north of the California border, currently has a population of approximately 20,255, and a total land area of 5.948 square miles. (3,806.72 acres) Highways 99 and 66, and Interstate 5, run through the City, as do major cargo and commuter rail lines. Attendant with these routes is the risk of transportation accidents and transportation-related hazardous materials releases. The City of Ashland has an airport, and is in the flight path for a number of commercial and private flights between Portland and San Francisco International Airports. The City receives its water from the 277 million cubic foot reservoir behind Hosler Dam in the Ashland Watershed. Ashland also has several small streams in its immediate vicinity, which are subject to slow rise flooding. Ground saturation associated with heavy rain may cause landslides in steeper areas of the City, and throughout the Ashland Creek Canyon area.

Major growth of tourism-related business in the area has occurred in the past, and is anticipated to continue in the future. With this growth comes the seasonal increase in the local population.

The siting of homes within the wildfire hazard zone, and the historical practice of suppressing natural fire, has dramatically increased the wildfire-fuel load and propensity for catastrophic wildfire impacting residential neighborhoods.

Figure 2-2 Map of Jackson County



2. Situation and Assumptions

2.1.2 Hazards and Threats

The city is exposed to a wide range of natural and human-caused hazards and threats, all of which have the potential to disrupt the community, cause casualties, and/or damage property and the environment. These hazards and threats are discussed in the following sections.

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

2.1.2.1 Severe Weather

Most common from October through April, snowstorms and windstorms can disrupt the City's utilities, telecommunications and roadway systems. Damage from windstorms is typically related to the toppling of trees and limbs, and consequent downing of utility infrastructure. Significant storms have sustained winds of 40 mph with gusts of 55 mph for more than two hours.

Particularly threatening are wintertime winds from the Cascades that funnel through the Rogue Valley at 50 mph. The region's outstanding historic windstorm, the 1962 "Columbus Day" storm, had winds gusting to 104 miles per hour and was described by meteorologists as a cyclone.

Weather extremes with a history of occurrence in Ashland include windstorms, snow and ice storms, and periods of extreme heat and cold.

2.1.2.2 Hazardous Materials Incident

This hazard involves the release or spillage of hazardous chemicals or chemical wastes that pose a serious threat to life, property, and/or the environment. The release or spillage may also generate long-term contamination or toxicity problems. A hazardous materials incident is most commonly associated with a transportation accident (highway, rail, waterway, or pipeline), but may also arise from accidents at fixed facilities.

Hazardous materials are transported through the county in freight trucks using the Interstate 5 corridor, state highways, rail lines, and county roadways.

2.1.2.3 Utility Failure

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

This hazard includes the shortage or loss of power for periods in excess of 24 hours, and shortages of fuels such as oil, gasoline, and diesel.

2.1.2.4 Fire

Level 2 urban fire occurrences are infrequent within the City of Ashland. Most are handled easily through automatic aid without activation of this plan. In addition,

2. Situation and Assumptions

the City faces the threat of wildland/urban interface fires from large areas of undeveloped property within and adjacent to the City limits.

2.1.2.5 Flood

The hazard generally evolves from a short duration, heavy rain event that may be compounded by heavily saturated or frozen soils and rapid melting of snow and/or ice. Flood impacts are generally concentrated along streams but may also be scattered in low-lying areas of the city. A flood event typically causes property damage and significant transportation and economic disruptions. It may also require short-term shelter and care support for citizens displaced from their homes.

Ashland has several small streams which are subject to slow rise flooding. These include Ashland Creek, Bear Creek, and Neil Creek. In addition, the City has a large reservoir above the city in the Ashland watershed. Although this area is levied, it may be exposed to dam failure and flooding.

2.1.2.6 Transportation Accident

Transportation accidents may include major automobile or airplane crashes, or train derailments.

2.1.2.7 Earthquake

The Earth's crust is broken into massive pieces called tectonic plates that ride on semi-fluid rock below. Powerful forces generated within the Earth drive these plates. When these plates collide with, slip along, or plunge underneath each other, they produce earthquakes. Most earthquakes are minor in scale and many are too small to even feel. However, a number of quakes ranging in scale from moderate to great occur annually throughout the world and take a heavy toll on lives and property. The Pacific Northwest lies along what is known as the Ring of Fire - an area that experiences frequent earthquake and volcanic activity. Although Oregon's recorded history is relatively free of large magnitude earthquakes, its geologic history shows ample evidence of past periodic, large scale events.

This hazard includes earthquakes themselves, as well as associated hazards such as landslides, building collapses, and rockfalls. Although Ashland has a history of small earthquakes, actual damage and response has been slight. Recent evaluation of the earthquake potential in the Rogue Valley indicates that earthquake potential has been underestimated, and that the area may experience a "great" earthquake (in excess of 9 on the Richter scale).

2.1.2.8 Drought

A water shortage may arise from a number of causes, but it would most likely derive from drought or a significant diversion/interruption of water supplies supporting Shady Cove. Drought involves a period of prolonged dryness resulting from a lack of precipitation. A severe drought could require that strict

2. Situation and Assumptions

conservation measures (more than odd/even watering restrictions) be implemented to assure an adequate supply of potable water for citizens. Long term drought conditions typically have devastating consequences for agricultural and other businesses dependent on a good supply of water, and place large areas surrounding the City at higher risk for devastating Wildland/urban interface fires.

The City has extended hot and dry weather conditions during the summer and early fall months. Sequential years of below normal rainfall result in severe drought conditions.

Extreme and prolonged drought may threaten drinking water and fire suppression supplies, as well as water-dependent agriculture and industry.

2.1.2.9 Volcano

Cascadia Subduction Zone movement, the movement of continental plates against each other, generates volcanic activity in the Pacific Northwest. The northern reaches of the Cascade Range have been much more active than those in southern Oregon. Mount McLaughlin is considered dormant and may never have erupted. This hazard includes the ash fall which might result from an eruption of Mt. Shasta.

2.1.2.10 Civil Disturbance/Terrorism

This hazard includes riots, protest, strikes, school or workplace violence, demonstrations, and acts of terrorism that can result in the taking of hostage, injuries, and/or deaths, damage to property, sabotage, and extortion. In the case of terrorist incidents, the use of chemical, biological, or nuclear weapons as well as conventional explosives is possible.

2.1.2.11 Public Health Incident

A public health incident could include influenza, Avian flu, or a pandemic of any kind as well as biological agent release (as an act of terrorism). The effects of a major outbreak outside the City or region could have a serious impact on the community. Shady Cove depends on daily commerce from outside the region and could be adversely affected without that connection.

2.1.3 Capability Assessment

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

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

2. Situation and Assumptions

2.1.4 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, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-1 City of Ashland 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)	
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					
Severe Weather	H	H	H	H	240
Hazardous Materials Incident	H	M	H	H	215
Utility Failure	M	M	H	M	185
Fire	M	H	H	H	275
Flood	L	M	M	M	130
Transportation Accident	L	M	M	M	130
Earthquake	L	M	H	M	162
Drought	H	H	H	H	400
Nuclear Incident	L	L	L	L	13
Volcano	L	L	M	M	67
Civil Disturbance/Terrorism	L	M	M	M	112
Notes: 1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years. 2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected. 3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected. 4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.					

2. Situation and Assumptions**2.2 Assumptions and Limitations**

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

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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 Jackson County Emergency Management Program Coordinator 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 of Ashland has established an Emergency Management Organization (EMO) consistent with its authority under Oregon revised statutes 401.305 to 401.335 and Ashland Municipal Code, 2.62.010-2.62.050. Organized under the

3. Roles and Responsibilities

auspices of the City Council, and under the supervision of the City Administrator, the Emergency Management Staff includes the following personnel:

- Mayor
- City Administrator
- City Attorney
- Fire Chief
- Police Chief
- Public Works Director
- Finance Director
- Director of Parks and Recreation
- City Councilors
- Human Resources Director
- City Recorder
- Director of Community Development
- Director of Municipal Electric Utility
- IT Director

An organizational chart which shows the administrative chain of command and line of succession for the Emergency Management Organization is displayed on page A-5 of this section.

During an emergency, the members of the Emergency Management Organization will assume positions within the framework of the Command and General Staff of the National Interagency Incident Management System Incident Command structure, and perform the assigned duties outlined in the Emergency Operations Guide.

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:

3. Roles and Responsibilities

- The jurisdiction, including persons, property, and structures,
 - Vulnerable populations including unaccompanied children and those with service animals, and
 - Individuals with household pets.
- Encouraging residents to be prepared and participate in volunteer organizations and training courses.

3.2.1.1 Mayor and City Council

The role of the Mayor and Council in emergencies is primarily that of liaison with the public and with the elected officials of other affected or assisting jurisdictions.

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 EOC Director in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending PIO briefings.
- Ensure adequate program staffing and funding.
- Participate in review of this EOP.

3.2.1.2 City Administrator

The City Administrator, or designee, has the ultimate authority and responsibility for the direction and control of City resources during an emergency. On a day to day basis, this authority is delegated to the City Department heads, who have the power to establish control of an emergency incident through the Incident Command structure. The City Administrator, or designee, may reassume the duties of overall Incident Command, if in his or her judgment emergency response will be enhanced by this action. Operational control and incident tactics shall remain with the lead agency.

The City Administrator is responsible for:

- Providing policy level emergency management.
- Ensuring adequate program staffing and funding.

3. Roles and Responsibilities

- Maintaining departmental notification/call rosters.
- Establishing internal lines of succession.
- Functioning as a member of the emergency management staff.
- Ensuring staff is trained to assume emergency responsibilities.
- Providing overall incident management and incident strategy during activation (assumption of command is at the discretion of the City Administrator).
- Providing public information.
- Declaring local state of emergency and request Governor's declarations of emergency and disaster through Jackson County as necessary (see Section 2-H, Reporting).
- Safeguarding essential records.
- Establishing and maintaining liaison with Mayor and Council.
- Overseeing emergency response and incident command structure as outlined in this EOP.

3.2.1.3 Fire and Police Chiefs

- Oversee and provide direction to Emergency Management Program. Ensure compliance with State and Federal regulations.
- Review Emergency Operations Plan according to established review schedule.
- Ensure necessary revisions of Emergency Operations Plan.
- Coordinate City Emergency Management activities.
- Review and revise Emergency Operations Plan according to established review schedule. Develop new annexes as necessary.
- Conduct exercises to test Plan and response capability.
- Solicit and incorporate Department input into the planning process and the Emergency Operations Plan through the emergency management staff.
- Facilitate training in emergency management for City staff.
- Represent the City in all emergency management activities.

3. Roles and Responsibilities

- Provide liaison with other Emergency Management Offices, and with volunteer organizations tasked with emergency responsibilities.

3.2.1.4 Emergency Manager (Fire Chief)

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

3.2.1.5 City Department Heads

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

3. Roles and Responsibilities

function in this plan will be prepared to make their resources available for emergency duty at the direction of the Mayor or City Administrator.

3.2.2 Responsibilities by Department

3.2.2.1 All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focuses 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.

City Departments shall retain their identity and autonomy during a declared state of emergency. Each hazard identified within this plan has one or more Departments identified as "lead agencies" tasked with planning for that hazard in all phases and all activity levels. This does not preclude the use of a unified command approach to incident management, or the assumption of command by the City Administrator, if such actions are apropos.

All City departments are responsible for:

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

3. Roles and Responsibilities

- Promote family preparedness among employees.
- Ensure that staff complete any NIMS required training.
- Ensure that department plans and SOPs incorporate NIMS components, principles, and policies.
- Dedicate staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting standard operating procedures (SOPs) and annexes.

3.2.2.2 Fire & Rescue

- Serve as lead agency for structural and wildland fire, explosion, transportation accidents, pre-hospital medical care, hazardous materials, earthquake, and weather-related emergencies.
- Develop guidelines and procedures for responding to emergencies.
- Train personnel in the safe and effective accomplishment of emergency duties.
- Provide emergency response and incident management according to departmental guidelines and the provisions of this Plan.
- Establish and enforce fire prevention codes.
- Assist Police and Public Works emergency responses as requested, and within capability.
- Safeguard essential records.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to Department Response.
- Provide fire protection to vital City facilities, shelters, etc.

3.2.2.3 Police Department

- Serve as lead agency for civil disturbances, terrorism, and drug labs.
- Serve as City alert and warning, and activation point.
- Develop operating guidelines and procedures for responding to emergencies.

3. Roles and Responsibilities

- Train personnel to safely and effectively carry out emergency responsibilities.
- Provide emergency response and incident management according to Department operating guidelines and the provisions of this plan.
- Provide security for vital facilities, including the EOC, shelters, etc.
- Direct incident/site security.
- Provide support to Fire and Public Works emergency operations as requested and within capability.
- Safeguard essential records.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary for Department response.

3.2.2.4 Community Development

- Assist lead agency for earthquake related emergencies.
- Develop operating guidelines and procedures for responding to emergencies.
- Train personnel to safely and effectively fulfill emergency duties.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Direct repair of critical City facilities.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Safeguard essential records.
- Develop and maintain mutual aid agreements necessary for Department response.

3. Roles and Responsibilities**3.2.2.5 Public Works Department**

- Assist lead agency for flood, drought, volcano, and weather-related emergencies.
- Train personnel in the safe and effective fulfillment of emergency duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to department response.

3.2.2.6 Municipal Electric Utility

- Assist lead agency during emergencies.
- Train personnel in the safe and effective fulfillment of emergency duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- Provide support to Police and Fire emergency operations as requested, and within capability.
- Assist in damage assessment.
- Maintain internal notification/call rosters.
- Establish internal lines of succession.
- Develop and maintain mutual aid agreements necessary to department response.

3. Roles and Responsibilities

3.2.2.7 Legal Department

- Provide legal counsel to Emergency Management Organization.
- Assist in the development of emergency policy, guidelines, and procedures.
- Train personnel in the safe and effective fulfillment of emergency responsibilities.
- Maintain internal notification and call rosters.
- Establish internal lines of succession.
- Safeguard essential records.

3.2.2.8 Parks and Recreation

- Assist lead agency for community-wide emergencies.
- Train personnel in the safe effective performance of emergency management duties.
- Develop operating guidelines and procedures for responding to emergencies.
- Provide support for Fire, Police and Public Works emergency operations.
- Assume responsibility for emergency activities within city parks system.
- Safeguard essential records.
- Establish internal lines of succession.

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. Roles and Responsibilities

3.2.3.1 Transportation

Public Works Department

Transportation responsibilities include:

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

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

3.2.3.2 Communications

Alert and Warning

Emergency Communications of Southern Oregon/Police Department

Alert and warning responsibilities include:

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

3. Roles and Responsibilities

Communication Systems

Emergency Communications of Southern Oregon/Information Technology Department

Communication responsibilities include:

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

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

3.2.3.3 Public Works and Engineering

Public Works Department/Community Development Department

Public works and engineering responsibilities include:

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

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

3.2.3.4 Firefighting

Fire & Rescue

Fire service responsibilities include:

3. Roles and Responsibilities

- Providing fire prevention before, suppression during and emergency medical aid in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Providing hazardous materials spills containment, planning, and coordination.
- Inspecting shelters for fire hazards.
- Manage the City's 1700 AM emergency radio.
- Manage the City's Smoke and Wildfire Hotline.
- Manage the City's Citizen Alert System.

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

3.2.3.5 Emergency Management

Emergency Operations Center

Fire & Rescue (Emergency Management)

Emergency operations center responsibilities include:

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

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

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

Southern Oregon Chapter of the American Red Cross/Parks and Recreation Department/Jackson County Health and Human Services

3. Roles and Responsibilities

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

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

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

3. Roles and Responsibilities

3.2.3.7 Logistics Management and Resource Support

Fire & Rescue (Emergency Management)/Finance Department

Logistics management and resource support responsibilities include:

- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with law enforcement, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.
- 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 detail.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

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

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the vulnerable populations.
- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.

3. Roles and Responsibilities

- Coordinating delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

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

Emergency Medical Services

Fire & Rescue

Emergency medical service responsibilities include:

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

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

3.2.3.9 Search and Rescue

Fire & Rescue/Jackson 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 detail.

3.2.3.10 Oil and Hazardous Materials Response

Fire & Rescue/OSFM Regional HAZMAT Team (Region 8)

Hazardous Materials Response

Oil and hazardous materials responsibilities include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.

3. Roles and Responsibilities

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

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

3.2.3.11 Agriculture and Natural Resources

Jackson County Health and Human Services

Agriculture and natural resources–related responsibilities include:

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

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

3. Roles and Responsibilities**3.2.3.12 Energy and Utilities**

Public Works Department/Municipal Electric Utility/Private Utilities

Energy and utilities related responsibilities include:

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

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

3.2.3.13 Law Enforcement Services

Police Department

Law enforcement responsibilities include:

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

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

3.2.3.14 Recovery

Fire & Rescue-Emergency Management/City Council/City Administrator

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.

3. Roles and Responsibilities

- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support providing assistance as needed.
- Locating, purchasing and coordinating delivery of resources necessary during or after an incident in the City.

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

3.2.3.15 External Affairs

Administrative Services Department

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.

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

3.2.3.16 Evacuation and Population Protection

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:

3. Roles and Responsibilities

- Movement control,
- Health and medical requirements,
- Transportation needs,
- Emergency Public Information materials, and
- Shelter and reception location.

- Developing procedures for sheltering-in-place.

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Community Development Department

Damage assessment responsibilities include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

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.

3. Roles and Responsibilities

- 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

Fire & Rescue (Emergency Management)/Community Emergency Response Teams (CERT)/Police 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.

3.2.2.20 Coordination with Special Facilities

Coordination with special facilities (e.g., schools, care facilities, 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.
- Preparing and maintaining emergency plans and SOPs.

3. Roles and Responsibilities

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 Administrator.

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

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

3.3.2 Nongovernmental Organizations

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

3. Roles and Responsibilities

The roles of NGOs in an emergency may include:

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

3.3.3 Individuals and Households

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

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

3.4 County Response Partners

The County Emergency Management Program Coordinator has been appointed under the authority of the Board of County Commissioners and is responsible for developing a County-wide 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 Jackson County Emergency Operations Plan for the County's emergency management organization and detailed roles and responsibilities for County departments.

3.5 State Response Partners

Under the provisions of ORS 401.055 through 401.155, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-

3. Roles and Responsibilities

Declared Emergency. The administrator of OEM is delegated authority by ORS 401.260 to 401.280 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

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

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

3.6 Federal Response Partners

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

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

3.7 Response Matrix

Table 3-1 provides a matrix, by ESF, of the local, State, and Federal primary organizations 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 	Public Works Department	Roads & Parks Department/Rogue Valley Transportation District	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 	Fire & Rescue/Police Department/Emergency Communications of Southern Oregon	Sheriff's Office/Emergency Management/Emergency Communications of Southern Oregon	Oregon Emergency Management	Department of Homeland Security (National Communications System)

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 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 	Public Works Department/Community Development Department	Roads & Parks Department/Emergency Management	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 	Fire & Rescue	Local Fire Agencies/Fire Defense Board	Department of Forestry/Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	<ul style="list-style-type: none"> Coordination of incident management and response efforts Issuance of mission assignments Resource and human capital Incident action planning Financial management 	Fire & Rescue (Emergency Management)	Emergency Management/Emergency Management Advisory Committee	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 	Parks and Recreation Department/American Red Cross	Health and Human Services/American Red Cross	Department of Human Services	Department of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 7 Logistics Management & Resource Support	<ul style="list-style-type: none"> Comprehensive, national incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services, etc.) 	Fire & Rescue (Emergency Management)/Finance Department	County Administration/Roads & Parks/Emergency Management	Oregon Emergency Management	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 	Fire & Rescue (Emergency Management)	Health and Human Services	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 	Fire & Rescue	Sheriff's Office	Oregon Emergency Management/Office of the State Fire Marshal	Department of Defense/Department of Homeland Security (FEMA/U.S. Coast Guard)/Department of the Interior
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 	Fire & Rescue	Region 8 HAZMAT Team/Emergency Management	Department of Environmental Quality/Office of the State Fire Marshal	Environmental Protection Agency/Department of Homeland Security (U.S. Coast Guard)

3. Roles and Responsibilities

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 11 Agriculture & Natural Resources	<ul style="list-style-type: none"> ■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets 	Fire & Rescue (Emergency Management)	Fairgrounds/Extension Office/Health and Human Services	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 	Public Works Department/Municipal Electric Utility	Roads & Parks/Public Utilities	Department of Administrative Services/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 	Police Department	Sheriff's Office	Department of Justice/ Oregon State Police	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
ESF 14 Long-Term Community Recovery	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	Health and Human Services	Planning Department/County Administration/Emergency Management Advisory Committee	Oregon Emergency Management	Department of Homeland Security (FEMA) /Housing and Urban Development/Small Business Administration
ESF 15 External Affairs	<ul style="list-style-type: none"> ■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs 	Administrative Services	County PIO	Oregon Emergency Management	Department of Homeland Security (FEMA)

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Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, police departments and public works departments, sometimes also involving hospitals, local health departments, and regional fire and hazardous material teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period 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 Ashland or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency incident and not in response to day-to-day operations.

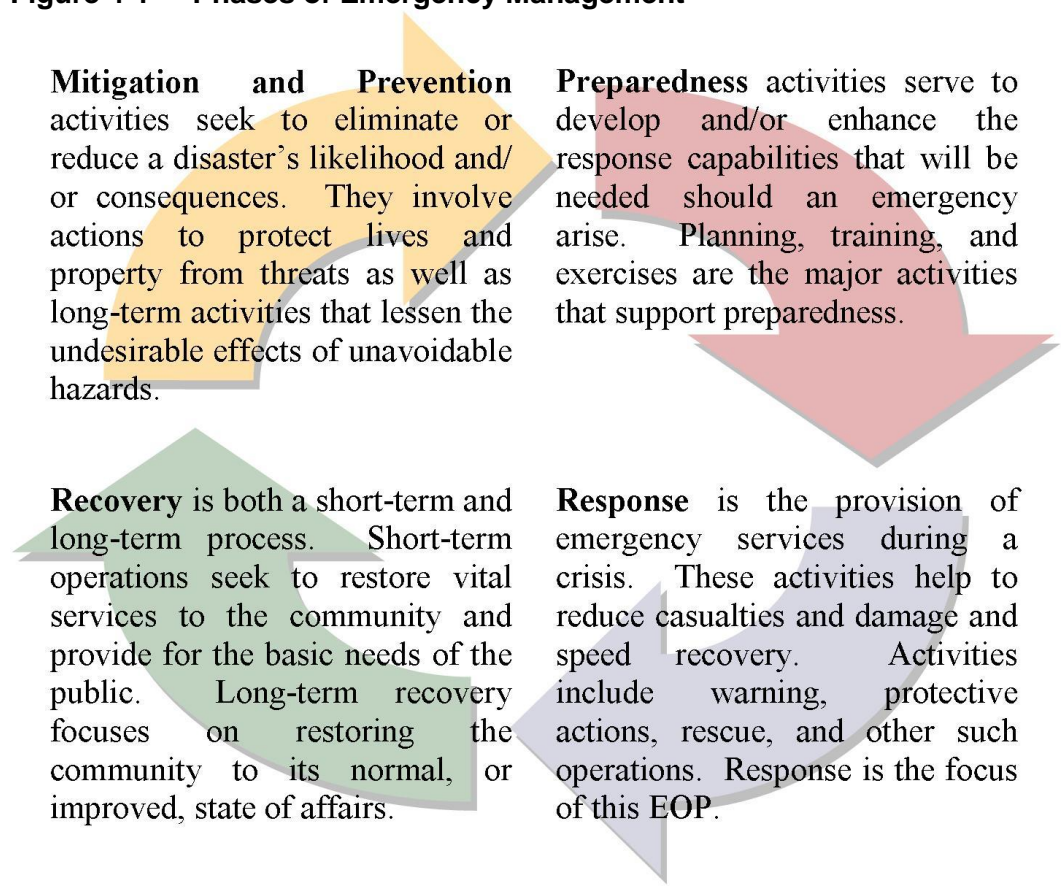
Responsibilities include management and coordination of large-scale events, as well as identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government through the City EMO.

4.2 Phases of Emergency Management

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

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.

All Departments of the City of Ashland have responsibilities in all emergency phases. The responsibilities of mitigation and preparedness are addressed in City codes, Departmental operating guidelines and position descriptions. Response and recovery tasks are detailed in this Emergency Operations Plan.

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. Concept of Operations

4.3.2 Level 2

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

The following incidents require an automatic Level 2 activation:

- Disruption of service and traffic flows on major transportation routes for more than four hours.
- Mass Casualty Incidents (MCI).
- Wildland Fire.
- Structural fires fourth alarm or greater.
- Moderate to major hazardous materials incidents.
- Any major evacuation expected to last more than 4 hours.
- Flood or other severe weather warnings issued by Medford Office of NWS.
- Hosler Dam failure/or imminent threat.

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)

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Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command staff and general staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. ■ No written Incident Action Plan (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.
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 (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

4. Concept of Operations

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

4.4 Emergency Priorities

4.4.1 Response

Response activities are taken immediately after an incident and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed.

1. **Lifesaving:** Efforts to save lives and implement operations to minimize risks to public health and safety.
2. **Property:** Actions to reduce impacts to public infrastructure and minimize property damage.

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3. **Environment:** Activities to mitigate long-term impacts to the environment

4.4.2 Recovery

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

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

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

4.5 Incident Management

4.5.1 Activation and Notification

The emergency system is activated anytime a police, fire, or public works employee responds to a request for emergency assistance. The responder becomes the Incident Commander, and is in charge of the incident until it has been resolved, or until relieved by a ranking officer from his/her own agency, or by an officer from the lead agency. Ultimate command authority lies with the City Administrator.

Notification of impending emergencies may also be received via LEDS, from police or fire dispatch agencies, or from the general public.

Emergency Communications of Southern Oregon (ECSO) in Medford serves as the 24 hour notification point for the City of Ashland, and is responsible for notifying and activating additional levels of assistance as directed by the Incident Commander or as indicated in this plan. In the event that emergency traffic within the 9-1-1 center makes it difficult for dispatch personnel to complete EOC staff notifications in a timely manner, a “telephone tree” will be utilized by dispatch to contact EOC staff. The notifying party should ensure that messages are conveyed

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effectively so that emergency management staff available for duty assignments are aware of the EOC activation.

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

Table 4-2 Required Notifications by Incident Level	
Incident Level	Required Notifications
Level 1	Personnel identified by the activating official.
Level 2	Mayor City Administrator, or designee Assistant City Administrator All Department Heads or designees Cooperating Agencies, i.e.: ACH, SOU, ASD CERT ART

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Table 4-2 Required Notifications by Incident Level	
Incident Level	Required Notifications
Level 3	City Administrator, or designee Assistant City Administrator All Department Heads, or designees City Council and Mayor notification Cooperating Agencies, i.e.: ACH, SOU, ASD CERT ART

4.5.2 Initial Actions

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

- Alert threatened populations and initiate evacuation as necessary.
See FA 1 – Emergency Services Annex for more detail.
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated.
See FA 2 – Human Services Annex for more detail.
- Instruct appropriate City emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the City 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 needs of local emergency operations.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications and Warning

Traditional communication lines, such as landline telephones, cellular phones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel

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throughout the duration of response activities. *See FA 1 – Emergency Services for more detail.*

A public warning and broadcast system is established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Fire Department also operates an emergency information radio on 1700 AM as well as a Smoke and Wildfire Hotline at 541-552-2490. 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.

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 Direction and Control

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

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 by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

4.5.5 Situational Awareness and Intelligence Gathering

4.5.5.1 Situational Awareness

This plan should be implemented within the context of the event or incident the City is facing. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information

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from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence- and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

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

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

4.5.5.2 Intelligence Gathering

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

Gathering timely and accurate outside intelligence and establishing procedures for analyzing that data and distributing it to the right people are both critical to responding to an incident effectively. The County may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command staff or it may fall to the Planning Section Chief or designee.

4.5.5.3 Coordination with State Fusion Center

The State of Oregon maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all

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hazard” information clearinghouse for Federal, State, local, and tribal law enforcement agencies. The center’s goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism to exchange critical information among law enforcement agencies at all levels, State executive leadership, government agencies, and the City’s public and private-sector partners. The OTFC supports these goals by:

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

4.5.6 Resource Management

The City Emergency Operations Center 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 Administrator has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Administrator has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

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

- Deploy resources according to the following priorities:

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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 Emergency Operations Center. 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 County for County, State, and Federal resources.
 - Activation of County, State, and/or Federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the County.

4.5.6.1 Volunteer and Donations Management

At this time, the City does not have a formal donations management program in place. Should one be developed in the future, the program will work to ensure the most efficient and effective use of unsolicited donated goods to support events and incidents. Ashland's CERT can manage a small number of unsolicited volunteers.

The Emergency Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City Emergency Operations Center, with support from the Red Cross and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards.

- Elements of the City's volunteer and donations management program may include: Activation of a Volunteer and Donations Management Coordinator within the City's EMO to address volunteer and donations management.
- Implementation of a system for tracking and utilizing volunteers and donations.

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- Coordination with the County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster.
- Establishment of facilities such as a warehouse and volunteer reception center.
- Communications support such as coordination of a call center.

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

4.5.6.2 Resource Typing

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

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

4.5.6.3 Credentialing of Personnel

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

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

- Conduct identity enrollment of personnel in accordance with approved standards.
- Identify type and quality personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.
- Certify personnel based on completion of identity vetting and meeting qualifications for position to be filled.

4. Concept of Operations

- Card personnel after completing certification of identity, qualifications, and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.7 Access and Functional Needs 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 as Vulnerable Populations and Special Needs Populations, 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.

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

4.5.8 Animals in Disaster

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

4.5.9 Demobilization

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

4.5.10 Transition to Recovery

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

4. Concept of Operations

the recent emergency. This is also the phase of reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more 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 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, to include providing assistance, as appropriate, in action taken by industry to meet State emergency preparedness regulations governing businesses, such as utility companies, that provide essential services. Schools, hospitals, nursing/care homes and other institutional facilities are required by Federal, State, or local regulations to have disaster plans. The Logistics Section Chief will also work with voluntary organizations to provide certain services in emergency situations, typically through previously established

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agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the American Red Cross, faith-based groups, amateur radio clubs, Community Emergency Response Teams, etc.

4.6.5 County Government

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

4.6.6 State Government

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

4.6.7 Federal Government

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

5

Command and Control

5.1 General

The responsibility for emergency management, direction, and control in a time of disaster belongs to the elected City Council. The City Administrator is empowered to assume executive control over all departments, divisions, and offices of the City of Ashland during a state of emergency. The Emergency Manager (or designee) becomes the Incident Commander (IC) and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The Emergency Manager (or designee) may declare a “state of emergency,” implement the plan and the City’s EMO, and activate and staff the City EOC on full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the Mayor and City Council at the first available opportunity.

The first public safety official on scene should assume incident command. The person will:

- Assess the situation.
- Request the assistance of the local emergency response agencies.
- Initiate actions to protect the public according to standard operating procedures.
- Surrender incident command as appropriate.

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 Department). Depending on the incident, the Public Works Director, Police Chief or the Fire Chief 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.

The local emergency lead department responding shall:

- Assume incident command upon arriving on scene.

5. Command and Control

- Establish liaison for cooperating resources.
- Establish an appropriate Command Post, mark it, and advise responders to its location.
- Fill subordinate positions and assign resources as necessary according to standard operating procedures.
- Surrender overall incident command to ranking officers or to the City Administrator as deemed appropriate.
- The Incident Commander will set up a unified command structure if more than one jurisdiction has legal responsibility for responding to the emergency.
- Assisting jurisdictions or agencies not included in the unified command will provide liaison to the Command organization as requested.

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 ECC and assign an EOC Director. The City will require and request additional personnel to support this expanded structure. Depending on the incident type, the Public Works Department, Police Department, and Fire Department will support the Operations Section Chief. Other City departments (e.g., Administrative Services) may support the expanded command or general staff roles as applicable. 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.

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. Command and Control**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 Emergency Operations Center will be activated by the Emergency Manager who then will assume or designate the role of EOC Director. The EOC Director will assume responsibility for all operations and direction and control of response functions.
- The EOC Director 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 EOC Director may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.4.2 Emergency Operations Center Location

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

Ashland City Council Chambers
1175 East Main
Ashland, Oregon 97520

If necessary, **alternate locations** for the City EOC are:

Fire Station No. 1
455 Siskiyou Boulevard
Ashland, OR 97520

Service Center
90 North Mountain
Ashland, OR 97520

5. Command and Control

The **County EOC** is located at:

Emergency Communications of Southern Oregon
400 Pech Road
Medford, OR 97502

Figure 5-1 Primary EOC Location

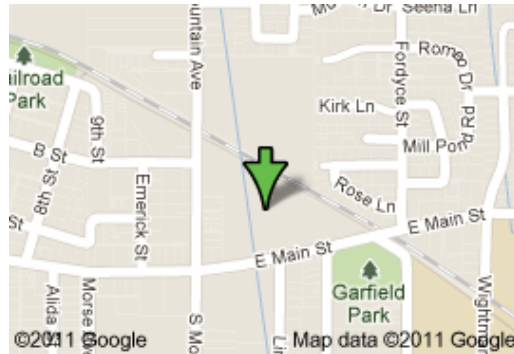


Figure 5-2 Fire Station No. 1 EOC

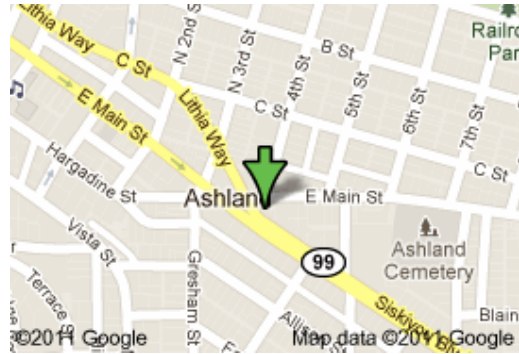


Figure 5-3 Service Center EOC

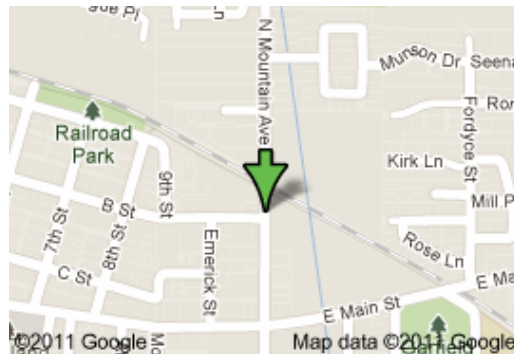
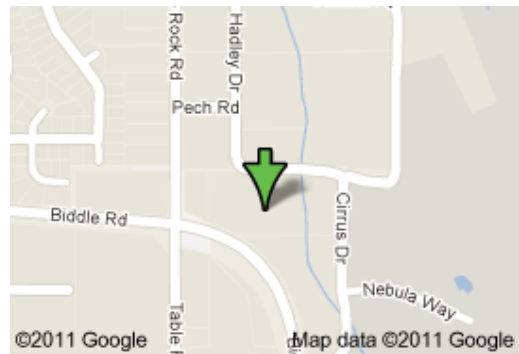


Figure 5-4 County EOC Location



5.4.3 EOC Staffing Pattern

City departments involved in emergency response, and the emergency management organization are required to respond to the EOC, and will assume positions according to the organization outlined in the Emergency Operations Guide. Personnel assigned to the EOC have the authority to make the decisions associated with their Command or General Staff position, and to commit their department or organization's resources in support of the incident. The EOC Director has the responsibility for ensuring that the appropriate Command and General Staff positions are filled. Sub-unit positions, and positions within the Operations Section, will be filled by additional City personnel and representatives of assisting jurisdictions/agencies, or volunteer organizations as required by the needs of the emergency. Ashland Fire & Rescue's Ashland Response Team (ART) should be activated.

5. Command and Control

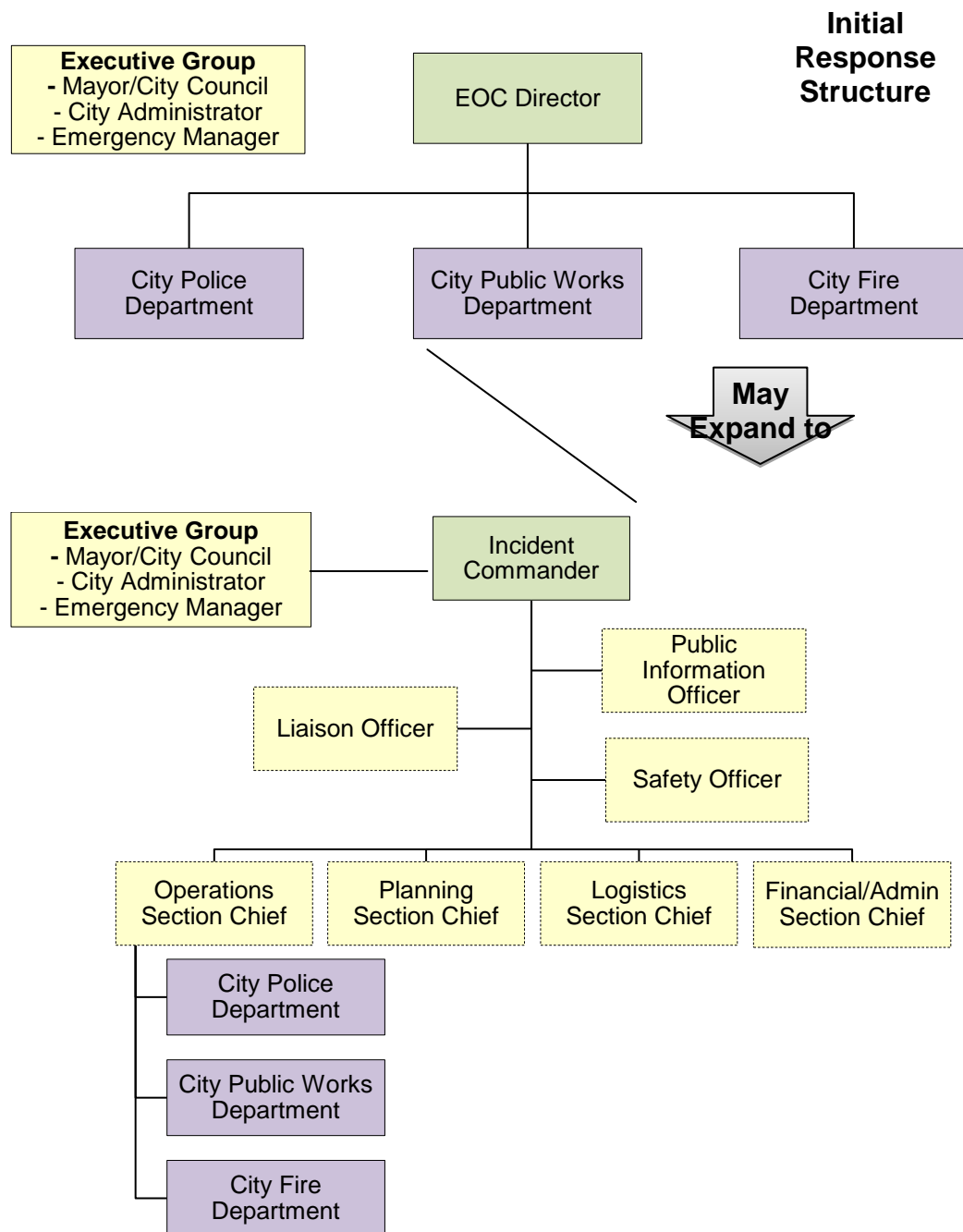
Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve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

5.5 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's 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. Command and Control**5.5.1 Command Staff****5.5.1.1 EOC Director**

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

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

5.5.1.2 Safety Officer

The Safety Officer 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).

5.5.1.3 Public Information Officer

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

5. Command and Control

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network and may utilize a Joint Information System (JIS) 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.

5.5.1.4 Liaison Officer

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

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

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

5.5.2 EOC General Staff

5.5.2.1 Operations Section Chief

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

- Fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials).

5. Command and Control

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

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

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

5.5.2.2 Planning Section Chief

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

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

5.5.2.3 Logistics Section Chief

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

5. Command and Control

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

5.5.2.4 Finance/Administration

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

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

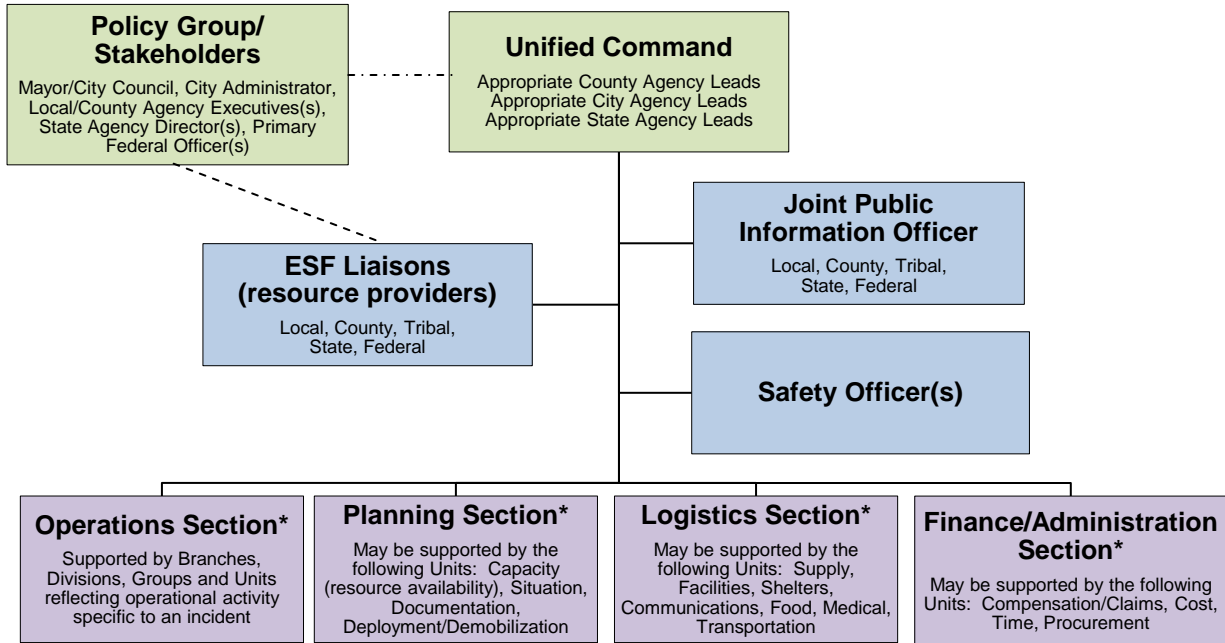
5.5.3 Unified Command

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

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

5. Command and Control

Figure 5-5 Example of Unified Command for the City



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

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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 Ashland 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:

City of Ashland Emergency Manager
Fire Station No. 1
455 Siskiyou Boulevard
Ashland, OR 97520

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	ICS-100, -200 IS-700, -701, -703, -704
All other emergency response personnel, including volunteers	ICS-100 IS-700
<i>Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.</i>	

6.3 Exercise Program

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

As appropriate, the City will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about 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 (AAR), which will describe the objectives of the exercise and document the results of the evaluation.

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

6.5 Community Outreach and Preparedness Education

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

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

6.6 Funding and Sustainment

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

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

6.7 Funding and Sustainment

6. Plan Development, Maintenance, and Implementation

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City Authorities

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A. City Authorities**Ashland Municipal Code****2.62.010 Definitions**

The following words and phrases whenever used in this chapter shall be construed as defined in this section unless from the context a different meaning is intended.

A. "Emergency" includes any human caused or natural event or circumstances causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, spills or releases of oil or hazardous material, contamination, disease, blight, infestation, civil disturbance or riot.

B. "Emergency Management Plan" means that plan entitled "City of Ashland Emergency Management Plan" adopted by resolution of the council or as may be amended from time to time in subsequent resolutions.

2.62.020 City Administrator Responsibility

The city administrator is responsible for implementation of the Emergency Management Plan. When the administrator determines that a state of emergency exists, the administrator shall make a declaration to that effect and request the mayor to call a special meeting of the council in order to ratify the declaration of emergency. The special meeting of the council shall occur as soon as possible after the declaration of emergency. Notwithstanding section 2.04.110, notice of the special meeting need not be written and need not be delivered at least 36 hours in advance.

2.62.030 Declaration and Ratification of Emergency

A. The declaration by the city administrator of a state of emergency shall:

1. State the nature of the emergency.
2. Designate the geographical boundaries of the area subject to the emergency controls.
3. State the duration of time during which the area so designated shall remain an emergency area.
4. State any special regulations imposed as a result of the state of emergency.

B. The ratification by the council may also authorize additional specific emergency powers for the duration of the emergency period set forth in the declaration.

2.62.040 Authority of City Administrator

During a declared emergency, the city administrator shall have authority to:

- A. Exercise, within the area designated in the proclamation, all police powers

A. City Authorities

vested in the city by the Oregon Constitution, city charter and city ordinances in order to reduce the vulnerability of the city to loss of life, injury to persons or property and human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of emergencies.

B. Direct any department of the city to utilize and employ city personnel, equipment and facilities for the performance of any activities designed to prevent or alleviate actual or threatened damage due to the emergency, and may direct the departments to provide supplemental services and equipment to federal, state or local agencies to restore any services in order to provide for the health and safety of the citizens of the city.

C. Designate persons to coordinate the work of public and private relief agencies operating in such area and exclude from such area any person or agency refusing to cooperate with and work under such coordinator or to cooperate with other agencies engaged in emergency work.

D. Require the aid and assistance of any state or other public or quasi-public agencies in the performance of duties and work attendant upon the emergency conditions in such area.

E. Clear or remove from publicly or privately owned land or water, debris and wreckage which may threaten public health or safety, or public or private property.

1. In exercising this authority the city administrator may:

a. Accept funds from the federal government or the State of Oregon for the purpose of removing debris or wreckage from publicly or privately owned land or water.

b. Present to the State of Oregon unconditional authorization for removal of such debris or wreckage from public and private property and, in the case of removal of debris or wreckage from private property, agree to indemnify the state government against any claim arising from such removal.

2. Whenever the city administrator provides for clearance of debris or wreckage pursuant to this section, employees of the city or individuals appointed by the city administrator are authorized to enter upon private lands or waters and perform any tasks necessary to the removal or clearance operation.

3. Except in cases of willful misconduct, gross negligence or bad faith, any employee or individual appointed by the city administrator authorized to perform duties necessary to the removal of debris or wreckage shall not be liable for death of or injury to persons or damage to property.

2.62.050 Regulations of Persons and Property

A. City Authorities

When a state of emergency is declared to exist and has been ratified, the city administrator:

A. May order the following measures in the interest of the public health, safety, or welfare, in the area designated as an emergency area:

1. Redirect city funds for emergency use and suspend standard city procurement procedures.
2. Establish a curfew that fixes the hours during which all other than officially authorized personnel may be upon the public streets or other public places.
3. Prohibit or limit the number of persons who may gather or congregate upon any public street, public place, or any outdoor place.
4. Barricade streets and prohibit vehicular or pedestrian traffic, or regulate the traffic on any public street leading to the emergency area for such distance as necessary under the circumstances.
5. Evacuate persons.
6. Prohibit the sale of alcoholic beverages.
7. Prohibit or restrict the sale of gasoline, or other flammable liquids.
8. Prohibit the sale, carrying, or possession of any weapons or explosives of any kind on public streets, public places, or any outdoor place.
9. Curtail or suspend commercial activity.
10. Turn off water, gas, or electricity.
11. Control, restrict and regulate by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation or other means, the use, sale or distribution of food, fuel, clothing and other commodities, materials, goods and services.
12. Close all roads and highways in such area to traffic or limit the travel on such roads to such extent as the city administrator deems necessary and expedient.
13. Order such other measures necessary for the protection of life or property, or for the recovery from the emergency.

B. All orders issued under authority conferred by this section shall have the full force and effect of law during the declaration of a state of emergency. All existing laws, ordinances, rules and orders inconsistent with this chapter shall be inoperative during this period of time and to the extent such inconsistencies exist.

A. City Authorities**2.62.060 Additional Powers During Emergency**

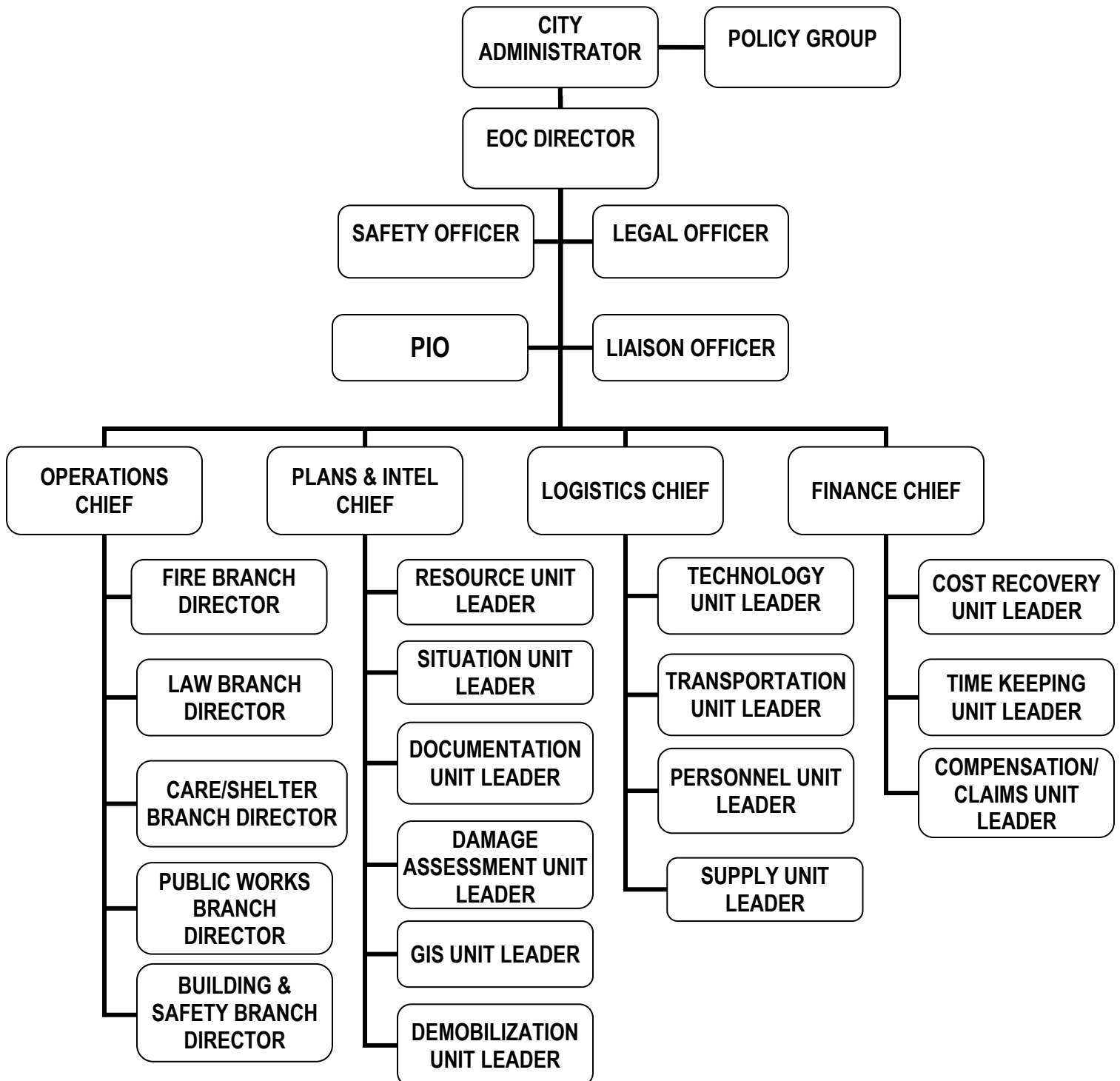
During the existence of an emergency, the city administrator may:

- A. Enter into purchase, lease or other arrangements with any agency of the United States or the State of Oregon for temporary housing units to be occupied by disaster victims.
- B. Accept or borrow funds from or passed through by the State of Oregon for temporary housing for disaster victims.
- C. Upon determination that the city will suffer a substantial loss of tax and other revenues from a major disaster and that there is a demonstrated need for financial assistance to perform its governmental functions, apply to the federal and state government, or request the state to apply on the city's behalf, for grants and loans and to receive, on behalf of the city, such grants and loans.
- D. Determine the amount needed to restore or resume the city's governmental functions, and to certify the same to the State of Oregon or the federal government.

2.62.070 Termination of State of Emergency

The city administrator shall terminate the state of emergency by proclamation when the emergency no longer exists, or when the threat of an emergency has passed. The state of emergency proclaimed by the city administrator may be terminated at any time by the council.

City of Ashland Emergency Management Organization



B

Sample Disaster Declaration Forms

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DECLARATION OF STATE OF EMERGENCY

Appendix B. Declaration of State of Emergency

APPENDIX B
RESOLUTION NO.

A RESOLUTION RATIFYING THE DECLARATION OF EMERGENCY MADE BY THE CITY ADMINISTRATOR AND ASSUMING ADDITIONAL EMERGENCY POWERS DURING THE EMERGENCY.

THE CITY OF ASHLAND RESOLVES AS FOLLOWS:

SECTION 1. The City Administrator has determined that a state of emergency exists in the City of Ashland. We ratify that determination and adopt those statements made by the Administrator in his declaration which is attached to this resolution².

SECTION 2. Additional specific emergency powers² delegated to the Administrator or authorized for the duration of the emergency shall be:

- 1.
- 2.
- 3.
- 4.

The foregoing resolution was READ and DULY ADOPTED at a special meeting of the

City Council of the City of Ashland on the _____ day of _____.

Barbara Christensen, City Recorder

SIGNED and APPROVED this ____ day of _____, .

Appendix B. Declaration of State of Emergency

APPENDIX C

REQUEST TO THE GOVERNOR
OF THE STATE OF OREGON
FOR DECLARATION OF STATE OF EMERGENCY²

TO: [John Kitzhaer](#), Governor, State of Oregon, and the Jackson County Board of Commissioners

FROM: John Stromberg, Mayor, City of Ashland.

At _____ (time) on _____ (date),
(emergency incident or event) occurred in Ashland threatening life and property.

The current situation and conditions are:

The geographic boundaries of the emergency are: City limits of the City of Ashland.

The City of Ashland by and through its City Administrator, as ratified by the City Council and Mayor, has determined that a state of emergency now exists in the city and that the city has expended all appropriate and available resources. The city requests that the Governor of the State of Oregon declare a state of emergency for the geographical area within the city limits of the City of Ashland as provided for in Oregon Revised Statutes Chapter 401 and provide appropriate support from state agencies and the federal government together with the following forms of assistance²:

Signed _____ Date _____

Appendix B. Declaration of State of Emergency

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Incident Command System Forms

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Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

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INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): 		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. 		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1		Date/Time: _____

INCIDENT BRIEFING (ICS 201)

[illegible]

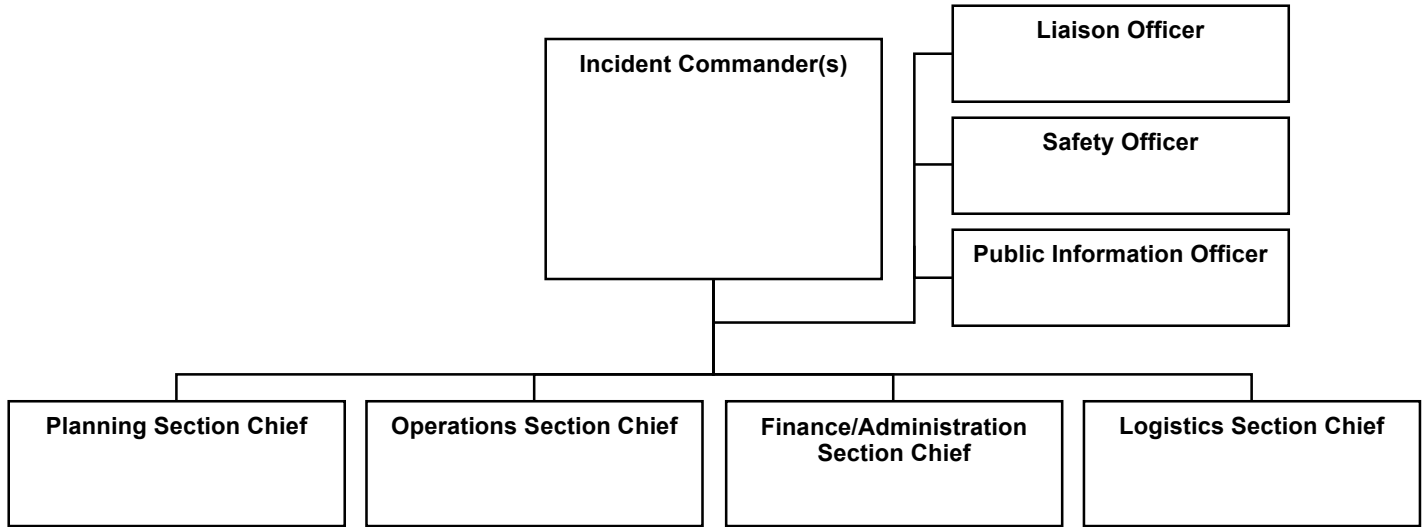
INCIDENT BRIEFING (ICS 201)

1. Incident Name:

2. Incident Number:

3. Date/Time Initiated:
Date: Time:

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



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

Date/Time: _____

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
10. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
				<input type="checkbox"/>	
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				<input type="checkbox"/>	
				<input type="checkbox"/>	
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 201, Page 4			Date/Time: _____		

ICS 201

Incident Briefing

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated <ul style="list-style-type: none">• Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	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.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____																
3. Objective(s):																	
4. Operational Period Command Emphasis:																	
General Situational Awareness																	
5. Site Safety Plan Required? Yes <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: 34%;"><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)	<p>Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable.</p> <p>Objectives should follow the SMART model or a similar approach:</p> <p><u>S</u>pecific – Is the wording precise and unambiguous?</p> <p><u>M</u>easurable – How will achievements be measured?</p> <p><u>A</u>ction-oriented – Is an action verb used to describe expected accomplishments?</p> <p><u>R</u>ealistic – Is the outcome achievable with given available resources?</p> <p><u>T</u>ime-sensitive – What is the timeframe?</p>
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	Site Safety Plan Required? Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

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

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

ASSIGNMENT LIST (ICS 204)

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

ICS 204

Assignment List

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

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

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

Notes:

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

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

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

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

[illegible]

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

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).

COMMUNICATIONS LIST (ICS 205A)

[illegible]

ICS 205A

Communications List

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

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

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

Notes:

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

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

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period: Date From: _____ Time From: _____		Date To: _____ Time To: _____			
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
			<input type="checkbox"/> Yes <input type="checkbox"/> No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Special Medical Emergency Procedures:							
<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____							
8. Approved by (Safety Officer): Name: _____ Signature: _____							
ICS 206		IAP Page _____		Date/Time: _____			

ICS 206

Medical Plan

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

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

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

Notes:

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

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

Block Number	Block Title	Instructions
5	Hospitals	Enter the following information for hospital(s) that could serve this incident:
	• Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	• Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	• Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	• Travel Time • Air • Ground	Enter the travel time by air and ground from the incident to the hospital.
	• Trauma Center <input type="checkbox"/> Yes Level: _____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	Prepared by (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

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

3. Organization Chart

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graph TD; IC[Incident Commander(s)] --- LO[Liaison Officer]; IC --- SO[Safety Officer]; IC --- PIO[Public Information Officer]; IC --- OSC[Operations Section Chief]; IC --- PSC[Planning Section Chief]; IC --- LSC[Logistics Section Chief]; IC --- FASC[Finance/Admin Section Chief]; OSC --- SAM[Staging Area Manager]; OSC --- U1[ ]; OSC --- U2[ ]; OSC --- U3[ ]; OSC --- U4[ ]; PSC --- RU[Resources Unit Ldr.]; PSC --- SU[Situation Unit Ldr.]; PSC --- DU[Documentation Unit Ldr.]; PSC --- DMU[Demobilization Unit Ldr.]; PSC --- U5[ ]; LSC --- SBD[Support Branch Dir.]; LSC --- U6[ ]; LSC --- U7[ ]; LSC --- U8[ ]; LSC --- SBD2[Service Branch Dir.]; LSC --- U9[ ]; LSC --- U10[ ]; LSC --- U11[ ]; FASC --- TUL[Time Unit Ldr.]; FASC --- PUL[Procurement Unit Ldr.]; FASC --- CCU[Comp./Claims Unit Ldr.]; FASC --- CUL[Cost Unit Ldr.]; FASC --- U12[ ]
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ICS 207

Incident Organization Chart

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

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

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

Notes:

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

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

SAFETY MESSAGE/PLAN (ICS 208)

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

ICS 208

Safety Message/Plan

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

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

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

Notes:

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

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

INCIDENT STATUS SUMMARY (ICS 209)

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

Approval & Routing Information

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

Incident Location Information

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

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): 				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): 				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.): 	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences	_____	_____	_____
	F. Nonresidential Commercial Property	_____	_____	_____
	Other Minor Structures	_____	_____	_____
	Other	_____	_____	_____
ICS 209, Page 1 of ____		* Required when applicable.		

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
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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 (note if estimated)			G. Missing		
H. Evacuated (note if estimated)			H. Sheltering in Place		
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations		
J. In Temporary Shelters (note if est.)			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations (note if est.)					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management: <div style="text-align: right; padding-right: 20px;">A. Check if Active</div>		
			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"/>	
				<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:
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Additional Incident Decision Support Information (continued)

<p>38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>	
<p>39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p>12 hours:</p> <p>24 hours:</p> <p>48 hours:</p> <p>72 hours:</p> <p>Anticipated after 72 hours:</p>	
<p>40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</p> <ul style="list-style-type: none"> 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. <p>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</p>	
<p>41. Planned Actions for Next Operational Period:</p>	
<p>42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):</p>	
<p>43. Anticipated Incident Management Completion Date:</p>	
<p>44. Projected Significant Resource Demobilization Start Date:</p>	
<p>45. Estimated Incident Costs to Date:</p>	
<p>46. Projected Final Incident Cost Estimate:</p>	
<p>47. Remarks (or continuation of any blocks above – list block number in notation):</p>	
<p>ICS 209, Page 3 of ____</p>	<p><i>* Required when applicable.</i></p>

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:
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Incident Resource Commitment Summary

[illegible]

53. Additional Cooperating and Assisting Organizations Not Listed Above:

ICS 209

Incident Status Summary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Notes:

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

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

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

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

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

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

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

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

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

Block Number	Block Title	Instructions
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	Responder Status Summary	<ul style="list-style-type: none"> This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. NOTE: <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><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.

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

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

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

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

Block Number	Block Title	Instructions
39	<p>Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p>12 hours 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)		
<ul style="list-style-type: none"> • This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used. • Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have <i>not</i> yet arrived. <p><u>For summarizing:</u></p> <ul style="list-style-type: none"> • When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example, <ul style="list-style-type: none"> ○ Group State, local, county, city, or Federal responders together under such headings, or ○ Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name). • On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary. 		

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

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

RESOURCE STATUS CHANGE (ICS 210)

[illegible]

ICS 210

Resource Status Change

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

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

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

Notes:

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

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

INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:		2. Incident Number:		3. Check-In Location (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					4. Start Date/Time: Date: _____ Time: _____									
Check-In Information (use reverse of form for remarks or comments)																		
5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:								6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF												

ICS 211

Incident Check-In List

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

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

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

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

Notes:

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

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

Block Number	Block Title	Instructions
	Check-In Information	Self explanatory.
5	List single resource personnel (overhead) by agency and name, OR list resources by the following format	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	Order Request #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	Date/Time Check-In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	Leader's Name	<ul style="list-style-type: none"> • For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	Total Number of Personnel	Enter total number of personnel associated with the resource. Include leaders.
10	Incident Contact Information	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	Home Unit or Agency	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	Departure Point, Date and Time	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	Method of Travel	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	Incident Assignment	Enter the incident assignment at time of dispatch.
15	Other Qualifications	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

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

GENERAL MESSAGE (ICS 213)

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

ICS 213

General Message

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

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

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

Notes:

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

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

ACTIVITY LOG (ICS 214)

[illegible]

ACTIVITY LOG (ICS 214)

[illegible]

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).

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

ICS 215

Operational Planning Worksheet

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <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).

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.

SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

1. Incident Name:		2. Incident Number:		3. Date/Time Prepared: Date: _____ Time: _____				4. Vehicle/Equipment Category:			
5. Vehicle/Equipment Information											
Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time
ICS 218		6. Prepared by: Name: _____ Position/Title: _____ Signature: _____									

ICS 218

Support Vehicle/Equipment Inventory

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	Vehicle/Equipment Category	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	Vehicle/Equipment Information	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system 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.

ICS 219

Resource Status Card (T-Card)

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

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

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

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

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

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

Acronyms. Abbreviations utilized on the cards are listed below:

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

[illegible][illegible]

ICS 219-1: Header Card

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

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

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

ICS 219-2: Crew/Team Card

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

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

ICS 219-3: Engine Card

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

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Pilot Name:				
Home Base:				
Departure Point:				
ETD:		ETA:		
Destination Point:				
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-4 HELICOPTER (BLUE)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-4 HELICOPTER (BLUE)				

ICS 219-4: Helicopter Card

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

ST/Unit:	Name:	Position/Title:
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<i>Front</i>	
Date/Time Checked In:	
Name:	
Primary Contact Information:	
Manifest: <input type="checkbox"/> Yes <input type="checkbox"/> No	Total Weight:
Method of Travel to Incident: <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
Home Base:	
Departure Point:	
ETD:	ETA:
Transportation Needs at Incident: <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
Date/Time Ordered:	
Remarks:	
Prepared by:	
Date/Time:	
ICS 219-5 PERSONNEL (WHITE CARD)	

ST/Unit:	Name:	Position/Title:
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<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 219-5 PERSONNEL (WHITE CARD)	

ICS 219-5: Personnel Card

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

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked-In:				
Pilot Name:				
Home Base:				
Departure Point:				
ETD:		ETA:		
Destination Point:				
Date/Time Ordered:				
Manufacturer:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-6 FIXED-WING (ORANGE)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Incident Location:			Time:	
Status: <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-6 FIXED-WING (ORANGE)				

ICS 219-6: Fixed-Wing Card

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

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

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

ICS 219-6: Fixed-Wing Card

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

ICS 219-8: Miscellaneous Equipment/Task Force Card

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

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

ICS 219-10: Generic Card

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

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

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:			2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____			3. Sunrise: _____ Sunset: _____		
4. Remarks (safety notes, hazards, air operations special equipment, etc.):			5. Ready Alert Aircraft: Medivac: _____ New Incident: _____			6. Temporary Flight Restriction Number: Altitude: _____ Center Point: _____		
								8. Frequencies:
						Air/Air Fixed-Wing		
7. Personnel:			Name:		Phone Number:		9. Fixed-Wing (category/kind/type, make/model, N#, base): Air Tactical Group Supervisor Aircraft:	
			Air Operations Branch Director					
			Air Support Group Supervisor					
			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			Date/Time: _____					

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:		2. Operational Period: Date From: Date To: Time From: Time To:		3. Sunrise: Sunset:	
12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.):					
Category/Kind/Type and Function	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	Mission Start	Fly From	Fly To	
11. Prepared by: Name: _____		Position/Title: _____		Signature: _____	
ICS 220, Page 2		Date/Time: _____			

ICS 220

Air Operations Summary

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

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

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

Notes:

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

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

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

DEMOBILIZATION CHECK-OUT (ICS 221)

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

ICS 221

Demobilization Check-Out

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

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

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

Notes:

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

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

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

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

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

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

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

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

ICS 225

Incident Personnel Performance Rating

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

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

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

Notes:

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

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

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

D

Emergency Operations Center Position Checklists

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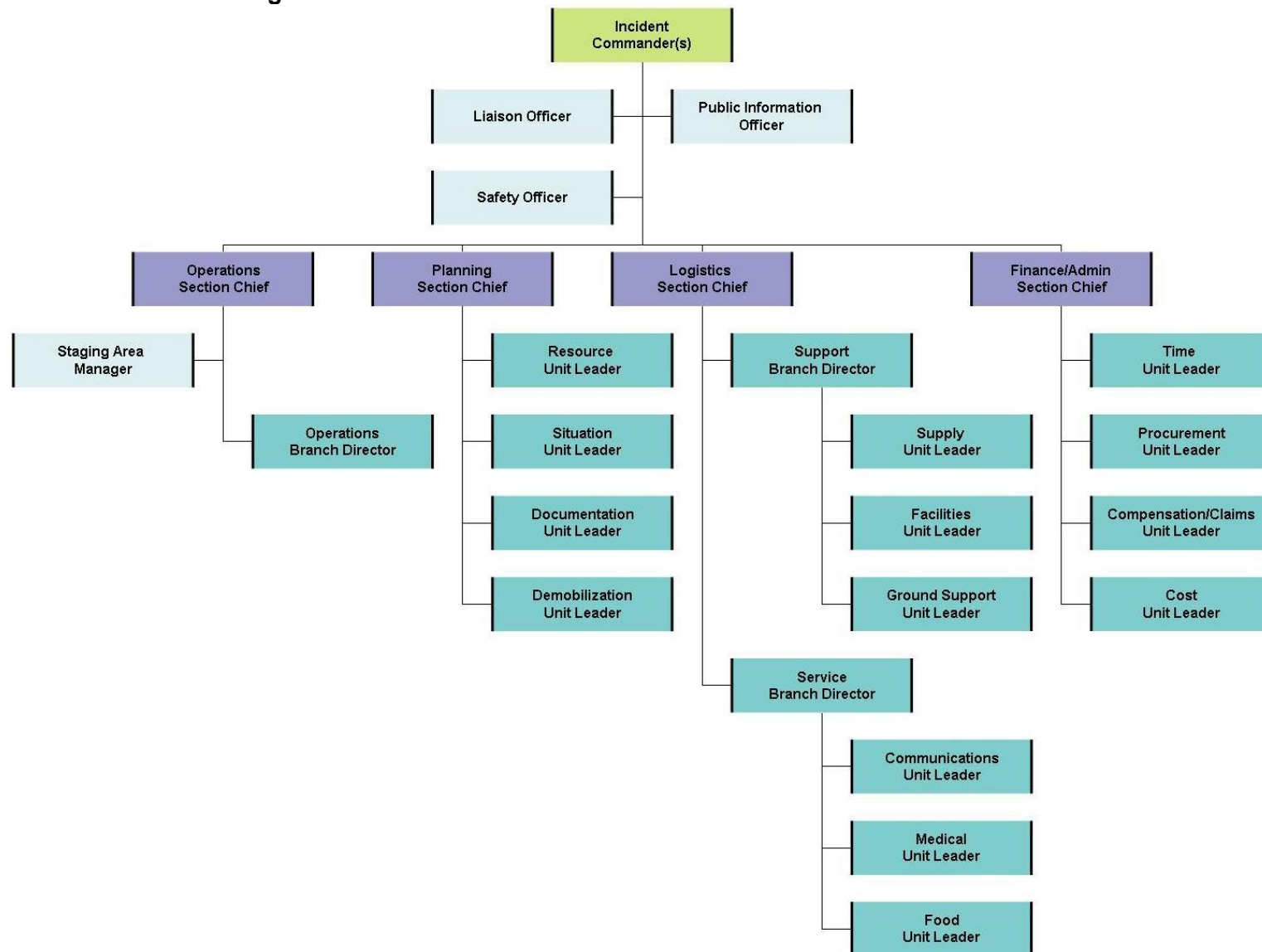
Appendix D. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

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 D. Emergency Operations Center Position Checklists

Figure D-1 EOC Position Organizational Chart



Appendix D. Emergency Operations Center Position Checklists

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).

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.

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.

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.

Food Unit Leader Position Checklist

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



Task

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

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

☐

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

☐

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

☐

4. Determine location of working assignment.

☐

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

☐

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

☐

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

☐

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

☐

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

☐

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

☐

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

☐

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

Ground Support Unit Leader Position Checklist

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



Task

☐

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

☐

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

☐

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

☐

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

☐

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

☐

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

☐

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

☐

8. Maintain inventory of support and transportation vehicles.

Ground Support Unit Leader Position Checklist

☐

9. Provide transportation services:

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

☐

10. Implement Transportation Plan:

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

☐

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

☐

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

Incident Commander Position Checklist

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



Task

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1. Ensure welfare and safety of incident personnel.

☐

2. Supervise Command and General Staff.

☐

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

☐

4. Assess incident situation:

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

☐

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

☐

6. Authorize protective action statements, as necessary.

☐

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

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

☐

8. Brief staff:

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

☐

9. Determine information needs and inform staff of requirements.

☐

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

Incident Commander Position Checklist

☐

11. Establish parameters for resource requests and releases:

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

☐

12. Authorize release of information to the media:

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

☐

13. Establish level of planning to be accomplished:

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

☐

14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

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

Incident Commander Position Checklist

☐

15. Approve and authorize implementation of the IAP:

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

☐

16. Ensure Command and General Staff coordination:

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

☐

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

☐

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

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.

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.

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.

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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.

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

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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.

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

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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

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

☐

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

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).

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).

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).

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).

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).

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).

E

References

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Appendix E. 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/>)

Appendix E. References

County

- Jackson County Code, Chapter 244, Organization for Emergency Management
- Jackson County Emergency Operations Plan

Other

- City of Ashland Municipal Code, Chapter 2.62, Emergency Powers
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

F

Acronyms and Glossary

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Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
AOC	Agency Operations Center
ART	Ashland Response Team
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
City	City of Ashland (governing body)
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations
County	Jackson County (governing body)
DAC	Disaster Application Center
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
DSHS	Department of Social and Health Services
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EMAC	Emergency Management Assistance Compact
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FA	Functional Annex
FEMA	Federal Emergency Management Agency

HazMat	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
MACS	Multi-Agency Coordination System
MCI	Mass Casualty Incident
MOC	Medical Operations Center
MOU	Memorandum of Understanding
NCP	National Contingency Plan
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NRS	National Response System
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OR DHS	Oregon Department of Human Services
OSHA	Occupational Safety and Health Administration
ORS	Oregon Revised Statutes
PIO	Public Information Officer
POD	Point of Dispensing
PPE	Personal Protective Equipment

PSAP	Public Safety Answering Point
RS	Recovery Strategy
SAR	Search and Rescue
SME	Subject Matter Expert
SOG	Standard Operating Guidance
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
USDA	United States Department of Agriculture
VA	Veterans Administration
WMD	Weapons of Mass Destruction

Glossary of Key Terms

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

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

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

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

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

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

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

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

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

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

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

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

Available Training Facilities: Available facilities refer to locations that are readily and immediately available to be utilized for NIMS training.

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

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

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

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

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

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

Committed Activities: Actions that an individual or an agency/department have agreed to see through until completion.

Common Communications Plan: An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

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

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

Constraints/Impediments Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:

Education: The knowledge or skill obtained or developed by a learning process.

Equipment: Instrumentality needed for an undertaking or to perform a service including

its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

Exercise: Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

(<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

Federal Standards: Common rules, conditions, guidelines or characteristics, established by the Federal Government.

Funding: Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

Organization: Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. (

<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

Personnel: Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks.

(<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

Plans: Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks.

(<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

Policy: A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

Training: Specialized instruction and practice to improve performance and lead to task proficiency.

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

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

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

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

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

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

Director: Title assigned to someone leading a Branch in ICS.

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

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

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

Emergency Incident: An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

Emergency Management Assistance Compact: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

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

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

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

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

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Entry-level First Responder: Entry-level first responders are defined as any responders who are not a supervisor or manager.

Equipment Acquisition: The process of obtaining resources to support operational needs.

Equipment: The set of articles or physical resources necessary to perform or complete a task.

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

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

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

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

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

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

Flexibility: A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

Framework: A conceptual structure that supports or contains set of systems and/or practices.

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

Funding: Financial resources available to assist in achievement of tasks associated with NIMS implementation.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Grantee: A person/group that has had monies formally bestowed or transferred.

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

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

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

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

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

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

Incident Command System: A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. For additional information please refer to the NIMS document, page 14 at http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf.

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has

overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

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

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

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

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

Initial Response: Resources initially committed to an incident.

Institutionalize ICS: Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System (ICS) and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

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

Interagency: An organization or committee comprised of multiple agencies.

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

Interstate: A region comprised of multiple states.

Intrastate: A region within a single state.

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

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

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

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

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

Leverage: Investing with borrowed money as a way to amplify potential gains.

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

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

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

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

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

Measure: A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

Metric: Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

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

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

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

Multiagency Coordination Systems: A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

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

Mutual-Aid Agreement: Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit <http://www.fema.gov/emergency/nims/rm/ma.shtm>.

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

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

National Integration Center: Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

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

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

NIMS Adoption: The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

NIMS Baseline: An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

NIMS Compliance Assistance Tool: The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental

organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

NIMS Promotion and Encouragement: Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

NIMS Standard Curriculum: A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards. (<http://www.fema.gov/pdf/emergency/nims/nsctd.pdf>)

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

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

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

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

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

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

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This

section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

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

Preparedness Assistance Funding Streams: Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

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

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

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

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

Principle Coordinator: The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

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

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

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

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

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

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

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

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

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

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

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

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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

Response Asset Inventory: An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

Response Assets: Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

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

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

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

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

Self-certification: Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

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

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

Standard Equipment List: A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the Interagency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

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

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

Standardized Terminology: Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

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

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

Strategy: Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation or the general direction selected to accomplish incident objectives set by the IC.

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

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

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

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

Territory: A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States (U.S.) not included within any State but organized with a separate legislature.

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

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

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

Training Curriculum: A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

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

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

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

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

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

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

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

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

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

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FA 1 – Emergency Services

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FA 1. Emergency Services

FA 1 Tasked Agencies	
Primary Agencies	Emergency Manager (Fire Chief) Police Department Fire & Rescue Emergency Communications of Southern Oregon
Supporting Agencies	Public Works Department Jackson County Emergency Management Jackson County Sheriff's Office Jackson County Health and Human Services

1 Purpose and Scope

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

This annex covers the following functions:

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

- The Jackson County Cooperative Policing Plan and the Mutual Aid Agreement are formal agreements among local law enforcement

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agencies to provide back-up law enforcement calls for services, both emergency and non-emergency.

- There are mutual aid agreements among local fire services and the State of Oregon, fire departments belonging to the Rogue Valley Fire Chief's Association, as well as a mutual aid agreement regarding ambulance services.

3 Situation and Assumptions

3.1 Situation

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The primary emergency service agencies are the City's Public Safety Answering Point (PSAP), Emergency Communications of Southern Oregon, the City Police Department, and Ashland Fire & Rescue. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

3.2 Assumptions

- City emergency services agencies are able to handle routine and small-scale emergencies within their existing capabilities and response plans and procedures.
- A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.
- Emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).
- Utilization of the City Emergency Operations Plan (EOP) does not require activation of the Emergency Operations Center (EOC). The need to activate the EOC will be determined at the time by the City Emergency Manager or Incident Commander.
- In an emergency, the City may assume a Unified Command approach.
- Due to limited City resources, and depending on the extent of an emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.
- 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 National

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Emergency Alert System (EAS) broadcasts, webpages, 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 access and functional needs populations who may have trouble understanding or accessing official emergency information.
- Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.

4 Roles and Responsibilities

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

4.1 Emergency Manager (Fire Chief)

- Activate the EOC, if necessary.
- Report to the EOC to assume overall responsibility for City government activities.
- Regularly brief the City Council on developments in the situation.
- Designate an alternative EOC location, if necessary.
- Assign a representative of the City to the County EOC, if applicable.
- Coordinate the flow of public information to ensure consistency and appropriateness.

4.2 Emergency Communications of Southern Oregon

- Maintain emergency contact lists for agencies and communities served.
- Maintain primary and backup equipment.

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- Notify Emergency Management and other appropriate agencies of situations affecting the City.

4.3 Ashland Fire & Rescue

- Provide a qualified representative to the EOC to fill role of Fire Branch Director in the Operations Section.
- If necessary, provide for the safety of personnel and their families before they report to their duty stations. Any firefighters who are unable to get to their home departments should report to the closest fire station and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist law enforcement in traffic/crowd control as necessary.
- Coordinate activities through the City EOC.
- Specific departmental duties and responsibilities are contained in the Fire & Rescue emergency response plans and procedures.

4.4 Police Department

- Provide a qualified representative to the EOC to fill role of Law Enforcement Branch Director in the Operations Section.
- Provide for the safety of personnel and their families before they report to their duty stations. Any police department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist in traffic/crowd control as necessary.
- Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people, keep people out of danger, and/or keep them from impeding emergency response activities.
- Coordinate and assist the Public Works Department and other public works agencies in closing roads and/or rerouting traffic through the City, if applicable.
- Specific departmental duties and responsibilities are contained in the Police Department emergency response plans and procedures.

FA 1. Emergency Services**4.5 Public Works Department**

- Provide a qualified representative to report to the EOC to assume overall responsibility for Public Works activities under the direction of the Operations Chief.
- Provide for the safety of personnel and their families prior to reporting to their duty stations. Any public works employees who are unable to get to their home departments should report to the closest public works department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist the Police Department in closing streets and/or rerouting traffic, as applicable.
- Provide damage assessment information to the City EOC, as applicable.
- Follow the specific departmental duties and responsibilities contained in the Public Works Department emergency response plans and procedures.

4.6 Other City Departments

- Provide support activities as outlined in the City EOP.

4.7 Other Organizations

- Organizations such as ODOT, OSP, local ambulance service, and local hospitals may assign liaisons as points of contact within the City EOC for coordination and communication.

5 Concept of Operations**5.1 General**

The City has established this EOP in accordance with NIMS and designated the Fire Chief 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 401.305 and 401.335 give the City responsibility and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The EOP may be implemented at the discretion of the Emergency Manager or Incident Commander.

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Day-to-day supervision of the EOP is the responsibility of the Emergency Manager. If the EOC is activated, the Incident Commander (or designee) is responsible for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

The City Administrator 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 City Administrator's Office.

5.2 Emergency Communications

Emergency Communications of Southern Oregon serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or the Law Enforcement Data System and 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 appropriate response agencies and the Emergency Manager. It is the responsibility of the Emergency Manager or Incident Commander to determine what further notifications should be made and actions taken in response to the message.

5.2.1 Alert and Warning

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City operates a mass notification system known as Citizen Alert. There is a Hosler Dam siren notification system that operates in the flood plane area of Ashland Creek. Additionally, mobile police and fire vehicle public address systems, and door-to-door contacts may be used. Police and fire vehicle public address systems and door-to-door contacts are either last-resort or used for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification.

FA 1. Emergency Services**5.2.1.1 General Guidelines**

- Upon detection of an emergency condition arising within the City, the Incident Commander will decide whether there is a need for immediate alert, attempt to notify the Emergency Manager, and direct its implementation.
- The City may also receive warning information from the County by telephone, the OSP, Fire Net, and Oregon Emergency Management through the Law Enforcement Data System. When warning information is received by telephone, the information should be confirmed by a return telephone call.
- When warning information is received via telephone, the Command staff of the department shall determine the need for further alert and warning, devise the message and means of delivery, and direct its implementation.
- If the emergency is localized, City emergency response personnel will alert residents in the area by the Citizen Alert system, telephone, mobile public address systems and/or door to door contact. Evacuation planning should take into account the fact that certain industrial facilities may need time to shut down vital operations before they can evacuate.
- When appropriate, Emergency Alert System authorized personnel shall provide preliminary (best available) public protection information to local radio stations for immediate broadcast.
- Updated information will be given to the public through the methods outlined above.
- A log of all warnings issued during the incident, shall be maintained by the Information Officer or the Emergency Management official issuing the warning.
- Rumor control may become essential to the public information effort. The phone banks assigned to the EOC may establish a “message center” function, under the direction of the Logistics Section Chief and Information Officer to respond to inquiries from the public.

5.2.1.2 Emergency Alert System

The EAS consists of broadcast stations linked together and to government offices to provide emergency alert and warning to the public. The system may also be used to call back off duty personnel in the event of phone system failure.

All messages shall be approved by the Incident Commander, and then will be coordinated with the Information Officer to ensure that conflicting information is not issued.

FA 1. Emergency Services**5.2.1.3 Cable Television Alert**

The Cable Alert System provides immediate interruption of cable television programming for emergency messages.

All messages shall be approved by the Incident Commander, then will be coordinated with the Information Officer to ensure that conflicting information is not issued.

5.2.1.4 Mobile Public Address Systems

Ashland Police and Fire District vehicles are equipped with mobile public address systems which may be used for alert and warning.

Direction of these alert systems shall be the responsibility of the Incident Commander through the Operations Section.

All messages shall be approved by the Incident Commander, and coordinated with the Information Officer to ensure that conflicting information is not issued.

If applicable, prior to dissemination, Emergency Management Staff will be advised.

5.2.1.5 Door-to-Door Alert

Door to door alert may be necessary in the event of a rapidly emerging incident, which poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather, and the expected duration of the emergency.

Direction of this activity shall be the responsibility of the Incident Commander through the Operations Section Chief. Ashland's CERT may be used to assist with this process.

All messages shall be approved by the Incident commander and coordinated with Information Officer to ensure conflicting information is not issued.

See the Jackson County EOP, ESF 2 – Communications for more details.

5.2.2 Emergency Communications Systems

Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be degraded by a particular hazard occurrence.

Equipment is available to provide communications necessary for emergency operations. To the greatest extent possible, landline and cellular telephones, , pagers, and e-mail will be the primary system for notification of key officials and critical workers.

Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.

FA 1. Emergency Services**5.3 Fire Services**

The primary Fire Services agency for the City of Ashland is Ashland Fire & Rescue. Disaster operations for fire services will be an extension of normal agency and facility duties. Responsibilities include fire control, hazardous material and oil/fuel spill response, and radiological protection operations. During emergency situations, fire service teams may also be assigned to perform additional emergency tasks, including providing fire protection for temporary shelters, assisting law enforcement personnel in route alerting, or going door to door to warn citizens who cannot be reached by primary warning systems.

A designated representative shall serve as the EOC Fire Branch Director, coordinating the flow of fire and rescue information and processing requests for additional fire and rescue resources, granting them as appropriate.

Fire service personnel are responsible for assessing threat hazards posed by fire, radiological materials, and other hazardous materials. They also recommend to the Incident Commander appropriate protective actions for emergency responders, including requirements for personal protective equipment. In addition, fire service personnel are responsible for recommending appropriate protective actions to ensure public safety in the immediate vicinity of a threat.

Fire & Rescue is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, and windy weather, additional public information briefings may be conducted.

See the Jackson County EOP, ESF 4 – Firefighting for more details.

5.4 Emergency Medical Services

Emergency Medical Services (EMS) in the City are provided by Fire & Rescue. EMS is a type of emergency service dedicated to providing out-of-hospital acute medical care and/or transport to definitive care, to patients with illnesses and injuries that the patient or the medical practitioner, believes constitutes a medical emergency. Disaster operations for EMS will be an extension of normal agency and facility duties. Coordination between EMS, search and rescue, and fire service providers is necessary to ensure emergency operational readiness. EMS will provide field medical care as needed during emergency situations and coordinate necessary medical transportation.

See the Jackson County Ambulance Service Area Plan and the Jackson County EOP, ESF 8 – Public Health and Medical Services for more details.

5.5 Search and Rescue

Search and rescue for the City will be conducted by the Jackson County Sheriff's Office.

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Search and rescue operations can involve several different scenarios, including:

- Rescuing survivors or recovering bodies from debris following a disaster such as a severe weather event or earthquake.
- Rescuing survivors or recovering the bodies of lost hunters or hikers in remote portions of the area.
- Rescuing survivors or recovering bodies of plane crashes.
- Rescuing survivors or recovering bodies involved in accidents on waterways.

Regardless of the situation, search and rescue operations will likely be a multi-agency event involving responders from a number of local emergency response agencies, local volunteer organizations, and possibly State agencies.

See the Jackson County Search and Rescue Plan and the Jackson County EOP, ESF 9 – Search and Rescue for more details.

5.6 Hazardous Materials Response

Hazardous materials response includes ensuring actions are taken to mitigate, clean up, and dispose of hazardous materials and minimize the impacts of incidents. Fire & Rescue has a limited capacity to address hazardous materials incidents. Additional resources need to be requested through the State Regional Hazardous Materials Teams located in Ashland (Region 8).

See the County Hazardous Materials Response Plan and the Jackson County EOP, ESF 10 – Oil and Hazardous Materials for more details.

5.7 Law Enforcement Services

The City's primary law enforcement agency is the Police Department. Disaster operations for law enforcement will be an extension of normal agency and facility duties. Responsibilities include maintenance of law and order, traffic control, and crowd control.

The City Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information, processing requests for additional law enforcement resources, and allocating them, as appropriate.

Law enforcement agencies will establish inner and outer perimeters to secure a disaster scene. A strict policy of limited access to the disaster area will be rigidly enforced to ensure the safety and well-being of the community. All movement into and out of the area will be requested through the established command post.

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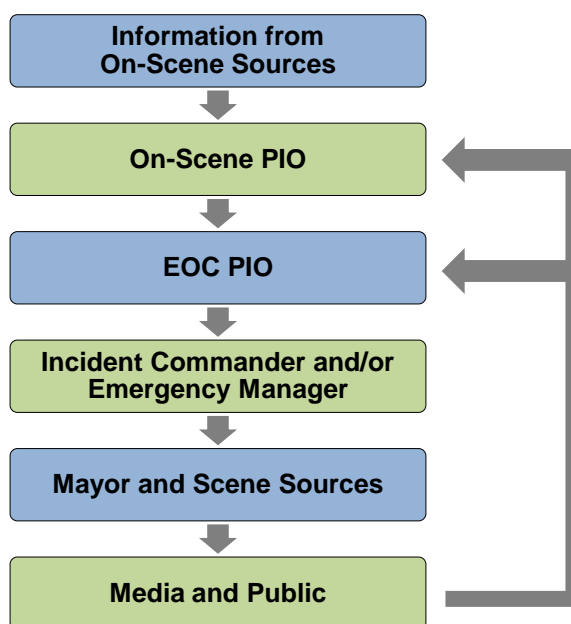
See the Jackson County EOP, ESF 13 – Public Safety and Security for more details.

5.8 Emergency Public Information

The City PIO is located in the City Administrator's Office. Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the IC. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the Emergency Manager and/or Incident Commander. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

5.8.1 Information Flow

Incident information flow shall be routed as follows.



Appendix A-2 of this annex contains guidelines for the release of information to the media.

5.8.2 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 may be established in conjunction with the ICS and a local and/or regional Joint Information Center (JIC) will be established under Unified Command. During a regional or Statewide event, the City will ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

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- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the Incident Commander.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

5.8.3 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.

5.8.4 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration of the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media “pool” may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a “staged” photo opportunity to tape response vehicles or support activities may satisfy the media’s need for video footage.
- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.
- Victims and families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the Incident Commander, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the IC and the department of jurisdiction.

FA 1. Emergency Services**5.9 Evacuation and Population Protection**

Emergencies or disasters may require the evacuation of people from hazard areas to areas of lower risk. During emergencies such as floods, earthquakes, hazardous materials spills/releases, accidents or threats involving radiological materials, major fires, and others, Ashland emergency responders or EOC personnel may determine that the evacuation of all or part of the community is prudent to minimize loss of life.

An evacuation is the removal of persons from the path of a threat prior to impact, and is the responsibility of the Police Department. Removal of victims from an area impacted by a hazard is considered a rescue, and will be conducted according to this plan.

In Oregon, the responsibility for ordering an evacuation rests with local government or the governor. In Ashland, formal authority to order an evacuation lies with the City Administrator/designee. Under emergency conditions, this authority is delegated to the Incident Commander.

5.9.1 Identification of Need

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The Emergency Manager and Incident Commander must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

- Identify high-hazard areas, including those that may be impacted if the incident escalates or conditions change.
- Identify potential evacuation routes, their capacities, and their vulnerability to the hazard (see Appendix B-5 of this annex for the City's evacuation traffic policy).
- Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

5.9.2 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, depending upon the time of day and other factors.
- Time needed to mobilize the population, once warned;
- Time required to evacuate the hazard area.

FA 1. Emergency Services**5.9.3 Evacuation of Access and Functional Needs Populations**

Populations with access and functional needs within the City of Ashland that may need special assistance during evacuations include children attending private, public and pre- schools, residents of assisted living facilities, nursing homes and residents of apartment complexes for the elderly.

The Logistics Section may assist in procurement of specialized transportation resources such as ambulances, vehicles for transporting the handicapped, and buses.

5.9.4 Implementation Guidelines

The Incident Commander (IC), regardless of agency or whether on-scene or in the EOC, shall:

- Determine the need to evacuate an area.
- Determine the extent of the area to be evacuated.
- Develop an evacuation plan.
- Activate the alert and warning system, and
- Direct the implementation of the evacuation plan.

In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency:

- The IC should designate a unified command between that agency and the Police Department to facilitate coordination of evacuation operations.

The Emergency Management Staff will utilize the alert and warning guidelines to warn the public of the emergency condition, and provide the public with evacuation and shelter information.

The IC will ensure that secure perimeters are established, if needed, and provide criteria for access to them.

The IC will identify appropriate reception areas for evacuees, and shall assign personnel to provide liaison to those persons in the reception area, and security to the reception area.

The Red Cross should be notified to begin arranging shelter and transportation.

As the emergency response progresses and more information becomes available, the PIO will utilize the procedures described in this plan to provide the media and the public with information on:

- Modes of transportation for evacuees unable to provide their own.

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- The reason for the evacuation.
- The location of reception or shelters.
- Possible results of failure to evacuate.

Notify the Oregon Emergency Management (OEM) and Jackson County Emergency Management of the evacuation.

After the emergency event has ended:

- Emergency Management Staff will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
- Emergency Management Staff will direct a general return to the incident area as soon as possible.
- The PIO will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

5.9.4 Sheltering in Place

If sufficient time is not available to evacuate and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix A-1 of this annex for EAS message format).

See the Jackson County EOP, Support Annex C – Evacuation for more details.

6 Annex Development and Maintenance

The Emergency Manager is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing emergency services, the City will incorporate elements of emergency services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support emergency services for the City:

- Jackson County Emergency Operations Plan. 2010.
 - ESF 2 – Communications
 - ESF 4 – Firefighting
 - ESF 9 – Search and Rescue
 - ESF 10 – Oil and Hazardous Materials

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- ESF 13 – Public Safety and Security
- ESF 15 – External Affairs
- Jackson County Search and Rescue Plan
- Jackson County Ambulance Service Area Plan
- Jackson County Hazardous Materials Response Plan
- State of Oregon Fire Services Mobilization Plan, 2010.
- Northwest Area Contingency Plan, 2010.

8 Appendices

- Appendix A Emergency Public Information Templates
 - A-1 Emergency Alert System Templates
 - A-2 Guidelines for Release of Information to the Media
 - A-3 Sample Media Statement Format
- Appendix B Evacuation
 - B-1 Evacuation Order
 - B-2 Evacuation Checklist
 - B-3 Evacuation Traffic Policy

Appendix A Emergency Public Information Materials

- A-1 Emergency Alert System Templates
- A-2 Guidelines for Release of Information to the Media
- A-3 Sample Media Statement Format

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Appendix A-1 Emergency Alert System Templates**EVACUATION:**

The City of Ashland is managing a(n) _____ emergency. A State of Emergency has been declared. The Incident Command and Ashland City Council are requesting the immediate evacuation of the area between _____ on the east, on the west, _____ on the north and _____ on the south due to _____. Please take medications, and personal hygiene supplies with you and evacuate to (a point) _____ by traveling _____. Failure to evacuate may result in life endangerment. The American Red Cross is opening shelters for those affected by the evacuation at _____. If you need help evacuating your home, please signal emergency workers by placing a white cloth on your front door or calling the City at _____.

SHELTER IN PLACE:

The Incident Command and Ashland City Council are urging citizens for the area between _____ on the east, _____ on the west, _____ on the north and _____ on the south _____ south to take the following protective actions due to _____. Stay indoors with all windows closed. If you must go outdoors for any reason, _____. Failure to follow these instructions may result in damage to _____. Please stay tuned to this station for further details.

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Appendix A-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.”

6. Information that media representatives often request includes:
 - a. Emergency: What is it?
 - b. Location: Where is it?

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- c. What caused it?
 - d. Time: When did it occur? How long will it last?
 - e. Fatalities: Are there any? How many?
 - f. Injuries: Are there any? How Many? What is the nature of the injuries?
 - g. Injured: Where are they being treated? Where can family members call to get information?
 - h. 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 these times can be kept.

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Appendix A-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 _____.

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Appendix B Evacuation

B-1 Evacuation Order

B-2 Evacuation Checklist

B-3 Evacuation Traffic Policy

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Appendix B-1 Sample Evacuation Order

1. An emergency condition, as a result of _____, exists in the City of Ashland, 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 Ashland is requesting the immediate evacuation of:

5. The City of Ashland 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 Ashland 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 Ashland 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 Ashland will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____

Mayor

Date _____ Signed _____

Incident Commander

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Appendix B-2 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. Consider using Ashland's CERT and/or Citizen Alert System.	
	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. Ready 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 an evacuation recommendation or order will be issued.	
	15. Disseminate the 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.	

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✓	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 they should 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 who 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 B-3 Evacuation Traffic Policy

In the event of an evacuation in the City:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.
2. The City has the authority to close local roads and to restrict access to and from all areas of the City.
3. Roads under the jurisdiction of the Oregon Department of Transportation (ODOT) would be authorized for closure by the ODOT District Manager; in the case of a crime or fire, the authority includes the Oregon State Police.
4. The Ashland 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, Oregon State Police, ODOT, and City of Ashland Public Works.

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FA 2 – Human Services

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FA 2 Tasked Agencies	
Primary Agencies	Emergency Manager Jackson County Health and Human Services American Red Cross
Supporting Agencies	Fire & Rescue ART CERT Parks & Recreation Jackson County Emergency Management Jackson County Sheriff's Office Ashland School District Local Volunteer and Faith-Based Organizations

1 Purpose and Scope

This annex provides information regarding the City's response to the needs for mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization, as outlined in the Basic Plan of this Emergency Operations Plan (EOP), is designed to provide support to local human services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures of local response agencies.

This annex covers the following functions:

- Mass Care
- Emergency Assistance
- Housing
- Human Services
- Public Health Services
- Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff

For larger events that may require short- or long-term housing for disaster victims, County Emergency Management coordinates this need with the City Emergency Manager. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary.

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Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items such as food, water, and ice is managed and coordinated via established sites within the City. Some situations may require coordination and management of volunteer services and donated goods to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate assistance for Access and Functional Needs Populations (also called Special Needs and Vulnerable Populations) within the impacted area. Access and Functional Needs Populations describes members of the community who experience physical, mental, or medical care needs who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- Sheltering and feeding citizens during a disaster is the task of the American Red Cross and Ashland Parks and Recreation.
- The Red Cross has agreements with approximately 30 businesses and schools in Ashland. Ashland incident management staff may request that a shelter be opened by calling the Rogue Valley Chapter of The American Red Cross at 779-3773 or 1-800-433-9285.

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 such needs arise, it is the responsibility of the City to work with the various human service agencies to meet them.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional and/or

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volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local Red Cross representative. These shelters may be used for specific events associated with the City and County, as well as housing evacuees from neighboring counties if the need arises.
- Permission to use Red Cross–approved facilities for disaster operations and sheltering 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 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, other regions, and State and Federal emergency agencies and organizations.
- Unique demands will be placed on the delivery of human services, including crisis counseling, emergency assistance, and the care of access and functional needs groups. As a consequence, the clientele groups of both local and State human service organizations 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 (Fire Chief)

- Coordinate emergency preparedness planning and exercise activities with the Red Cross.

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- 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 Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.
- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.
- Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identify long-term temporary emergency housing options.
- Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an After Action Report (AAR) regarding the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 American Red Cross

It is not the intent of the City to supplant the Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its obligation for the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes.

- 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.

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- 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. CERT may be utilized and requested through Ashland Fire & Rescue.
- 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.

4.3 Fire & Rescue

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Establish a shelter EMS response plan.
- 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. While coordinated City/Red Cross decision-making is desirable, the Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

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In the case of unmet needs, the Emergency Manager will make requests for County assistance via the EOC to County Emergency Management. Some emergencies will not entail mass care assistance but will still require a limited amount of emergency food and clothing.

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 Recovery Center.

5.2 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in Red Cross shelters.

5.2.1 Shelter

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations.

The American Red Cross will provide shelter staff, logistical support, and communications with the assistance of Ashland's Parks and Recreation. In addition, the Red Cross will manage evacuee registration and provide basic medical services to shelter residents. The Red Cross can provide quarantine for carriers of infectious diseases, but cannot provide decontamination for hazardous materials or radiological emergencies. This duty remains with the Incident Management staff (Hazardous Materials).

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained

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by the Red Cross. The City Administrator will obtain permission from owners to use other facilities as required. When Red Cross facilities are opened, the Red Cross will be responsible for maintaining all functions and staffing according to Red Cross policy. The Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through the 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 Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The 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 ARC 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.

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 phones. If telephones cannot be used or are overloaded, law enforcement personnel may provide radio assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

5.2.2 Sheltering Service and Companion Animals

The City, the Red Cross, and other organizations or groups providing sheltering and mass care 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.

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Pets are not allowed in Red Cross shelters due to Health Department regulations. However, the American Red Cross will help coordinate with Jackson County and the American Humane Association to arrange for food and sheltering of animals during disasters. Evacuees should provide food and water for pets prior to leaving their homes. Jackson County Animal Control may be able to provide limited shelter for threatened small animals. Depending on the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals to a pet care facility at their own direction and expense.

5.2.3 Bulk Distribution

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The Red Cross will coordinate all bulk distribution activities needed within the City's jurisdiction with the City Emergency Manager via the City EOC.

5.3 Emergency Assistance**5.3.1 Disaster Welfare Information**

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The Red Cross 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 Red Cross and City Emergency Management in gathering, disseminating, and managing disaster welfare information.

5.3.2 Disaster Resource Center(s)

Upon a Presidential disaster declaration, a Disaster Resource Center may be established. In addition to numerous grant and assistance programs available through the DRC, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a Disaster Recovery Center. The Federal Emergency Management Agency is responsible for operating Disaster Recovery Centers, which are often located in facilities such as schools, churches, and community centers. A Disaster Recovery Center provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives

FA 2. Human Services

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 Disaster Recovery Center:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.
- Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

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If Federal mobile homes are to be supplied for use as emergency shelters, the Logistics Section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

5.4 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through County Emergency Management 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.

5.5 Human Services**5.5.1 Behavioral Health**

The City relies on Jackson County Health and Human Services for behavioral health services during a disaster. Details regarding the provision of these services are provided in the County EOP.

Additional agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and Access and Functional Needs Populations include:

- Area hospitals.
- County and regional volunteer organizations.
- Local nursing homes and care facilities.

See the Jackson County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.

5.5.2 Access and Functional Needs Populations

The needs of children and adults who experience disabilities and others who experience access and functional needs 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 Jackson County Health and Human Services and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.);

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durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.
- **Transportation.** Individuals who cannot drive or who do not have vehicles may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., lift-equipped vehicles 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 the support of trained medical professionals.

5.5.2.1 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the City and, whenever possible, the City will consider preparedness, evacuation, and shelter operations, and public outreach and education activities that identify those issues particular to children. In particular, these issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community familiar with children's issues.

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- **Evacuation.** Identifying where children are located (schools, daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula, and food appropriate for all ages; portable cribs and playpens; and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

5.5.2.2 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. These issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food and crates, as well as staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

See the Jackson County EOP, SA F – Animals in Disaster for more details.

5.5.2.3 Managing, Transportation and Communicating

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

- Area hospitals
- Private clinics and care facilities
- Red Cross and other volunteer agencies
- School districts
- Local radio stations serving the City
- Citizen Alert System

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.

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The City has the following programs in place for vulnerable populations:

- CERT.

To learn more about the Federal Emergency Management Agency's Office of Disability Integration and Coordination and the Functional Needs Support Services Guidance, visit <http://www.fema.gov/about/odic/>.

See the Jackson County EOP, SA G – Special Needs Populations for more details.

5.6 Public Health Services

Jackson County Health and Human Services provides emergency medical, health, and welfare services to all citizens within Jackson County. Contact with the Department during a major emergency will be through Jackson County Emergency Management.

Services provided by Jackson County Health and Human Services may include:

- Upon request, screening shelter residents and visitors for communicable diseases.
- Establishing and monitoring isolation space.
- Providing staff and supplies for immunizations as directed by the medical officer.
- Providing advice on sanitation measures for emergency food and water.
- Monitoring garbage and waste disposal.

Health and Human Services will request emergency medical, health and welfare services not available in the County from the Oregon Health Authority.

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

5.7 Care of Response Personnel and EOC Staff

Unexpected emergencies may require City employees to remain on duty without the opportunity to return home to check on their families. The Welfare Unit within the EOC Logistics Section will assign personnel to make contact by phone or in person to on duty personnel families, and relay status back to the Emergency Center. Welfare Unit staff will ensure that the status of the families of on-duty personnel is relayed to the employee. In addition, the Public Information Officer will establish a number for family members to call to get information or leave messages for on-duty personnel.

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Emergency Communications of Southern Oregon maintains a comprehensive list of all city employees, their addresses, and dependents. Home phone numbers and addresses are privileged information and not to be released to the media or to the public without prior approval.

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.

6 Annex Development and Maintenance

The Emergency Manager is responsible for regular review and maintenance of this annex. To ensure that City staff is familiar with their roles in providing human services, the City will incorporate elements of human services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support human services for the City:

- County Emergency Operations Plan
 - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
 - ESF 8 – Public Health and Medical Services
 - ESF 11 – Agriculture and Natural Resources
 - ESF 14 – Long-Term Community Recovery
 - SA F – Animals in Disaster
 - SA G – Special Needs Populations
- Jackson County Health and Human Services Emergency Operations Plan

8 Appendices

Appendix A Shelter Materials

- A-1 Shelter Survey Form
- A-2 Sample Shelter Agreement

Appendix A Shelter Materials

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

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Appendix A-1 Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions:

Please print all information. Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer not applicable (N/A).

General Facility Information**Facility Information**

Facility Name:

Name/Description of area in this facility being surveyed for use as a shelter (e.g. Gymnasium):

Are there other areas in this facility being surveyed? If yes, name them.

Governing Agency/Owner:

Street Address:

Town/City:

Zip Code:

Latitude:

Longitude:

Map Locator Information (map name, page, grid):

Mailing Address (if different):

Business Phone Number: () -

Fax Number: () -

E-mail Address (if applicable):

Primary Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

E-mail: _____

Alternate Contact to Authorize Facility Use:

Name:

Day Phone: () -

After Hours/Emergency Phone: () -

Mobile Phone: () -

E-mail: _____

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Primary Contact to Open Facility: Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ E-mail: _____	Alternate Contact to Open Facility: Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ E-mail: _____
Facility Physical Information ***Attach a sketch or copy of the facility floor plan.***	
Availability for Use/Use Restrictions	
Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.	
<input type="checkbox"/> Facility available for use at any time of the year	
<input type="checkbox"/> Facility only available for use during the following time periods: From: _____ to _____ From: _____ to _____	
<input type="checkbox"/> Facility is not available for use during the following time periods: From: _____ to _____ From: _____ to _____	
Is the facility within 5 miles of an evacuation route? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there trees, towers, or other potential hazards that could impact the safety of the facility or block access to it after a disaster? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe: _____	
Is smoking allowed in the facility buildings? <input type="checkbox"/> Yes <input type="checkbox"/> No Is smoking allowed on the facility grounds? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Capacity	
<u>Shelter Capacity</u> - How many persons can be accommodated for sleeping? Area available for shelter use: Length: _____ x Width: _____ = Total Area: _____ Record only useable space. For example, if a room is 600 square feet but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.	
The area listed above <input type="checkbox"/> is <input type="checkbox"/> is not <input type="checkbox"/> is partially disabled accessible.	
Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity) Recommended range of square feet per person by shelter type: Evacuation shelter: 15 to 30 square feet per person General shelter: 40 to 60 square feet per person Access and Functional Needs Shelter: 80 square feet per person	

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Type of Shelter	Total Area	Square Feet/ per person	Capacity *
<input type="checkbox"/> Evacuation			
<input type="checkbox"/> General			
<input type="checkbox"/> Access and Functional Needs			
* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.			
Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?			
<input type="checkbox"/> Bench	Measured Linear Feet of Bench _____ ÷ 16 ft ² /person = Bench Seating Capacity _____		
<input type="checkbox"/> Chairs	Number of Chairs Counted = _____ = Seating Capacity _____		
<input type="checkbox"/> Not Applicable			
Parking			
Number of on-site parking spaces (do not include on-street parking in this figure):			
Number of handicapped parking spaces:			
Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? <input type="checkbox"/> Yes <input type="checkbox"/> No			
When the facility is in normal use (e.g., school in session):		When the facility is not in normal use (e.g., school not in session):	
<input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g., on streets around the school): _____ _____ <input type="checkbox"/> There is not adequate on-site or off-site parking available		<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:

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<input type="checkbox"/> Accessible doorways (minimum 35 inches wide)	<input type="checkbox"/> Ramps (minimum 35 inches wide): <div style="display: flex; justify-content: space-between;"> <input type="checkbox"/> Fixed <input type="checkbox"/> Portable </div> <input type="checkbox"/> Level Landings																																																						
<input type="checkbox"/> Automatic doors or appropriate door handles																																																							
Open Space: Indicate quantity and size (square feet) <input type="checkbox"/> Athletic Field(s): <input type="checkbox"/> Fenced Court(s): <input type="checkbox"/> Secured Playground Area <input type="checkbox"/> Other:																																																							
Fire Safety																																																							
<i>Some facilities that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.</i>																																																							
Does the facility have inspected fire extinguishers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have functional fire sprinklers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have a fire alarm? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, choose one: <input type="checkbox"/> Manual (pull down) <input type="checkbox"/> Automatic Does the fire alarm directly alert the fire department? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have an internal fire hose system? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have smoke detectors in/near the shelter area? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Sanitation Facilities																																																							
Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.																																																							
Standards for ADA-compliant, accessible features for people with disabilities: <u>Toilets:</u> Bathroom stall (38 inches wide); Grab bars (33–36 inches wide) <u>Showers:</u> Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower head (48 inches in height) or Hand-held spray unit with hose accessible for people with disabilities; <u>Sinks:</u> Sink (34 inches in height); Towel dispenser (39 inches in height)																																																							
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;"></th> <th colspan="2">Urinals</th> <th colspan="2">Toilets</th> <th colspan="2">Showers</th> <th colspan="2">Sinks</th> </tr> <tr> <th></th> <th>ADA compliant</th> <th>Not compliant</th> <th>ADA compliant</th> <th>Not compliant</th> <th>ADA compliant</th> <th>Not compliant</th> <th>ADA compliant</th> <th>Not compliant</th> </tr> </thead> <tbody> <tr> <td>Men's</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Women's</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Unisex</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Total</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>		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								
	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 (e.g., only during specific time blocks, etc.):																																																							
Are there baby diaper changing tables in any of the restroom facilities? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							

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Food Preparation Facilities		
<input type="checkbox"/> There are no food preparation or food service capabilities at this facility		
<input type="checkbox"/> Full-Service Kitchen: food is stored, prepared, and served on site. If full-service, number of meals that can be produced: _____		
<input type="checkbox"/> Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ()		
<input type="checkbox"/> Warming Oven Kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in Refrigerators:	Industrial Refrigerators:
Freezers:	Walk-in Freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection Ovens:	Microwaves:
Steamers:	Steam Kettles:	Food Processors:
Ice Machines:	Sinks:	Number of Sink Compartments:
Commercial Dishwasher (<i>approved sanitation levels</i>):		Non-commercial Dishwasher:
Location of equipment if in area other than kitchen:		
Dining Facilities		
Dining area on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Location:	
Snack Bar: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Cafeteria: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Other indoor seating: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, describe; include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities Tables (28-34 inches in height); Serving Line/Counter (28-34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number:	Are serving line/counters accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are aisles accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No

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Additional comments related to food preparation or dining areas:		
Health Service Facilities		
Number of private rooms available:	Access to locked refrigeration? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Total square footage of available space for health care needs:		
Location of health service area:		
Laundry Facilities		
Number of clothes washers:	Number of clothes dryers:	
Availability to shelter operator	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are laundry facilities coin operated?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Special conditions or restrictions:		
<u>Facility Services Information</u>		
Electricity		
Emergency (generator power) on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? <input type="checkbox"/> Yes <input type="checkbox"/> No		
This generator powers: <input type="checkbox"/> Facilities throughout the shelter area <input type="checkbox"/> Only emergency lights and other critical circuits in the shelter area <input type="checkbox"/> No generator serves the shelter area		
Estimated run-time without refueling (in hours):	<input type="checkbox"/> Auto start <input type="checkbox"/> Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, quantity (in gallons):	
Utility Company/Vendor:	Emergency Phone Number: () -	
Generator Fuel Vendor:	Emergency Phone Number: () -	
Generator Repair Contact:	Emergency Phone Number: () -	
Heating		
Source of heat: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane <input type="checkbox"/> Oil <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel		
Shelter area is heated: <input type="checkbox"/> Yes <input type="checkbox"/> No		

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Are there business telephones available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there business telephones available to shelter occupants: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? <input type="checkbox"/> Yes <input type="checkbox"/> No
Are there Earpiece telephones (volume adjustable)? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are there Fax machines available to shelter staff? <input type="checkbox"/> Yes <input type="checkbox"/> No
Is there speaker telephone/conference availability? <input type="checkbox"/> Yes <input type="checkbox"/> No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Computers:	
Type of internet service connection: <input type="checkbox"/> Dial-up <input type="checkbox"/> High-Speed <input type="checkbox"/> Cable <input type="checkbox"/> Wireless	
Computers available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	Is there public access to computers? <input type="checkbox"/> Yes <input type="checkbox"/> No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: () -
Repair company:	Emergency phone number: () -
Television:	
Is there a TV available for shelter use?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Location of cable TV drop for shelter area:	
<u>Shelter Management Information</u>	
This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.	
Shelter Management	
Location of shelter registration:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> No

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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):	

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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 an access and functional needs shelter.		
<input type="checkbox"/> Facility can be used as a pet-friendly shelter		
<input type="checkbox"/> Facility will not be used as a shelter.		
Facility is ADA-compliant: <input type="checkbox"/> Partially <input type="checkbox"/> Fully <input type="checkbox"/> Not ADA Accessible		
Is this shelter entered in the National Shelter System (NSS)? <input type="checkbox"/> Yes <input type="checkbox"/> No		
NSS ID: _____		

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Appendix A-2 Sample Shelter Agreement

The City of Ashland 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 Ashland 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 Ashland

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: [insert contracts/procurement department information]

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Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write “See attached facility list” and attach a facility list, including the complete street address of each building that is part of this agreement).

Terms and Conditions

- **Use of Facility:** Upon request, and if feasible, the Owner will permit the City of Ashland to use the facility on a temporary basis as an emergency public shelter.
- **Shelter Management:** The City of Ashland will have primary responsibility for the operation of the shelter and will designate a member of the relief organization personnel as Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the facility by the City of Ashland.
- **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 Ashland to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Ashland should not use while sheltering in the facility. The City of Ashland 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 Ashland, 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 Ashland.

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- Custodial Services: Upon request by the City of Ashland, and if such resources exist and are available, the Owner will make the facility's custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.
- Security: In coordination with the Facility Coordinator, the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the shelter.
- Signage and Publicity: The City of Ashland may post signs identifying the shelter as a City of Ashland 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 Ashland 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 Ashland 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 Ashland. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Ashland will select from among bids from at least three reputable contractors. The City of Ashland is not responsible for storm damage or other damage caused by the disaster.
 - *Reasonable costs associated with custodial and food service personnel* that would not have been incurred but for the City of Ashland's use of the facility for sheltering. The City of Ashland will reimburse at a per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
 - *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such

FA 2. Human Services

costs would not have been incurred but for the City of Ashland's use of the premises (both parties must initial all utilities to be reimbursed by the City of Ashland):

	Owner initials	City initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the City within 60 days after the shelter closes. Any request for reimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel and the dates and hours worked at the shelter.

- **Insurance:** The City of Ashland and designated relief organizations that support mass care activities shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The City of Ashland 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 Ashland 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 Ashland 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)

Name (printed)

Title

Date

By (signature)

Name:

Title :

Date

3

FA 3 – Infrastructure Services

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FA 3. Infrastructure Services

FA 3 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	Building Department Fire & Rescue Jackson County Emergency Management Jackson County Road Department Oregon Department of Transportation Local Utilities: Water: City of Ashland Sewer: City of Ashland Electricity: Ashland Municipal Electric Utility Gas: Avista Natural Gas Telephone(s): CenturyLink

1 Purpose and Scope

This annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. It outlines basic roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization, as outlined in the Basic Plan of this Emergency Operations Plan (EOP), is designed to provide support to local infrastructure services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures of local response agencies.

The annex covers the following functions:

- Transportation
- Infrastructure Repair and Restoration
- Energy and Utilities
- Debris Management

See FA 4 for information on Damage Assessment.

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

- Oregon Water/Wastewater Agency Response Network (ORWARN); ORWARN is composed of member utilities providing voluntary emergency assistance to each other. ORWARN facilitates rapid and

FA 3. Infrastructure Services

short-term deployment of emergency services, in the form of personnel, equipment, and materials.

3 Situation and Assumptions

3.1 Situation

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

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While a failure may result from natural or human-created causes, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

3.2 Assumptions

- Response operations for the City Public Works will include assisting law enforcement and fire services 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 City Public Works will generally be assigned or assume the lead agency role.

4 Roles and Responsibilities

4.1 Emergency Manager (Fire Chief)

- Regularly brief the Mayor and City Council on situational developments.
- Collect resource requirement information from all City departments and the Fire Department.
- Evaluate the situation and determine whether the EOP needs to be implemented.
- Assess developing conditions and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on developing conditions.

FA 3. Infrastructure Services

- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.2 Public Works Department

The Public Works Department is responsible for public works and engineering activities for disasters, for Recovery operations, and for coordinating fuel and power needs. Primary responsibilities include:

- Developing and maintaining an emergency notification list of department personnel.
- Opening emergency response routes for rescue and life-saving operations.
- Restoring streets and managing street traffic, including traffic control devices.
- Restoring wastewater (sanitary sewer) and storm water system capacities.
- Restoring and operating sanitary sewer pump stations and pressure mains.
- Interfacing with utility providers to ensure timely restoration of services.
- Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.
- Maintaining storm water flow.
- Administering of existing contracts and developing new ones to restore infrastructure and services.
- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.
- Keeping the City's emergency generators operational.
- Coordinating with the police to assist in traffic control.
- Developing and maintaining operating procedures for disaster response.

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- Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of County infrastructure.
- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.3 Fire & Rescue

The Fire Department is responsible for:

- Notifying appropriate personnel of the developing situation.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential safety issues and making recommendations to the Safety Officer.
- Providing communication resources and support as needed.
- Providing fire suppression personnel and equipment to support public works response and recovery activities.
- Establishing priorities for debris clearance.

4.4 Police Department

The Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential security and safety issues and making recommendations to the Safety Officer.
- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.5 Building Department

- Supporting PW Engineering in conducting surveys of damaged structure.

FA 3. Infrastructure Services**4.6 Parks and Recreation**

- Provides equipment and personnel as requested for back up.
- Coordinates field response and recovery efforts with Public Works.
- Provides building maintenance functions as needed.

4.7 Local Utilities

- Coordinating response activities with City Public Works regarding restoration of services.
- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations**5.1 General**

When the EOP is implemented, all activities and resources in support of infrastructure services will be coordinated by the City Emergency Operations Center (EOC) staff as identified and managed using the Incident Command System (ICS). The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue services with evacuation and traffic control capabilities. Other operational priorities include:

- Damage assessment (see FA 4).
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, and telecommunications).
- Prioritization of efforts to restore, repairs, and mitigate infrastructure owned by the City and County.

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Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

See the Jackson County EOP, Support Annex B – Damage Assessment for more details.

5.2 Transportation

- Monitor and report on the status of and damage to the transportation system and infrastructure as a result of an emergency incident.
- 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 Jackson County EOP, ESF 1 – Transportation for more detail.

5.3 Infrastructure Repair and Restoration

City Public Works actions may include:

- Conducting pre- and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating technical assistance, including engineering expertise, construction management, and contracting and real estate services.
- Providing emergency repair of damaged public infrastructure and critical facilities.

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

5.4 Energy and Utilities

Energy- and utility- related actions may include:

- Collecting, evaluating, and sharing information regarding energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinating restoration of service in impacted areas.
- Ensuring backup power and utility sources for critical facilities.

FA 3. Infrastructure Services

See the Jackson County EOP, ESF12 – Energy for more details.

5.5 Debris Management

A debris management plan defines the roles, responsibilities, and procedures and provides guidance for development and implementation of all elements involved in managing debris removal operations in the response and recovery phases of a disaster.

The Jackson County Road 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 Annex Development and Maintenance

The Public Works Department is responsible for regular review and maintenance of this annex. To ensure that City staff is familiar with their roles in providing infrastructure services, the City will incorporate elements of infrastructure services into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support infrastructure services for the City:

- County Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 3 – Public Works and Engineering
 - ESF 12 – Energy
 - SA B – Damage Assessment

8 Appendices

- None at this time.

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FA 4 – Recovery Strategy

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FA 4 Tasked Agencies	
Primary Agencies	Emergency Manager Public Works Department Building Department
Supporting Agencies	Finance Department Fire & Rescue Jackson County Emergency Management American Red Cross Rogue Valley Council of Governments

1 Purpose and Scope

This annex outlines the basic City services and resources necessary to recover from a disaster. It covers the following functions:

- Damage Assessment
- Public Assistance
- Individual Assistance

In addition, this annex outlines the scope of long-term recovery activities as defined in the National Disaster Recovery Framework. The City has not developed a formal Recovery Plan to date, but will take the functional elements of long-term recovery into consideration in its recovery planning as described in Section 5.3.1 of this annex.

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

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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 assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries as well. The American Red Cross (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

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 Emergency Operations Center

- 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.

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- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist County, State, and Federal agencies with conducting PDAs.
- Ensure that documentation of disaster-related response and recovery costs is complete.
- Coordinate with local officials to identify and recommend mitigation projects.

4.1.1 Operations Section

- Coordinate restoration of roads, bridges, and essential services; essential service facilities; and work on long-term reconstruction.
- Coordinate temporary housing and long-term shelter operations for displaced individuals.
- Coordinate initial damage assessments.

4.1.2 Planning Section

- Demobilize resources.
- Document emergency activities.
- Create situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander.
- Create incident-specific maps to assist in damage assessment and recovery efforts.

4.1.3 Logistics Section

- Make arrangements for Disaster Recovery Center for the Federal Emergency Management Agency (FEMA).
- Document emergency activities.
- Coordinate resource management with the Planning and Finance Sections.

4.1.4 Finance Section

- Keep records of all costs incurred.
- Document emergency activities.

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- Prepare documents for submission to State and Federal government.
- Coordinate and document damage assessment.

4.1.5 Public Information Officer

- Disseminate public information.
- Document all emergency activities.

4.2 City Departments**4.2.1 Public Works Department**

- Provide qualified representative to report to the EOC to assume overall responsibility for damage assessment activities.
- Coordinate with Building, Planning and Urban Renewal Departments in Recovery phase.
- Supply fuel for emergency vehicles at scene if necessary.
- Supply staff to assist if City Hall relocation is activated.
- Serve as liaison for transportation with local, state and federal needs.
- Coordinate flood, drainage and sewer problems.
- Make sure Engineering Division coordinates with Building Department on structural integrity for rescue work and for occupancy after a disaster.
- Recognize City Engineer will conduct a Structural Damage Survey for FEMA with the help of the Building Department.

4.2.2 Building Department

The Building Department is responsible for structural damage surveys, supports disaster recovery functions and flood way and plain.

- Support Public Works Engineering in conducting surveys of damaged structure.
- Prepare damage reports for the Emergency Operations Center and the City Administrator.
- Condemn damaged buildings and post.
- Support recovery functions of disaster.

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- Coordinate with City Engineer on Structural Damage Survey for FEMA.

4.2.3 Finance Department

- Provide qualified representative to report to the EOC and assume responsibility for all necessary fiscal activities.
- Financial Department duties and responsibilities include tracking, analyzing, approving, and reporting fiscal activities in support of recovery operations.
- Helps disaster victims understand the procedures and complete paperwork necessary for State and Federal assistance programs.

4.2.4 Other City Agencies

- Assist with the damage assessment and disaster declaration processes 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 General****5.1.1 Local Emergency Declaration**

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the City Administrator (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.

5.1.2 Local Request for State Assistance

If an emergency has occurred wholly within the boundaries of the City, a request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities

FA 4. Recovery Strategy

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.

5.1.3 County and Federal Recovery Efforts

Community recovery assistance from the County and Federal levels comes in the form of activating Emergency Support Function (ESF) 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments; nongovernmental organizations; and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County EOP. For information at the Federal level, ESF 14 can be found at <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf>.

NOTE: Detailed information regarding local and state recovery processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.

5.2 Short-Term Recovery Activities

During the recovery phase of an emergency, the Emergency 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.

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- Removal of disaster debris.
- Removal of human and animal remains.
- Testing of drinking water and, if necessary, establishing new or additional drinking water supplies.
- Emergency repairs of sanitary, sewer, and storm drainage systems.
- Repair of utility lines, e.g., electricity and natural gas.
- Establishment of security in affected areas.

5.2.1 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 long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the Red Cross.

- 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.

5.2.1.1 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 get an account of the damage as soon as possible so 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

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be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

5.2.1.2 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 Emergency Program Coordinator 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 1 below outlines the City's priorities for damage assessment.

Table 1 City of Ashland Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	Emergency Operations Center Fire & Rescue Police Department
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

FA 4. Recovery Strategy**5.2.1.3 Secondary Damage Assessment**

The IDA should provide the basis for secondary assessment activities. Secondary damage assessments most often occur during the recovery phase after initial response activities have taken place. 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 Administrator (or designee) will coordinate this activity.

The City Department of Public Works will provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 IDAs. Ashland's CERT is trained for damage assessment. Additional support may be available from the County.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

5.2.2 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

5.2.2.1 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, must lie within the designated disaster area, must be the responsibility of an eligible applicant, and must not fall within the authority of another Federal agency.

5.2.2.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance form. The request form is an applicant's official notification to FEMA of their intent to apply for Public Assistance. The form outlines general information identifying the applicant, including the applicant's name, address, and primary and secondary contacts. If the applicant is unable to submit the request form to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date of designation of the County for Public

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Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each request form to ensure applicant eligibility. Once a request form has been submitted, the project formulation process can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

5.2.2.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

- A request form is submitted by the applicant.
- A Public Assistance Coordinator is assigned to each applicant.
- The applicant presents a list of damages to the Public Assistance Coordinator at the kickoff meeting. This list serves as the basis for completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.
- The Public Assistance Coordinator and State staff work with the applicant/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.

5.2.3 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.

5.2.3.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the hazard that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as comprehensive as that provided by

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insurance policies. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance is the only avenues for helping families and individuals to recover.

5.2.3.2 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 of emergency, access to some voluntary agency assistance may be gained at or through Disaster Recovery Centers. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care (including counseling and mental health assistance), essential household furnishings, bedding, transportation, and, sometimes, temporary assistance to rent housing.

See Appendix D, Typical Individual Assistance for additional individual assistance programs.

5.2.3.3 Disaster Recovery Centers

The Logistics Section may be called upon to arrange for a large facility to serve as a Disaster Application Center (DAC), where citizens can meet with federal/state/local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center (if activated) located in the Federal/State Disaster Field Office.

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local disaster recovery assistance center to assist qualified citizens with filing claims for financial or housing assistance.
- If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs.
- Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate.
- Coordinate public information and assistance activities with the EOC Public Information Officer and keep local authorities informed of assistance provided to local residents, businesses, and local entities.

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- Identify and coordinate with State and Federal agencies regarding a location for the Disaster Recovery Center.

Federal, state, local, and volunteer agencies may provide or accept applications for the following services through the Disaster Application Center:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
- Disaster unemployment and job-placement assistance for those unemployed as a result of a Major Disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, and technical assistance, and federal grants for the purchase or transportation of livestock.
- Information on the availability of food stamps and eligibility requirements.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster related tax benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster caused mental health problems.
- Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
- Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran's Administration if a VA-insured home has been damaged.
- Other specific programs and services as appropriate to the disaster.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

5.3 Long-Term Recovery Activities

5.3.1 National Disaster Recovery Framework

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

The National Disaster Recovery Framework is consistent with the principles set forth in the Presidential Policy Directive 8, National Preparedness, which directs FEMA to work with interagency partners to publish a recovery framework. It is the first framework published under the Presidential Policy Directive reflecting the core recovery capabilities by supporting operational plans as an integral element of a National Preparedness System. It is a first step toward the Presidential Policy Directive 8 objective to achieve a shared understanding and a common, integrated perspective across all mission areas—Prevention, Protection, Mitigation, Response, and Recovery—in order to achieve unity of effort and make the most effective use of the nation’s limited resources.

The National Disaster Recovery Framework defines:

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

The National Disaster Recovery Framework introduces six new Recovery Support Functions that provide a structure to facilitate problem solving, improve access to resources, and foster coordination among State and Federal agencies, nongovernmental partners and stakeholders. Each Recovery Support Function has coordinating and primary Federal agencies and supporting organizations that operate together with local, State, and Tribal government officials, nongovernmental organizations, and private-sector partners.

The National Disaster Recovery Framework presents three positions that provide focal points for incorporating recovery considerations into the decision-making process and monitoring the need for adjustments in assistance where necessary and feasible throughout the recovery process. These positions are Federal

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Disaster Recovery Coordinator, State or Tribal Disaster Recovery Coordinators, and Local Disaster Recovery Managers.

5.3.2 Community Planning and Capacity Building

The core recovery capability for community planning is the ability to effectively plan and implement disaster recovery activities, engaging the whole community to achieve their objectives and increase resilience. The goal of recovery planning for the City is to unify and coordinate expertise and assistance programs from across the City and in coordination with the County to aid in restoring and improving the ability of the City to organize, plan, manage, and implement recovery. Recovery planning assists the City in developing a pre- and post-disaster system of support for their communities emphasizing the integration of hazard mitigation throughout planning process. Recovery planning will serve as a forum for helping to integrate the nongovernmental and private-sector resources into City recovery planning processes.

5.3.3 Economic Recovery

The core recovery capability for economic recovery is the ability to return economic and business activities (including agricultural) to a state of health and develop new economic opportunities that result in a sustainable and economically viable community. Economic recovery is a critical and integral part of recovery. Disasters damage not only property but also entire markets for goods and services. The speed and effectiveness of returning a community to self-sufficiency and vitality depend upon quickly adapting to changed market conditions, reopening businesses, and/or establishing new businesses. Businesses employ workers, provide for community needs and services, and generate revenue once again, allowing the community, both its members and government, to provide for itself.

5.3.4 Health and Social Services Recovery

The core recovery capability for health and social services is the ability to restore and improve health and social services networks to promote the resilience, health, independence, and well-being of the whole community. The City will participate in locally led recovery efforts to address public health, health care facilities and coalitions, and essential social service needs.

5.3.5 Housing Recovery

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Like infrastructure and safety services, housing is a critical and often challenging component of disaster recovery. It is critical because local economies cannot recover from devastating disasters without adequate housing, especially affordable housing. It is challenging because many years' worth of housing repair, rehabilitation, reconstruction, and new construction often need to occur at an accelerated pace as

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a result of a disaster. These conditions create design, construction, labor, materials, logistics, inspection, and financing issues.

5.3.6 Infrastructure Systems Recovery

The core recovery capability for infrastructure systems is the ability to efficiently restore the infrastructure systems and services to support a viable, sustainable community and improve resilience to and protection from future hazards. This function promotes a holistic approach to disaster recovery coordination, support, planning, and implementation for infrastructure systems that serve the community.

5.3.7 Natural and Cultural Resources Recovery

The core recovery capability for natural and cultural resources is the ability to protect these resources, including historic properties, through appropriate response and recovery actions to preserve, conserve, rehabilitate, and restore them in a manner consistent with post-disaster community priorities and in compliance with appropriate environmental and cultural resources laws. This function coordinates departments and agencies working together to provide information and assistance to communities seeking to protect and restore natural and cultural resources during recovery.

6 Annex Development and Maintenance

The Emergency Program Coordinator is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing disaster recovery services, the City will incorporate elements of recovery into its training and exercise program.

7 Supporting Plans and Procedures

The following documents support recovery for the City:

- County Emergency Operations Plan
 - ESF 14 – Long-Term Recovery
 - Support Annex A – Damage Assessment
- State of Oregon Emergency Operations Plan
 - ESF 14 – Long-Term Community Recovery
- State of Oregon Disaster Recovery Guidebook
- National Response Framework
 - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

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 Disaster Recovery Center Requirements Worksheet
- Appendix D Typical Individual Assistance Programs

Appendix A Damage Assessment Materials

- A-1 Initial Damage Assessment Checklist**
- A-2 Preliminary Damage Assessment Checklist**
- A-3 Initial Damage Assessment Summary Report Form**

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Appendix A-1 Initial Damage Assessment Checklist

As its name suggests, an Initial Damage Assessment (IDA) is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

General

The following guidelines should be followed when conducting an IDA:

- Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.
- Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint Preliminary Damage Assessment (PDA).

Note: An exception to this rule is “small disasters,” which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration “damage survey.”

- The Individual Assistance IDA Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) IDA Data Collection Form may assist you in conducting the IDA for public sector damages.
- Analyze IDA data based on the following questions:
 - Is the damage such that only immediate personal needs exist? If so, these needs can probably be met by volunteer organizations such as the American Red Cross (Red Cross), Salvation Army, Mennonite Disaster Service, and others.
 - Is the damage primarily to the agricultural sector? If so, you may want to ask the State to look into U.S. Department of Agriculture assistance.

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- Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into SBA programs.
- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, more than one person should be involved in the IDA process. The Emergency Program Coordinator should assemble a team to assist, including members such as:

- Red Cross officials: depending on the capabilities of the Red Cross branch that serves your area, you may want to ask the 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 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. to assess damages to roads, bridges, other public facilities, and utility systems.
- Hospital and urgent care facility officials for information on injuries and fatalities.
- School district officials to provide school damage figures.
- County health officials to assess of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit, recreational facilities, etc.
- County agent for farm and ranch damage assessment.

FA 4. Recovery Strategy**Collecting Initial Damage Assessment Data by Telephone Bank**

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected individuals, families, and businesses. For each, try to collect at least the following:

- Name of individual, family, or business.
- Address of the damaged or impacted structure.
- Mailing address if different.
- Telephone numbers where the person reporting the damage or impacts can be reached.
- If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both the tenant and owner.
- Is the loss/damage insured?
- Obtain a brief description of, and, if possible, estimated cost associated with, the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting these criteria should be noted as “affected habitable”; businesses as “interrupted.”

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Appendix A-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint Preliminary Damage Assessment (PDA) officials, local jurisdictions should do as much of the following as time permits.

General

- The Emergency Program Coordinator should coordinate the PDA or designate a PDA Coordinator. The person in this position should have a working knowledge of the PDA process and forms and thorough familiarity with local geography, government officials, and public facilities.
- Line up appropriate officials who 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 that note the locations and nature of the damage.
 - Delineate any areas where the damage is primarily to homes, businesses, and agricultural land.
 - Indicate the location of each damaged public facility and the government agency responsible for its care.
 - Mark the location of sites where disaster-related costs were incurred.
 - If possible, all damage sites should be identified by local officials before State/Federal inspectors arrive.
- On the same maps, indicate the best routes of travel, accounting for roads and bridges that are out of service due to the disaster and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA Teams.
- Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.
- If possible, have photographs of damage sites available for State and Federal inspectors.
- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to

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include the time commitment, overtime, etc. of the City staff who have been involved.

- Ask everyone involved in the joint PDA to look for ways of rebuilding so there is less damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.
- Set up a joint PDA Team support facility that includes:
 - Tables and chairs
 - Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.
 - Telephones and telephone directories
 - Copies of the Oregon Blue Book
 - One or more photocopiers
 - Availability of drinking water, coffee, etc.
 - Restrooms
 - If available and appropriate, your Emergency Operations Center can serve as the joint PDA Team support facility.
- Make arrangements for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium, lecture hall, etc.
- Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.
- If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

Individual Assistance

- Develop a written summary of the impacts of the disaster, including the following information:
 - Have there been injuries or deaths? Are persons missing?
 - Are families isolated due to the disaster?
 - Is public health and safety significantly compromised?
 - Is debris on private property a health and safety hazard? Does it prevent access to homes?

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- Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
 - Are utilities (electric, gas, water, sewer, drainage systems, dikes, etc.) out of service? When will service be restored? Are outages widespread or concentrated in one area?
 - Have many private vehicles been destroyed?
 - Is there increased unemployment due to the disaster?
- Gather and assemble the following information about the area(s) affected by the disaster:
- Which affected areas are urban, suburban, and rural? Commercial? Industrial? Delineate these areas on the teams' maps.
 - What was the economic base and condition prior to the disaster?
 - What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.
- Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.
- Work with Oregon Emergency Management and the Federal Emergency Management Agency to find out what you can about insurance coverage in force in the disaster areas. FEMA will conduct some of this research from its regional office.
- What resources are available in the area to provide temporary housing for displaced persons? Are there vacant rental homes, mobile homes, or apartments?
- If flooding has occurred, make estimates for the team regarding the duration of flooding, as well as water depths and velocities. Was the water contaminated with chemicals? Sewage? Other?
- Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.
- Dispatch teams to their areas; have each team report back to the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, one or more

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geographic areas may be assigned to a team or teams likely to finish before others.

Public Assistance

- Develop a written description of the impacts of the disaster on local government, including:
 - Population served by the local government.
 - Budget balance before and after the disaster.
 - Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and loss of public facilities, equipment, materials, etc.
 - Public service impacts that 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, make appointments for the team at sites where the damage or the impact of the damage is greatest.
- In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers, and times when they are easiest to reach.
- Ensure that local government representatives designated to serve on joint PDA Teams have a knowledge of repairs already completed and repairs needing to be made, as well as a knowledge of the location of damage sites.
- Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document who, what, when, where, and how.
- Be prepared to describe which sites will be repaired or reconstructed by contract, and which will be repaired by local forces. If a contractor's estimate has been received, have it available for the State and Federal inspectors.
- If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with

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copies of the specifications, local resolutions, ordinances, etc. that require upgrading of the facilities.

- Time permitting: Using as many “Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Forms” as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include work that has and has not been completed. Organize the information by category of work.
- Assign local, State, and Federal officials to each team; have each team cover a geographic area.
- Dispatch the teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so one or more geographic areas may be assigned to a team or teams likely to finish before the others.

Hazard Mitigation

- Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.
- Talk with the people who helped you to accomplish the Initial Damage Assessment about hazard mitigation opportunities they discovered during this process; provide this information to the State and Federal inspectors (Federal Emergency Management Agency and Small Business Administration).
- Resources permitting, assign a local representative to join Federal Emergency Management Agency and Oregon Emergency Management hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as appropriate and as resources permit; often there will be only one hazard mitigation PDA team per local jurisdiction.

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Appendix A-3 Initial Damage Assessment Summary Report Form

Electronic copies of the following damage assessment forms can be found at http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml.

- Individual Assistance Initial Damage Assessment Field Data Collection Form
- Estimated Disaster Economic Injury Worksheet For Businesses
- Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)
- Individual Assistance Initial Damage Assessment and Preliminary Damage Assessment Calculation and Summary Form
- Initial Damage Assessment Summary Report Form (Excel Spreadsheet)
- Individual Assistance Joint Preliminary Damage Assessment Team Assignments
- Joint Preliminary Damage Assessment Individual Assistance Field Form (Adapted from FEMA Form 76-39)
- Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)
- Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)

Oregon Emergency Management


INDIVIDUAL ASSISTANCE INITIAL DAMAGE ASSESSMENT (IDA) FIELD DATA COLLECTION FORM

For the purposes of this form, "Individual Assistance" may be thought of as potential assistance to individuals, families, and businesses which is tied to the structures they inhabit. This form is intended for use by local governments and their agents collecting IDA data on homes and businesses in the field. It may also be useful for collecting data being provided via "telephone-banks." The information collected on these forms should be summarized on the Initial Damage Assessment Summary Report Form.

JURISDICTION: _____ DATE: _____

AREA BOUNDARIES: North _____ East _____
West _____ South _____

STREET NAME: _____

Place a mark for each unit, and a diagonal line for every fifth unit (i.e.: ). When assessing multi-family dwellings, and businesses co-located within one structure, make a mark for each individual unit within the appropriate category of damage. Where a dwelling or business is not damaged, but is significantly affected by the event (for example; no access, loss of potable water, anticipated long-term utility outage, etc.), place the mark for that unit in the affected row.

	Single Family Dwelling	Mobile Home	Multi-Family	Business	Total
Affected - Habitable					
Minor					
Major					
Destroyed					
Estimate % Insured					
Total					

INITIAL BY SUBMITTING OFFICIAL: _____

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ESTIMATED DISASTER ECONOMIC INJURY WORKSHEET FOR BUSINESSES

Accurate responses to the questions below will assist in evaluating a request for an economic injury disaster declaration from the U. S. Small Business Administration.

1. Name of Business Owner: _____
- Name of Property Owner: _____
- Business/Property Address: _____
- Mailing Address: _____
- Telephone Numbers: Business: _____ Home: _____

2. **Estimated Adverse Economic Impact**

Did the disaster economically impact your business? If so, when did the impact start and end?

_____ to _____
(month/year) (month/year)

What were your business' revenues during that period? \$ _____

What were your business' revenues during the same period of the prior year? \$ _____

3. Amount of business interruption insurance received or anticipated, if any: \$ _____

4. Provide a brief explanation of what adverse economic effects the disaster had on your business:

5. How many people did you employ **prior** to the disaster? _____

How many people did you employ **after** the disaster? _____

If your business also suffered property damage, answer the following questions:

6. Estimated dollar loss to:

Real property (building), if owned: \$ _____

Contents (machinery and equipment, furniture and fixtures,
inventory, leasehold improvements, etc): \$ _____

7. Insurance recovery received or anticipated for **property** damages: \$ _____

Signature of Business Owner/Representative

Date

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OREGON EMERGENCY MANAGEMENT INFRASTRUCTURE (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

NAME OF PUBLIC (GOVERNMENT) OR PRIVATE NONPROFIT AGENCY: _____ COUNTY: _____

(List damage and emergency response costs for only one agency on each form. Use more than one form per agency if necessary. Only certain private nonprofits should be included on this form. Additional Instructions for this form on reverse side.)

Category	Brief Description of Damage or Cost	Location	Estimated Cost	Comments (Impacts)

Inspector's Name: _____ Contact Information: _____ Date: _____

This Page Total by Categ

Total A	\$0	Total E	\$0
Total B	\$0	Total F	\$0
Total C	\$0	Total G	\$0
Total D	\$0	Total	\$0

Total
\$0.00

INSTRUCTIONS FOR THE INSTRUCTIONS (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

This form is intended to be utilized by local government officials or their agent during the Initial Damage Assessment (IDA) to record estimates of damage, costs, and impacts of the disaster on public infrastructure. The following categories of work shall be utilized:

Emergency Work Categories

A = Debris Removal
B = Protective Measures

Permanent Work Categories

C = Roads and bridges
D = Water control facilities
E = Public buildings and equipment
F = Public utility systems
G = Parks and other

List the work performed, and public facilities damaged, as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and which has not.

For Roads and bridges on the Federal Aid System, Enter "FAS" instead of "C" under the category of work; likewise for debris removal and protective measures related to FAS facilities. Alternatively, FAS damage and costs can be listed on separate field data collection forms if the local jurisdiction wishes. Although FAS costs will not be a factor in determining a request for a Presidential declaration, it may be useful to assess and summarize these damages for inclusion in any requests to the FHWA for assistance.

Only private nonprofits (PNPs) providing the following types of government-like services to the general public should be included on this form: education facilities, utilities, emergency or medical facilities, custodial care facilities, museums, zoos, community centers, libraries, homeless shelters, and senior citizen centers. All other PNPs should be treated as businesses for the purpose of damage assessment, and included on Individual Assistance damage assessment forms.

Local officials should be prepared to provide state and federal officials with a detailed cost breakdown of personnel, equipment, materials, and supplies for all completed work. While a variety of forms can be used to summarize these items, the format must document the type and location of work performed. Sample forms are available in the *Disaster Recovery Assistance Guidebook*. Be prepared to describe which sites will be repaired or reconstructed by estimates of potential threats and routine maintenance should not be listed on the forms.

Totals should be summarized on the Initial Damage Assessment Summary Report Form.

Excel Tips: To copy IDA DATA Form, highlight IS IDA DATA tab with cursor arrow + Ctrl, then drag.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE IDA AND PDA CALCULATION AND SUMMARY FORM

Structure Categories	Degrees of Damage	Number of Structures	Dollar Estimate
Low-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
High-cost homes (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Low-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
Medium-cost apartments (Ave. value = \$ _____)	Destroyed (use 90% of ave. cost)	#	\$
	Major (use 60% of ave. cost)	#	\$
	Minor (use 20% of ave. cost)	#	\$
	Affected Habitable (use 10% of ave.)	#	\$
TOTALS	Destroyed	#	
	Major	#	
	Minor	#	
	Affected Habitable	#	
	Dollar Estimate Grand Total		\$

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**INITIAL DAMAGE ASSESSMENT (IDA)
SUMMARY REPORT FORM****OERS INCIDENT #****Complete green areas of form**

OERS 24 hr line 1-800-452-0311

JURISDICTION:**NAME OF REPORTING OFFICIAL:****COUNTY:****TITLE:****EMAIL:****FAX:****TELEPHONE:****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 <small>OERS 24 hr line 1-800-452-0311</small>
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: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Major damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Minor damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Affected habitable:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
"Second" homes:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Personal property (not included above):	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Cost & loss estimate for housing:		0	\$0
BUSINESS COSTS & LOSS			
	#	\$\$s	COMMENTS
Destroyed:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Major damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Minor damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Business interrupted:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Cost & loss estimate for business:		0	\$0
PRIVATE NONPROFIT COSTS & LOSS			
	#	\$\$s	COMMENTS
Destroyed:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Major damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Minor damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Service interrupted:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Cost & loss estimate for PNPs:		0	\$0
AGRICULTURE COSTS & LOSS			
	#	\$\$s	COMMENTS
Crop loss (acres/\$\$s):	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Equipment lost/damaged:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Livestock lost:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Out-buildings damaged:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Cost estimate for agriculture:		\$0	
INFRASTRUCTURE			
CITY(IES) COSTS & LOSS			
	#	\$\$s	COMMENTS
A. Debris removal:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
B. Protective measures:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
C. Transportation system damage:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Federal Aid System (FAS)	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
non-Federal Aid System	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
D. Water control facilities:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
E. Public buildings / equipment:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
insured	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
uninsured	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
F. Public utility systems:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
G. Parks and other:	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Cost & loss estimate for city(ies):		0	\$0

Oregon Emergency Management

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: oers.staff@state.or.us
FAX: 503-588-1378 (24 hours)
TELEPHONE: 1-800-452-0311 (24 hours)
AMATEUR RADIO PACKET: W7OEM@W7OEM.or.usa.noam
 (call sign W7OEM) 3.993.5 & 7.228 (hf)

6/11/09 13:08 IDA Cost Summary page 2/2

INSTRUCTIONS FOR THE INITIAL DAMAGE ASSESSMENT SUMMARY REPORT FORM

GENERAL INFORMATION

Above all else, remember that the Initial Damage Assessment (IDA) Summary Report is an estimate. While accuracy is desirable, with this report *give an edge to speed over accuracy*.

Only those lines on the form which are not self-explanatory are further described in these instructions.

Counties should include in their IDA Summary Report to OEM damage and costs associated with the event throughout the county. Depending on how your county damage assessment method is established, this may include collecting IDA Summary Reports from the cities and special districts within the county, and summarizing their reports into one countywide report. State agency costs associated with the event, and the costs associated with repairs to damaged state facilities within your jurisdiction should also be included in the county report.

IMPACTS TAB

Name of reporting official is the name of the person filing the report. Her or his title goes on the line below. Next to "EOC activated:" note the date and time the EOC was first activated for this event. If the EOC has been closed, please note this as well on the next line. Next to the line "pop. still at risk," please estimate the number of people whose safety, health, and well-being are still at risk due to the emergency.

Please supplement this form, as needed, with additional information which further describes the situation, including maps, charts, field damage assessment forms, etc.

COST SUMMARY TAB

Housing

To the extent that it is made known, or can be effectively assessed, include the total estimated costs associated with damage to housing, whether insured or not insured. In the "comments" column, estimate the percentage of insurance in place for the losses which have been experienced, but do not expend great effort in attempting to establish insurance coverage during an initial damage assessment. These details can be collected later, if needed.

[Note: There is an exception which may require an effort to more accurately estimate insurance coverage in-place; "small disasters" may require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead an SBA "damage survey."]

Determine the number of homes with minor and major damage, and the number destroyed. "Major" damage indicates those homes which are not habitable without costly or delayed repair. "Minor" damage refers to homes that are habitable with minor repair or clean-up. Include in the dollar cost estimates both repairs and clean-up. "Affected habitable" are homes which are not actually damaged and are habitable, but are affected in some way (for example: loss of potable water, loss of access road or bridge, etc.).

All "second" homes (vacation homes), no matter how affected, should be shown next to the line "second homes." Generally, potential disaster assistance programs do not apply to second homes.

Do not specifically seek personal property (contents) information, but where it is given, it may be included. If it is included with the dollar estimate assigned to "destroyed," "major," "minor," or "affected habitable," this is acceptable for the purposes of an initial damage assessment. If it is given as a separate amount, include this amount next to the line "personal property (not included above)," but try to avoid double-counting the house under the "#" column (i.e.: count the personal property under "#" only if not already included in an above category).

Include rental units in the assessment and note as such under "comments." Please note that rental homes should also be included as a "businesses" under that category.

The Local Emergency Program Manager may wish to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank).

Keep a list of affected homeowners and how they can be reached.

Business

The process of collecting and analyzing information needed for businesses is different than that needed for housing, in large part because potential assistance programs have different criteria. Ideally, the IDA Summary Report should consider the total estimated disaster-related costs to businesses and whether or not these costs are insured.

Determine the number of businesses with minor and major damage, and the number destroyed. In the case of businesses, "destroyed" should be assigned to those businesses with 80% or greater uninsured losses, and "major" to businesses with greater than 40% uninsured losses due to physical damage. Businesses with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, report on your estimate of the overall percentage of insurance in place for the losses which have been experienced. Like the housing category, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "business interrupted," show summary information on businesses which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of business and increased operating expenses should be included under this category. Like above, in the "comments" column, estimate any insurance which is in place for interruption of business due to the disaster conditions. Make appropriate clarifying comments.

Consider trying to solicit information about losses through appropriate press releases and telephone banks (see Collecting Initial Damage Assessment Data by Telephone Bank). Assistance may also be obtained through local groups such as the chamber of commerce.

Keep a list of affected business people and how they can be reached.

Private nonprofits (PNPs)

Generally, for the purposes of initial damage assessment, private nonprofits (PNPs) should be treated similar to businesses because the potential assistance programs for the vast majority of PNPs are similar to those for businesses.

There are, however, a few exceptions. The most common ones are PNPs which offer their services to the general public, and meet the following categories: educational, utility, emergency service or facility including medical facilities, custodial care, museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, and rehabilitation facilities. PNPs meeting these specific categories should be shown under "infrastructure" on the IDA Summary Report (not under private nonprofit). This is due to the fact that they may be eligible for infrastructure assistance if there is a Presidential major disaster declaration.

Technically, PNPs are not special service districts, but PNPs meeting the specific categories listed in the previous paragraph should be included with the special districts for the purposes of the IDA Summary Report. For example, PNP utilities (usually called "co-ops") should be included under "infrastructure, special districts, category 'F.'"

For all other PNPs, determine the number with minor and major damage, and the number destroyed. In the case of PNPs, "destroyed" should be assigned to those PNPs with 80% or greater uninsured losses, and "major" to PNPs with greater than 40% uninsured losses due to physical damage. PNPs with lower percentages of uninsured physical damage should be shown as "minor." Include in the dollar cost estimates repairs, damage to or loss of inventory, and clean-up costs. In the "comments" column, estimate an overall percentage of insurance in place for the losses which have occurred. Like the housing and business categories, the smaller the disaster, the more critical having a good estimate of insurance coverage in-place will be.

Next to the line "service interrupted," show summary information on PNPs which are not damaged, but are unable to operate because of the emergency conditions. If known, loss of service and increased operating expenses should be included under this category. Make appropriate clarifying comments.

Like the previous categories, one may be able to obtain the needed information about losses through press releases and telephone banks. Keep a list of affected PNP points-of-contact and how they can be reached.

Agriculture

Assessment of agricultural losses is usually led by the USDA County Emergency Board (CEB), which is typically comprised of county extension agents, soil and water conservation district representatives, and representatives of the Natural Resources Conservation Service (NRCS) and Farm Service Agency (FSA).

Estimate the acres and dollars associated with crop loss; include with this figure the costs for replanting (if appropriate), reduced production due to the emergency, and the removal of debris from farm land. In the comments column next to crop loss, note the types of crops on those acres. When appropriate and factually defensible, projected crop losses may be included. Please do not include a dollar amount for soil lost to erosion; while loss of productive soil is tragic, and while dollar equivalents probably could be developed, they should not be reflected on the IDA Summary Report.

Where it is known that damages will be covered by insurance, do not include this amount under dollar loss estimate. Do not expend great effort in attempting to establish insurance coverage during an initial damage assessment; these details can be collected later, if needed.

Keep a list of affected farmers and how they can be reached.

Infrastructure

Note the number of sites and cost associated with the jurisdiction's efforts at debris clearance, and with measures taken to protect lives and property.

Note the number of sites and dollar estimates associated with transportation system damage (roads, bridges, etc.). Separate this information into those sites on the Federal Aid System (FAS), and those off the System (non-FAS).

Note the number of sites and estimated dollar costs associated with damage to water control facilities, public buildings and equipment, public utility systems, parks, etc. For public buildings and equipment, divide losses into insured/uninsured categories.

Please include the costs for special service districts and state facilities located within your jurisdiction, but do not include damage to federal facilities under infrastructure. The category "county facilities costs & loss" refers only to county facilities and county costs. The cumulative totals for all infrastructure within a county should be calculated under "totals - all governments," and a grand total estimate for the infrastructure category shown just above the double line.

Estimated total cost & loss

Add the estimated total dollar cost and loss figures from housing, business, PNP, agriculture, and infrastructure. Put the sum to the right of "Estimated Total Cost & Loss." Do not include the "#" fields under agriculture in this total.

Transmittal

The IDA Summary Report should be submitted to Oregon Emergency Management in the format shown via fax, email, or PACKET amateur radio. Please call OEM by telephone or radio prior to sending the form.

Maintain a copy of the report for your files.

Updates

Updates should be provided to OEM as they become available. Updates should show *cumulative* figures.

Oregon Emergency Management

INDIVIDUAL ASSISTANCE JOINT PDA TEAM ASSIGNMENTS FORM

JURISDICTION: _____ DATE: _____

Teams	Names	Geographic Area
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		
Team #		
FEMA		
SBA		
State		
Local		
ARC		

PREPARED BY : _____

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FEMA – OEM Public Assistance
Joint Preliminary Damage Assessment Site Estimate Form

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected?	No. of Sites	Cat	Location (use map location, address, etc.)	Lat/Long
	Projected?				
Description of Damages/Repairs <input type="checkbox"/> Critical Facility Type _____					
Impact				% Complete	Cost Estimate

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FEDERAL EMERGENCY MANAGEMENT AGENCY
PRELIMINARY DAMAGE ASSESSMENT SUMMARY

DATE

PART 1 - APPLICANT INFORMATION

COUNTY	NAME OF APPLICANT	NAME OF LOCAL CONTACT	PHONE NO.
POPULATION	TOTAL BUDGET Approved _____ Balance _____	MAINTENANCE BUDGET Approved _____ Balance _____	Date FY Begins

PART II - COST ESTIMATE - SUMMARY (COMPLETE SITE ESTIMATE BEFORE SUMMARIZING BELOW)

CATE- GORY	NO. OF SITES	TYPES OF DAMAGE	COST ESTIMATE	Potential Local Funds for Recovery	
				FUND/ACCOUNT	Available Balance
A		Debris Removal			
B		Emergency Protective Measures			
C		Roads & Bridges			
D		Water Control Facilities			
E		Public Buildings			
F		Public Utilities			
G		Recreational or Other			
			TOTAL		TOTAL
			0		0

PART III - DISASTER IMPACTS (USE SEPARATE SHEETS IF NECESSARY)

A. GENERAL IMPACT

1. Identify and describe damages which constitute a health and/or safety hazard to the general public.
2. Population adversely affected directly or indirectly by the loss of public facilities or damages.
3. What economic activities are adversely affected by the loss of public facilities or damage?

B. RESPONSE CAPABILITY: Can the applicant respond and recover from the damages quickly and without degradation of public services? Describe.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.

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

G.	Parks & Other						
Sub-total		0	0	0	0	0	0

Permanent Work Sub-total	0	0	0	0	0	0	0
--------------------------	---	---	---	---	---	---	---

Emergency and Permanent Work Total	0	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)

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
REQUEST FOR PUBLIC ASSISTANCE

O.M.B. NO. 1660-0017
Expires April 30, 2013

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 10 minutes. Burden means the time, effort and financial resources expended by persons to generate, maintain, disclose, or to provide information to us. You may send comments regarding the burden estimate or any aspect of the collection, including suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (OMB Control Number 1660-0017). You are not required to respond to this collection of information unless it displays a valid OMB number. **NOTE: Do not send your completed questionnaire to this address.**

APPLICANT (Political subdivision or eligible applicant)		DATE SUBMITTED	
COUNTY (Location of Damages. If located in multiple counties, please indicate)		DUNS NUMBER	<input type="text"/>

APPLICANT PHYSICAL LOCATION

STREET ADDRESS			
CITY	COUNTY	STATE	ZIP CODE

MAILING ADDRESS (If different from Physical Location)

STREET ADDRESS			
POST OFFICE BOX	CITY	STATE	ZIP CODE

Primary Contact/Applicant's Authorized Agent

Alternate Contact

NAME	NAME
TITLE	TITLE
BUSINESS PHONE	BUSINESS PHONE
FAX NUMBER	FAX NUMBER
HOME PHONE (Optional)	HOME PHONE (Optional)
CELL PHONE	CELL PHONE
E-MAIL ADDRESS	E-MAIL ADDRESS
PAGER & PIN NUMBER	PAGER & PIN NUMBER

Did you participate in the Federal/State Preliminary Damage Assessment (PDA)? ☐ YES ☐ NO

Private Non-Profit Organization? ☐ YES ☐ NO

If yes, which of the facilities identified below best describe your organization? _____

Title 44 CFR, part 206.221(e) defines an eligible private non-profit facility as: "... any private non-profit educational, utility, emergency, medical or custodial care facility, including a facility for the aged or disabled, and other facility providing essential governmental type services to the general public, and such facilities on Indian reservations." "Other essential governmental service facility means museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities which provide health and safety services of a governmental nature. All such facilities must be open to the general public."

Private Non-Profit Organizations must attach copies of their Tax Exemption Certificate and Organization Charter or By-Laws. If your organization is a school or educational facility, please attach information on accreditation or certification.

OFFICIAL USE ONLY: FEMA -	-DR-	-	FIPS#	DATE RECEIVED
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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY HAZARD MITIGATION PROPOSAL (HMP)			Sheet _____ of _____ Sheets	
NAME OF APPLICANT		CATEGORY	DSR NUMBER	
SCOPE OF MITIGATION WORK:				
ESTIMATE OF WORK				
QUANTITY	UNIT	MATERIAL AND/OR DESCRIPTION	UNIT	COST (Dollars)
			TOTAL (Not to be included in DSR)	
RECOMMENDED BY (Signature)*		AGENCY	DATE	
CONCURRENCE BY STATE INSPECTOR (Signature)*		AGENCY	DATE	
CONCURRENCE BY LOCAL REPRESENTATIVE (Signature)*		AGENCY	DATE	
NOTE: *Signature by the Federal Inspector is not an approval of this work, and signature by the State and local applicant is not a commitment to perform the work.				

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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET

O.M.B. No. 1660-0017
Expires October 31, 2008

PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for this form is estimated to average 90 minutes per response. Burden means the time, effort and financial resources expended by persons to generate, maintain, disclose, or to provide information to us. You may send comments regarding the burden estimate or any aspect of the collection, including suggestions for reducing the burden to: Information Collections Management, U.S. Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (OMB Control Number 1660-0017). You are not required to respond to this collection of information unless a valid OMB number appears in the upper right corner of this form. **NOTE: Do not send your completed questionnaire to this address.**

DISASTER FEMA-_____-DR-____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
--------------------------------	-------------	-----------	------	----------

DAMAGED FACILITY	WORK COMPLETE AS OF _____:_____%
------------------	-------------------------------------

APPLICANT	COUNTY
-----------	--------

LOCATION	LATITUDE	LONGITUDE
----------	----------	-----------

DAMAGE DESCRIPTION AND DIMENSIONS

SCOPE OF WORK

Does the Scope of Work change the pre-disaster conditions at the site? ☐ Yes ☐ No

Special Considerations issues included? ☐ Yes ☐ No Hazard Mitigation proposal included? ☐ Yes ☐ No

Is there insurance coverage on this facility? ☐ Yes ☐ No

PROJECT COST

ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST

				TOTAL COST ➡	
--	--	--	--	---------------------	--

PREPARED BY	TITLE	SIGNATURE
APPLICANT REP.	TITLE	SIGNATURE

PROJECT WORKSHEET INSTRUCTIONS

The Project Worksheet must be completed for each identified damaged project. A project may include damages more than one site.

After completing all Project Worksheets, submit the worksheets to your Public Assistance Coordinator.

Identifying Information

Disaster: Indicate the disaster declaration number as established by FEMA (i.e. "FEMA 1136-DR-TN", etc.).

Project No.: Indicate the project designation number you established to track the project in your system (i.e. 1,2,3, etc.).

PA ID No.: Indicate your Public Assistance identification number on this space. This is optional.

Date: Indicate the date the worksheet was prepared in MM/DD/YY format.

Category: Indicate the category of the project according to FEMA specified work categories (i.e., A,B,C,D,E,F,G). This is optional.

Applicant: Name of the government or other legal entity to which the funds will be awarded.

County: Name of the county where the damaged facility is located. If located in multiple counties, indicate "Multi-County."

Damage facility: Identify the facility and describe its basic function and pre-disaster condition.

Work Complete as of: Indicate the date the work was assessed in the format of MM/DD/YY and the percentage of work completed to that date.

Location: This item can range anywhere from an "address," "intersection of...", "1 mile south of...on..." to "county wide." If damages are in different locations or different counties please list each location. Include latitude and longitude of the project if known.

Damage Description and Dimensions: Describe the disaster-related damage to the facility, including the cause of the damage and the area or components affected.

Scope of Work: List work that has been completed, and work to be completed, which, is necessary to repair disaster-related damage.

Does the Scope of Work change the pre-disaster conditions of the site: If the work described under the Scope of Work changes the site conditions (i.e. increases/decreases the size or function of the facility or does not replace damage components in kind with like materials), check (x) yes. If the Scope of Work returns the site to its pre-disaster configuration, capacity and dimensions check (x) no.

Special Considerations: If the project includes insurable work, and/or is affected by environmental (NEPA) or historic concerns, check (x) either the Yes or No box so that appropriate action can be initiated to avoid delays in funding. Refer to *Applicant Handbook* for further information.

Hazard Mitigation: If the pre-disaster conditions at the site can be changed to prevent or reduce the disaster-related damage, check (x) Yes. If no opportunities for hazard mitigation exist check (x) no. Appropriate action will be initiated and avoid delays in funding. Refer to *Applicant Handbook* for further information.

Is there insurance coverage on this facility: Federal law requires that FEMA be notified of any entitlement for proceeds to repair disaster-related damages from insurance or any other source. Check (x) yes if any funding or proceeds can be received for the work within the Scope of Work from any source besides FEMA.

Project Cost

Item: Indicate the item number on the column (i.e. 1, 2, 3, etc.). Use additional forms as necessary to include all items.

Code: If using the FEMA cost codes, place the appropriate number here.

Narrative: Indicate the work, material or service that best describes the work (i.e. "force account labor overtime", "42 in. RCP", "sheet rock replacement", etc.).

Quantity/Unit: List the amount of units and the unit of measure ("48/cy", "32/lf", "6/ea", etc.).

Unit Price: Indicate the price per unit.

Cost: This item can be developed from cost to date, contracts, bids, applicant's experience in that particular repair work, books which lend themselves to work estimates, such as RS Means, or by using cost codes supplied by FEMA.

Total Cost: Record total cost of the project.

Prepared By: Record the name, title, and signature of the person completing the Project Worksheet.

Applicant Rep.: Record the name, title, and signature of Applicant's representative.

Records Requirements

Please review the *Applicant Handbook, FEMA 323* for detailed instructions and examples.

For all completed work, the applicant must keep the following records:

- *Force account labor documentation sheets identifying the employee, hours worked, date and location;
- *Force account equipment documentation sheets identifying specific equipment, operator, usage by hour/mile and cost used;
- *Material documentation sheets identifying the type of material, quantity used and cost;
- *Copies of all contracts for work and any lease/rental equipment costs.

For all estimated work, keep calculations, quantity estimates, pricing information, etc. as part of the records to document the "cost/estimate" for which funding is being requested.

U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Damage Description and Scope of Work Continuation Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-_____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PREPARED BY:	TITLE:
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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Cost Estimate Continuation Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER _____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PROJECT COST

ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
				TOTAL COST ►	

PREPARED BY:	TITLE:
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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Maps and Sketches Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER FEMA-_____ -DR-_____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

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U.S. DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT WORKSHEET - Photo Sheet

O.M.B. No. 1660-0017
Expires October 31, 2008

DISASTER

PROJECT NO.

PA ID NO.

DATE

CATEGORY

FEMA-_____ -DR-_____

APPLICANT

COUNTY

PHOTO

PHOTO

DESCRIPTION

DESCRIPTION

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
VALIDATION WORKSHEET

DISASTER:

FEMA- _____ **-DR-** _____

APPLICANT	PA ID NO.	PROJECT WORKSHEET NO.
SPECIALIST	AGENCY	TELEPHONE NO.

I- GENERAL- ALL PROJECTS

VALIDATION ITEM	REMARKS
<input type="checkbox"/> Review projects <input type="checkbox"/> Visit site <input type="checkbox"/> Statement of work <div style="margin-left: 20px;"> <input type="checkbox"/> Accurate <input type="checkbox"/> Complete <input type="checkbox"/> Eligible </div> <input type="checkbox"/> Pictures <input type="checkbox"/> Sketches/drawings	

II- COMPLETED WORK

<input type="checkbox"/> Forced Account Labor <div style="margin-left: 20px;"> <input type="checkbox"/> Eligible employee <input type="checkbox"/> Hours <div style="margin-left: 20px;"> <input type="checkbox"/> Regular <input type="checkbox"/> Overtime </div> </div> <input type="checkbox"/> Fringe benefits <div style="margin-left: 20px;"> <input type="checkbox"/> Regular <input type="checkbox"/> Overtime </div> <input type="checkbox"/> Calculations	
---	--

III- FORCE ACCOUNT EQUIPMENT

<input type="checkbox"/> Labor hours exceeds or match Equipment hours <input type="checkbox"/> FEMA rates used <input type="checkbox"/> PAC approved rates used <input type="checkbox"/> Mileage used for automobiles, busses, pickups, and ambulances <input type="checkbox"/> Calculations	
--	--

IV- LEASED/RENTAL EQUIPMENT

<input type="checkbox"/> Invoice <input type="checkbox"/> Price reasonable <input type="checkbox"/> Operation/labor cost <input type="checkbox"/> Gasoline/oil/lubricants <input type="checkbox"/> Eligible repairs/parts <input type="checkbox"/> Calculations	
--	--

V- MATERIALS

<input type="checkbox"/> Purchase orders/invoices <input type="checkbox"/> Inventory records/stock tickets <input type="checkbox"/> Calculations	
--	--

VI- CONTRACT

VALIDATION ITEM	REMARKS
<input type="checkbox"/> Price reasonable <input type="checkbox"/> Competitive bids <input type="checkbox"/> Exception <input type="checkbox"/> Follow procurement procedures <input type="checkbox"/> Calculations	

VII- WORK TO BE COMPLETED

<input type="checkbox"/> Cost estimating method approved by PAC <input type="checkbox"/> Calculations	
--	--

VIII- SPECIAL CONSIDERATIONS

<input type="checkbox"/> Insurance <input type="checkbox"/> Mitigation <input type="checkbox"/> Environmental <input type="checkbox"/> Historic	
--	--

ADDITIONAL REMARKS

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PROJECT VALIDATION FORM

DISASTER:

FEMA- _____ **-DR-** _____

APPLICANT	DATE	PA ID NO.
SPECIALIST	AGENCY	
CONTACT PERSON	TELEPHONE NO.	

The projects listed below were validated from:

☐

Sample 1 C.V.

☐

Sample 1 and 2 C.V.

VALIDATION

A	B	C	D	E
Project Worksheet No.	Applicant Estimate	Eligibility Variance	Cost Estimate Variance	Comments
	\$	\$	\$	
SUBTOTAL	B \$	C \$	D \$	PERCENT OF VARIANCE % (F divided by B)
TOTAL VARIANCE	(COL. C + D) = F		F \$	

II-VALADIATION RESULTS

☐

VARIANCE WITHIN 20% 1st VALIDATION

☐

VARIANCE WITHIN 20% 2nd VALIDATION

☐

VARIANCE WITHIN 20% 1st & 2nd VALIDATION

III-RECOMMENDATION

☐

APPROVE FUNDING, VARIANCE WITHIN 20%

☐

PROVIDE TECHNICAL ASSISTANCE, VARIANCE EXCEEDS 20%

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
SPECIAL CONSIDERATION QUESTIONS

O.M.B. NO. 1660-0017
Expires October 31, 2008

APPLICANT		PA ID NO.	DATE
PROJECT NAME	PROJECT NO.	LOCATION	

Form must be filledout - for each project.

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)

☐ Yes ☐ No ☐ Unsure

Comments

2. Is the damaged facility located within a floodplain or coastal high hazard area/or does ti have an impact on a floodplain or wetland?

☐ Yes ☐ No ☐ Unsure

Comments

3. Is the damaged facility or item of work located within or adjacent to a Coastal Barrier Resource System Unit or an Otherwise Protected rea?

☐ Yes ☐ No ☐ Unsure

Comments

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

☐ Yes ☐ No ☐ Unsure

Comments

5. Dose the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

☐ Yes ☐ No ☐ Unsure

Comments

6. Is the damaged facility on the National Register of Historic Places or the state historic listing? Is it older than 50 years? Are there other, sililar buildings near the site? ☐ Yes ☐ No ☐ Unsure

Comments

7. Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland?

☐ Yes ☐ No ☐ Unsure

Comments

8. Are there any hazardous materials at or adjacnt to the damaged facility and/or item of work?

☐ Yes ☐ No ☐ Unsure

Comments

9.Are there any other environmental or controversial issues associated with the damaged facility and/or item of work?

☐ Yes ☐ No ☐ Unsure

Comments

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
PNP FACILITY QUESTIONNAIRE

O.M.B. NO. 1660-0017
Expires December 31, 2011

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FEMA and State personnel will use this questionnaire to determine the eligibility of specific facilities of an approved Private Non-Profit (PNP) organization (See 44 CFR 206.221). Owners of critical facilities (i.e., power, water (including providing by an irrigation organization or facility, if it is not provided solely for irrigation purposes), sewer, wastewater treatment, communications and emergency medical care) can apply directly to FEMA for assistance for emergency work (debris removal and emergency protective measures) and permanent work (repair, restore or replace a damaged facility). Owners of non-critical facilities can apply directly to FEMA for assistance for emergency work, but must first apply to the U. S. Small Business Administration (SBA) for assistance for permanent work. If the owner of a non-critical facility does not qualify for an SBA loan or the cost to repair the damaged facility exceeds the SBA loan amount, the owner may apply to FEMA for assistance.

1. Name of PNP Organization _____
2. Name of the damaged facility and location _____
3. What was the primary purpose of the damaged facility _____
4. Is the facility a critical facility as described above? ☐ Yes ☐ No
5. Who may use the facility _____
6. What fee, if any, is charged for the use of the facility _____
7. Was the facility in use at the time of the disaster? ☐ Yes ☐ No
8. Did the facility sustain damage as a direct result of the disaster? ☐ Yes ☐ No
9. What type of assistance is being requested? _____
10. Does the PNP organization own the facility? ☐ Yes ☐ No
11. If "Yes" obtain proof of ownership; check here if attached. ☐
12. Does the PNP organization have the legal responsibility to repair the facility? ☐ Yes ☐ No
13. If "Yes", provide proof of legal responsibility; check here if attached. ☐ Yes ☐ No
14. Is the facility insured? ☐ Yes ☐ No
15. If "Yes", obtain a copy of the insurance policy; check here if attached. ☐

Additional information or comments:

CONTACT PERSON

DATE

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
HISTORIC REVIEW ASSESSMENT FOR DETERMINATION OF ADVERSE EFFECT

PA ID NO.	PROJECT NO.	LATITUDE/LONGITUDE
ADDRESS/LOCATION OF FACILITY/SITE		HISTORIC NAME AND ID #
HISTORIC STATUS <input type="checkbox"/> NHL <input type="checkbox"/> NR/NR eligible <input type="checkbox"/> State Register or other <input type="checkbox"/> 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): <div style="display: flex; flex-wrap: wrap;"><div style="width: 50%;"><input type="checkbox"/> Repair or replace non character-defining features</div><div style="width: 50%;"><input type="checkbox"/> Repair and or/replace historic features/elements in kind to return facility to pre-disaster condition.</div><div style="width: 50%;"><input type="checkbox"/> Alter or remove historic features/elements.</div><div style="width: 50%;"><input type="checkbox"/> Add non-historic features/elements to a historic facility, setting or</div><div style="width: 50%;"><input type="checkbox"/> Disturb, destroy or make archeological resources</div><div style="width: 50%;"><input type="checkbox"/> Include mitigation, an alternate project or an improved project.</div><div style="width: 50%;"><input type="checkbox"/> Other _____</div></div>		
3. Describe measures to prevent or minimize loss or impairment of character-defining features:		
4. Attachments: <div style="display: flex; flex-wrap: wrap;"><div style="width: 20%;"><input type="checkbox"/> Maps</div><div style="width: 20%;"><input type="checkbox"/> Field Notes</div><div style="width: 20%;"><input type="checkbox"/> Scope of Work</div><div style="width: 20%;"><input type="checkbox"/> Site Plan</div><div style="width: 20%;"><input type="checkbox"/> Nation Register Nomination Form</div><div style="width: 20%;"><input type="checkbox"/> Drawings</div><div style="width: 20%;"><input type="checkbox"/> Research Material</div><div style="width: 20%;"><input type="checkbox"/> Project Worksheet</div><div style="width: 20%;"><input type="checkbox"/> Specifications</div><div style="width: 20%;"><input type="checkbox"/> Summary Views of Interested Parties</div><div style="width: 20%;"><input type="checkbox"/> Photographs</div><div style="width: 20%;"><input type="checkbox"/> Archeological</div><div style="width: 20%;"><input type="checkbox"/> Other</div></div>		
5. Conclusions: <input type="checkbox"/> 5a. No Character-defining features will be affected. <input type="checkbox"/> 5b. The above action(s) meets the conditions for a Programmatic Exclusion #_____ of the Programmatic Agreement governing historic review. <input type="checkbox"/> 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. <input type="checkbox"/> 5d. Further consultation with the SHPO and applicant in accordance with the Programmatic Agreement is required. <input type="checkbox"/> 5e. Development of STMA or Memorandum of Agreement is required to treat the adverse effect.		
6. Assessment of Adverse Effect (check one) <input type="checkbox"/> No Adverse Effect <input type="checkbox"/> Adverse Effect		
7. Specialist: Your signature shows that you have reviewed this form and related material for conformity with requirements in FEMA's Programmatic Agreement governing compliance with the National Historic Preservation Act; applicable parts of the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings 1992 (Standards), the Secretary of the Interior's Guidelines for Archeological Documentation (Guidelines), or any other applicable Secretary of the Interior's Standards, CR 44 CFR Part 206, and FEMA Management Policies, and have provided your best professional opinion.		
COMMENTS		
NAME	FIELD OF EXPERTISE	DATE
8. Action Taken and Date		

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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY FORCE ACCOUNT LABOR SUMMARY RECORD										PAGE _____ OF _____		O.M.B. No. 1660-0017 Expires December 31, 2011		
APPLICANT				PA ID NO.				PROJECT NO.		DISASTER				
LOCATION/SITE				CATEGORY				PERIOD COVERING						
DESCRIPTION OF WORK PERFORMED														
NAME		DATES AND HOURS WORKED EACH WEEK							COSTS					
JOB TITLE		DATE								TOTAL HOURS	HOURLY RATE	BENEFIT RATE/HR	TOTAL HOURLY RATE	TOTAL COSTS
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
TOTAL COSTS FOR FORCE ACCOUNT LABOR REGULAR TIME														\$ _____
TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME														\$ _____
I CERTIFY THAT THE INFORMATION ABOVE WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.														
CERTIFIED			TITLE							DATE				

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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY MATERIALS SUMMARY RECORD				PAGE _____ OF _____		O.M.B. No. 1660-0017 Expires December 31, 2011	
APPLICANT		PA ID NO.		PROJECT NO.		DISASTER	
LOCATION/SITE				CATEGORY		PERIOD COVERING	
DESCRIPTION OF WORK PERFORMED							
VENDOR	DESCRIPTION	QUAN.	UNIT PRICE	TOTAL PRICE	DATE PURCHASED	DATE USED	INFO FROM (CHECK ONE) INVOICE STOCK
GRAND TOTAL							
I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOCIES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.							
CERTIFIED		TITLE			DATE		

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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY RENTED EQUIPMENT SUMMARY RECORD				PAGE _____ OF _____		O.M.B. No. 1660-0017 Expires December 31, 2011		
APPLICANT		PA ID NO.		PROJECT NO.		DISASTER		
LOCATION/SITE				CATEGORY		PERIOD COVERING		
DESCRIPTION OF WORK PERFORMED								
TYPE OF EQUIPMENT Indicate size, Capacity, Horsepower Make and Model as Appropriate	DATES AND HOURS USED	RATE PER HOUR		TOTAL COST	VENDOR	INVOICE NO.	DATE AND AMOUNT PAID	CHECK NO.
		W/OPR	W/OUT OPR					
GRAND TOTAL								
I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.								
CERTIFIED		TITLE		DATE				

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DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY CONTRACT WORK SUMMARY RECORD			PAGE ____ OF ____		O.M.B. No. 1660-0017 Expires December 31, 2011
APPLICANT		PA ID NO.	PROJECT NO.	DISASTER	
LOCATION/SITE		CATEGORY		PERIOD COVERING	
DESCRIPTION OF WORK PERFORMED					
DATES WORKED	CONTRACTOR	BILLING/INVOICE NUMBER	AMOUNT	COMMENTS- SCOPE	
GRAND TOTAL					
I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL, INVOICES, OR OTHER DOCUMENT THAT ARE AVAILABLE FOR AUDIT.					
CERTIFIED		TITLE		DATE	
FEMA Form 90-126, FEB 09					
Print Form					

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY
APPLICANT'S BENEFITS CALCULATION WORKSHEET

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT

PA ID NO.

DISASTER

PROJECT NO.

FRINGE BENEFITS (by %)

REGULAR TIME

OVERTIME

HOLIDAYS

VACATION LEAVE

SICK LEAVE

SOCIAL SECURITY

MEDICARE

UNEMPLOYMENT

WORKER'S COMP.

RETIREMENT

HEALTH BENEFITS

LIFE INS. BENEFITS

OTHER

TOTAL in % annual salary

COMMENTS

I CERTIFY THAT THE INFORMATION ABOVE WAS TRANSCRIBED FROM PAYROLL RECORDS OR OTHER DOCUMENTS WHICH ARE AVAILABLE

Name

TITLE

DATE

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Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA DRC Requirements Worksheet

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FA 4. Recovery Strategy

Appendix C-1 Disaster Recovery Center Requirements Checklist
General Information

Disaster Recovery Centers are sited only in jurisdictions where the need exists and local officials request them. There are no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. Disaster Recovery Centers may be open for as short as a few days, and as long as a few weeks. Site selection for Disaster Recovery Centers is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as Disaster Recovery Centers.

Required

The following should be considered in identifying possible facilities to serve as Disaster Recovery Centers:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the Disaster Recovery Center). This may vary from as few as 1200 to more than 4500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.
- Sufficient tables and chairs for the needs of the situation should be readily available (either in the facility or easily moved to the facility). Each agency working at the facility 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. (Disaster Recovery Centers must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)
- The building owner must be willing to allow the Federal Emergency Management Agency and the Small Business Administration to install telephone lines.

FA 4. Recovery Strategy**Preferred**

- The public should generally be familiar with the building.
- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster. Public transportation should be available, if possible.
- Custodial support should be available at the facility.
- An indoor waiting area near the entrance to the building is helpful.
- Bilingual support should be available, if appropriate.
- Child care is a useful addition if it can be provided at the facility.
- Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

Appendix C-2 FEMA Disaster Recovery Center Site Requirements List

FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

Date site evaluated:	Primary or secondary site (circle one)	
Site address:	County name:	
Site contact/telephone number:	City name:	
After hours contact/telephone:	County E.M. Director/telephone:	
Site accessible hrs:	Site keys: location and who has them?	
days:		
DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? <ul style="list-style-type: none"> - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available? 		
Secure, safe, and sanitary facility? <ul style="list-style-type: none"> - building sound, of good construction, and non-leaking condition? - electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles) - sprinkler system operating or fire extinguishers available? - dry floors with no holes or other obstructions? - heating and/or cooling system(s) verified as inspected and functioning properly? - restrooms functional or portable units available? - adequate ventilation of working area? - can doors be locked? - are windows secure? - parking lot lighted/safe for staff and clients to walk to their cars? 		
Lease or use agreement?		
Agreement between county/city officials?		
Building is handicap accessible? <ul style="list-style-type: none"> - adequate handicap parking? - ramp for wheelchair (if necessary)? - doorways wide enough to accommodate wheelchair? - restrooms handicapped accessible, including wheelchair? 		
Space required: (1,200 sq. ft. minimum)		
Existing telephones available to FEMA? Number?		
Incoming telephone cable capacity? <ul style="list-style-type: none"> - number of pairs feeding the facility and cable type? - pre-existing service and telephone or circuit numbers? - contact local telephone company to verify availability of circuits to support minimum of 16 phone lines - Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available. 		
Tables and chairs available to FEMA? Number? (minimum 15 tables, 60-75 chairs)		
Fax available to FEMA? <ul style="list-style-type: none"> - number of faxes: _____ - make/model #: _____ (Identify for each in comments) 		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

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Appendix 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 DSHS, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.

INSURANCE ASSISTANCE

Administered by: American Insurance Association, Federal Emergency Management Agency, and National Flood Insurance Program

Details: Provide counseling regarding insurance problems or questions.

CONSUMER PROTECTION

Administered by: State Attorney General's Office

Details: Provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordination with the Insurance Commissioner and/or legal counsel.

FA 4. Recovery Strategy

Typical Individual Assistance Programs

CRISIS COUNSELING

Administered by: Jackson County Health and Human Services

Details: Available only after a special request by the Governor and approved by the Federal Emergency Management Agency. Provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

INDIVIDUAL AND FAMILY GRANT PROGRAM

Funded by: 75% Federal, 25% State

Administered by: State Emergency Management

Provides assistance to individuals and families to permit them to meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.

TEMPORARY HOUSING PROGRAM

Funded by: 100% Federal

Administered by: Federal Emergency Management Agency

Details: Provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.

DISASTER LOANS

Funded by: U.S. Small Business Administration

Administered by: U.S. Small Business Administration

Physical Disaster Loans - Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans) - Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property.

Economic Injury Disaster Loans - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is \$500,000. Funds can be used for indebtedness and operating expenses.

FA 4. Recovery Strategy

Typical Individual Assistance Programs**EMERGENCY LOANS, FARMERS HOME ADMINISTRATION**

Administered by: U.S. Department of Agriculture (USDA)

Details: Provides low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. Loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. Loans may also be available if approved by the USDA, following a governor's request

DISASTER UNEMPLOYMENT ASSISTANCE

Funded by: Federal Emergency Management Agency

Administered by: U.S. Department of Labor through the State Employment Security Department

Details: Provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.

TAX ASSISTANCE

Administered by: Internal Revenue Service and Tax Information for Indian Tribal Governments

Details: Provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.

SOCIAL SECURITY BENEFITS

Funded by: Social Security Administration

Administered by: Social Security Administration

Details: Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

FA 4. Recovery Strategy

Typical Individual Assistance Programs**VETERAN'S BENEFITS**

Funded by: Veterans Administration (VA)

Administered by: Veterans Administration

Details: Assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.

LEGAL SERVICES

Administered by: Federal Emergency Management Agency

Details: Free legal counseling to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

Incident Annexes

1

IA 1 – Drought

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- 1 Hazard Description IA 1-1
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 - Appendix A – City of Ashland Drought OrdinanceIA 1-9

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IA 1. Drought

IA 1 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	
Adjunct Agencies	

1 Hazard Description

Although the Pacific Northwest normally receives substantial precipitation during the course of the year, several years in a row with below-normal rainfall can result in a drought. In addition, the presence of drought conditions may lead to, or aggravate, other emergency conditions, such as wildfire and energy shortages.

The City of Ashland receives its water from Reeder Reservoir. This water source may be augmented by the Talent Irrigation District during shortages.

2 Drought Response Planning

Planning and preparedness for drought is primarily the responsibility of the Public Works Department. This includes coordinating the annual review of this annex with Department Heads. Response to drought will require close coordination with the Fire & Rescue to ensure that minimum water levels are maintained for fire suppression. Coordination of curtailment activities and public information concerning the drought should also be closely coordinated with other water users.

3 Drought Information

Since Drought develops slowly, information may come from a variety of sources including:

- National Weather Service-information on past precipitation amounts, short and long-term forecasting, and precipitation deficits.
- USDA Soil Conservation Service-past, current, and projected snowpacks.
- Ashland Public Works-level of Reeder Reservoir, and flows in Ashland Creek.

4 Concept of Operations

To be developed.

5 Instructions to the Public

Requests for voluntary cutbacks in water consumption may be issued by the City of Ashland Public Works Department. Such requests should be coordinated with the City of Ashland conservation division.

IA 1. Drought

Any mandatory rationing or curtailment instructions must be issued by the City. Such instructions should be carefully coordinated with other affected jurisdictions.

6 Emergency Services Actions

The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from drought. They should not be considered all-inclusive; some situations will not require that all tasks be accomplished, others will require tasks which are not listed. It is not likely that drought conditions will require the activation of the Emergency Operations Center, or Incident Command System staff, therefore, checklists are directed to each City Department.

6.1 Public Works Department

Preparedness

- Keep abreast of developing conditions.
- Alert other City Departments of drought potential.
- Review Department water use; assist with development of curtailment plan.
- Regulate department water use.
- Assist in curtailment plan implementation.
- Establish and maintain contact with affected jurisdictions. Coordinate plan development and implementation schedules with them.
- Assist with public information regarding conservation program in cooperation with other affected jurisdictions.
- Research sources of potable water.
- Develop list of industries and facilities which may be particularly vulnerable to drought; include them in drought planning activities.

Response

- Implement Department curtailment plan.
- Direct other Departments to implement plans.
- Begin public information and curtailment plan at whatever level indicated by conditions. Public information and curtailment programs should be coordinated through Conservation Division.

IA 1. Drought

- Continue to monitor drought conditions, keep City Administrator, other Departments updated.
- If necessary, request potable water assistance. Determine delivery points and schedules.
- Establish and maintain contact with drought vulnerable industries and facilities, assist in disaster relief efforts.
- Monitor status of pumps in City reservoirs to insure that they are not damaged if water drops below minimum levels.
- Advise Administration to begin tracking costs associated with the drought for possible disaster relief reimbursement.
- Advise Fire & Rescue if reservoir levels are projected to fall below minimum levels required for fire suppression.

6.2 Fire & Rescue**Preparedness**

- Alert fire stations of developing situation.
- Assess minimum flow levels to ensure fire fighting capabilities.
- Develop Department curtailment plan. This should include use of water for training and drills, vehicle washing, hydrant testing, lawn watering, etc.

Response

- Implement curtailment plan as directed by Public Works.
- Monitor hydrant pressure and flows, notify Public Works if pressure drops below allowable pressure.

6.3 Police Department**Preparedness**

- Alert personnel of developing conditions.
- Develop Department curtailment plan. This should include vehicle washing, etc.

Response

- Implement department plan as directed by Public Works.

- Assist in enforcement by notifying Public Works of violations of curtailment plan.

6.4 Municipal Electric Utility

Preparedness

- Keep abreast of developing conditions.
- Alert other City Departments of drought potential.
- Forecast electrical loads associated with high power usage from air conditioning during periods of high temperatures.
- Direct community electrical use curtailment plans.
- Establish curtailment plan implementation schedule.
- Establish and maintain contact with affected jurisdictions. Coordinate plan development and implementation schedules with them.
- Develop public information program regarding the curtailment plan in cooperation with other affected jurisdictions.
- Research sources of additional power.
- Develop list of industries and facilities which may be particularly vulnerable to power shortages; include them in curtailment planning activities.

Response

- Implement Department curtailment plan.
- Direct other Departments to implement plans.
- Begin public information and curtailment plan at whatever level indicated by conditions. Public information and curtailment programs should be coordinated with other affected jurisdictions.
- Continue to monitor drought conditions, keep City Administrator, other Departments updated.
- If necessary, arrange for additional power purchases.
- Establish and maintain contact with power use intensive industries and facilities, assist in disaster relief efforts.
- Monitor status of pumps in City reservoirs to insure that they are not damaged if electrical power drops below minimum levels.

IA 1. Drought

- Advise Administration to begin tracking costs associated with power consumption for possible disaster relief reimbursement.

6.5 Community Development/Conservation District

Preparedness

- Keep abreast of developing conditions.
- Alert other City Departments of drought potential.
- Review Department water use; develop curtailment plan.
- Direct other City Departments to develop curtailment plans. Items to be considered should include vehicle washing, fire training, street washing, lawn sprinkling, etc.
- Establish curtailment plan implementation schedule.
- Establish and maintain contact with affected jurisdictions. Coordinate plan development and implementation schedules with them.
- Develop public information program and curtailment plan (a sample is attached as an appendix to this annex) in cooperation with other affected jurisdictions.
- Research sources of potable water.
- Develop list of industries and facilities which may be particularly vulnerable to drought; include them in drought planning activities.

Response

- Implement Department curtailment plan.
- Direct other Departments to implement plans.
- Begin public information and curtailment plan at whatever level indicated by conditions. Public information and curtailment programs should be coordinated with other affected jurisdictions.
- Continue to monitor drought conditions, keep City Administrator, other Departments updated.
- If necessary, request potable water assistance. Determine delivery points and schedules.
- Establish and maintain contact with drought vulnerable industries and facilities, assist in disaster relief efforts.

IA 1. Drought

- Monitor status of pumps in City reservoirs to insure that they are not damaged if water drops below minimum levels.
- Advise Administration to begin tracking costs associated with the drought for possible disaster relief reimbursement.
- Advise Fire & Rescue if reservoir levels are projected to fall below minimum levels required for fire suppression.

6.6 Administration

Preparedness

- Keep Mayor and City Council briefed on developing situation.
- Develop Department curtailment plan.

Response

- Advise Mayor and City Council.
- Assist in the implementation of public information program as requested Public Works.
- Implement Department curtailment plan.
- Research sources of potable water and disaster relief as requested by Public Works.
- Establish and maintain contact with Jackson County and the State Offices of Emergency Management, provide both with updates on conditions.

6.7 Legal Department

Preparedness

- Review legal requirements for enforcing curtailment. Provide legal advice to Public Works during plan development.
- Develop Department curtailment plan.

Response

- Implement Department curtailment plan as directed by Public Works.
- Provide legal advice to Public Works as requested during plan implementation.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A City of Ashland Drought Ordinance
- Appendix B Drought Incident Checklist

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Appendix A – City of Ashland Drought Ordinance

ORDINANCE NO.

AN ORDINANCE ESTABLISHING WATER CONSERVATION MEASURES

IN THE CITY OF ASHLAND, REPEALING ORDINANCES 1916 AND 2624 AND DECLARING AN EMERGENCY

RECITALS:

- A. In order to conserve the City's water supply for the greatest public benefit, and to reduce the quantity of water used by the City's customers, wasteful use of water should be eliminated.
- B. The City has a legal responsibility to provide for the health and safety water needs of its inhabitants. In order to minimize the social and economic impact of water shortages, the City must manage water supplies prudently.
- C. The following conservation program triggering levels of conservation stages implements a prudent management of water supply during water shortages.

THE PEOPLE OF THE CITY OF ASHLAND DO ORDAIN AS FOLLOWS:

SECTION 1. Chapter 14.06 is added to the Ashland Municipal Code and shall read as follows:

Chapter 14.06WATER CONSERVATIONSections:

14.06.010 Definitions.

14.06.020 Determination of water shortage.

14.06.030 Water curtailment stages.

14.06.035 Water Allocation Table.

14.06.040 Moratorium on landscaping.

14.06.050 Moratorium on occupancy in new construction.

14.06.060 Exceptions and appeals.

14.06.080 Excess water consumption surcharge.

14.06.090 Penalties and enforcement.

14.06.010 Definitions. The following words and phrases whenever used in this chapter shall be construed as defined in this section unless from the context a different meaning is intended.

- A. "Billing period" means that period used by the City for the reading of water meters consisting of approximately 30 calendar days. No penalties or enforcement procedures shall be imposed if the customer can show compliance within a 30 day period.
- B. "City water" means water sold or delivered by the City of Ashland and includes Talent Irrigation District water delivered through the City's water system.
- C. "Cf" means cubic feet.
- B. "Customer" means that person designated in City records to receive bills for water service.
- C. "Multi-family dwelling" means a building containing three or more residential units as defined in the Ashland Land Use Ordinance.
- D. "Outside plants" means grass, lawns, ground-cover, shrubbery, gardens, crops, vegetation and trees not located within a fully enclosed building.
- E. "Permanent resident" means a person who resides at the dwelling at least five days a week, nine months a year.
- F. "Water Allocation Table" means that table of meter types and sizes and maximum volumes of water set forth in section 14.06.035.

IA 1. Drought

G. "Waste" means:

1. To use city water to irrigate outside plants between the hours of 10:00 a.m. and 8:00 p.m. except for drip irrigation or in such a manner as to result in runoff for more than five minutes.
2. To use city water to wash sidewalks, walkways, streets, driveways, parking lots, open ground or other hard surfaced areas except where necessary for public health or safety.
3. To allow city water to escape from breaks within a plumbing system for more than 24 hours after the person who owns or is in control of the system is notified or discovers the break.
4. To use city water to wash cars, boats, trailers, aircraft, or other vehicles by hose without using a shutoff nozzle except to wash such vehicles at commercial or fleet vehicle washing facilities using water recycling equipment.
5. To serve city water for drinking at a restaurant, hotel, cafe, cafeteria or other public place where food is sold, served or offered for sale, to any person unless expressly requested by such person.
6. To use city water to clean, fill or maintain decorative fountains, lakes or ponds unless all such water is recirculated.
7. Except for purposes of building construction, to use city water for construction, compaction, dust control, cleaning or wetting or for building washdown (except in preparation for painting).
8. To use city water for filling swimming pools or for filling toy, play or other pools with a capacity in excess of 100 gallons, provided, however, that water may be added to swimming pools to replace volume lost due to evaporation.

14.06.020 Determination of water shortage.

- A. The city administrator is authorized to institute emergency water curtailment measures upon determination that a water shortage emergency condition exists. Such determination shall be based on an analysis of the demand for water in the city, the volume of water in Reeder Reservoir, the standard drawdown curve for Reeder Reservoir, the projected curtailment date for Talent Irrigation District water and flows in the east and west forks of Ashland Creek.
- B. The determination of the city administrator under this section shall be effective until the next council meeting following such determination at which time the council shall either ratify or invalidate the determination.
- C. The city administrator is authorized to terminate water curtailment measures upon determination that a water shortage emergency condition no longer exists. Such determination shall be based upon the factors listed in section 14.06.020. The termination shall become effective at the next council

IA 1. Drought

meeting following the determination of the city administrator at which time the council shall either ratify or invalidate the determination.

14.06.030 Water curtailment stages. Depending on the severity of the potential water shortage, the city administrator may implement the following water curtailment stages. During any stage, no person shall waste city water.

- A. Stage 1. The following restrictions are effective during water curtailment Stage 1:
 - 1. No customer shall receive through the water meter assigned to such customer more than the maximum volume of water for such meter indicated for Stage 1 in the Water Allocation Table.
 - 2. Government agencies, including but not limited to parks, schools, colleges and municipalities may have separate account allotments combined into one "agency" allotment and are exempt from Stage 1 restrictions if their water consumption is otherwise reduced by 20% from the volume of water delivered in the same billing period for the first previous non-water curtailment year.
- B. Stage 2. The following restrictions are effective during water curtailment Stage 2:
 - 1. No customer shall receive through the water meter assigned to such customer more than the maximum volume of water for such meter indicated for Stage 2 in the Water Allocation Table.
 - 2. Government agencies, including but not limited to parks, schools, colleges and municipalities may have separate account allotments combined into one "agency" allotment and are exempt from Stage 2 restrictions if their water consumption is otherwise reduced by 30% from the volume of water delivered in the same billing period for the first previous non-water curtailment year.
- C. Stage 3. The following restrictions are effective during water curtailment Stage 3:
 - 1. No customer shall receive through the water meter assigned to such customer more than the maximum volume of water for such meter indicated for Stage 3 in the Water Allocation Table.
 - 2. Government agencies, including but not limited to parks, schools, colleges and municipalities may have separate account allotments combined into one "agency" allotment and are exempt from 3 restrictions if their water consumption is otherwise reduced by 40% from the volume of water delivered in the same billing period for the first previous non-water curtailment year.

IA 1. Drought

- D. Stage 4. The following restrictions are effective during water curtailment Stage 4:
1. No customer shall receive through the water meter assigned to such customer more than the maximum volume of water for such meter indicated for Stage 4 in the Water Allocation Table.
 2. Government agencies, including but not limited to parks, schools, colleges and municipalities may have separate account allotments combined into one "agency" allotment and are exempt from Stage 4 restrictions if their water consumption is otherwise reduced by 50% from the volume of water delivered in the same billing period for the first previous non-water curtailment year.
 3. No city water shall be used to irrigate outside plants, except for trees, shrubs and food plants.

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14.06.035 Water Allocation Table.

Meter		Maximum volume in cf per billing period				
Type		Size	Stage 1	Stage 2	Stage 3	Stage 4
All single family residential ("R") meters: R-A, R-B, R-C		All sizes: 5/8", 3/4", 1" 1.5"	3,600	2,700	1,800	900
All condominium ("CO") meters		All sizes	2,500 per unit	1,900 per unit	1,300 per unit	700 per unit
C o m m e r c i a l	C-A	3/4"	6,400	5,400	3,300	2,300
	C-B	1"	9,200	7,800	5,000	3,500
	C-C	1 1/2"	23,000	18,100	10,600	6,600
	C-D	2"	33,000	28,000	18,900	13,700
	C-E	3"	43,000	38,000	29,000	25,000
	C-F	4"	129,000	110,000	74,000	55,000
Irrigation-001			37,800	30,400	16,000	0
All other meters*			-20%	-30%	-40%	-50%

*Customers with meter types and sizes not listed shall reduce the volume of water delivered in the same billing period for the first previous non-water curtailment year by the percentage indicated.

14.06.060 Exemptions and appeals.

- A. Any person who wishes to be exempted from a restriction imposed by any water conservation stage shall do so in writing and file a request for exemption in writing with the Director of Public Works.
- B. Request for exemptions shall be in writing and state the reasons such exemption is necessary. Requests will be investigated and reviewed by the Director or Public Works and site visits scheduled if required.
- C. Exemptions may be granted for the following:
 - 1. Any person with substantial medical requirements as prescribed by a physician.
 - 2. Residential connections with more than four permanent residents in a single family residence or three permanent residents per unit in a multi-family dwelling can receive up to 350 cf per month per additional permanent resident. A census may be conducted to determine the actual number of permanent residents per living unit.
 - 3. For commercial or industrial accounts where water supply reductions will result in unemployment or decrease production, after confirmation by the City that the account has instituted all applicable water efficiency improvements.
 - 4. During Stage 1 or 2, for any use or connection, if rains occurring after the declaration of a stage cause Reeder Reservoir to temporarily reach its capacity or overflow so that surplus water is available.
 - 5. For any other reason upon showing of good cause and where necessary for public health or safety.
 - 6. For commercial accounts where the water meter is undersized (as determined under the Uniform Plumbing Code) for the current occupancy, the allocation for such accounts may be increased up to the allocation for the water meter size designated for such occupancy in the Uniform Plumbing Code.
- D. The Director of Public Works shall report to the city administrator the findings and conclusions resulting from the investigation and review. The city administrator shall approve or deny the request for exemptions and may impose conditions. Such conditions may include the amount volume restrictions may be exceeded and that all applicable plumbing fixtures or irrigation systems be replaced or modified for maximum water conservation. If the city administrator and the applicant are unable to reach accord on the exemption, or if the applicant is dissatisfied with the city administrator's decision, the applicant may appeal to the Council who will make the final determination.

IA 1. Drought

- E. Except for an exemption granted under section 14.06.060.C.2 and C.6, the water consumption surcharge specified in section 14.06.080 shall apply to all exemptions.

14.06.080 Excess water consumption surcharge. Any customer who exceeds the maximum volumes established in the Water Allocation Table for Stages 1, 2 or 3 shall pay a surcharge of four times the rate for water delivered in excess of the established maximum volume. During Stage 4, any customer who exceeds the maximum volumes established in the Water Allocation Table shall pay a surcharge of ten times the rate for water delivered in excess of the established maximum volume.

14.06.090 Penalties and enforcement. The penalties for violations of this chapter shall be cumulative in that they may be in addition to, not in lieu of, other penalties, remedies or surcharges established by this chapter.

- A. A person shall not violate or procure, aid or abet in the violation of any provision of this chapter. A violation of any provision of this chapter is an infraction and shall be punished as set forth in section 1.08.020 of the Municipal Code.
- B. If a customer exceeds the maximum volume for more than one billing period, the City may install a flow restricting device at the service meter which reduces water flow and pressure. For services up to one and one-half inch size the City may install a flow restricting device of two gallon-per-minute capacity, and for larger services, comparatively sized restricting devices for larger services, for a period of seven days. Before normal service will be restored, a flow restrictor installation and removal charge of \$100 shall be paid by the person who subscribes for the water service.
- C. Service may be terminated to any customer who knowingly and willfully violates any provision of this chapter.

SECTION 2. Classification of the fee. The fees specified in Section 1 of this ordinance are classified as not subject to the limits of Section 11b of Article XI of the Oregon Constitution (Ballot Measure 5).

SECTION 3. Repealer. Ordinances 2625 and 1916 are repealed on the effective date of this ordinance.

SECTION 4. Declaration of emergency. This ordinance being necessary for the immediate preservation of the public peace, health and safety, an emergency is declared to exist, and this Ordinance takes effect on its passage and approval by the Mayor.

IA 1. Drought

The foregoing ordinance was first READ on the _____ day of _____, 1992, and duly PASSED and ADOPTED this _____, day of _____, 1992.

Nan E. Franklin, City Recorder

SIGNED and APPROVED this _____ day of _____, 1992.

Catherine M. Golden, Mayor

Reviewed as to form:

Paul Nolte, City Attorney

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Appendix B Drought Incident Checklist

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the City and County EOPs and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	<input type="checkbox"/> Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
	- Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City and County Emergency Management.	
	<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought 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 EOC.	
	<input type="checkbox"/> Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	<input type="checkbox"/> Inform 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 local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
	<input type="checkbox"/> Ensure that city maps of water mains, valves, and public sewer systems are up-to-date and accessible.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	<input type="checkbox"/> When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The Tribal and/or the County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	

IA 1. Drought

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies.	
	- Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among local and county EOCs, other AOCs, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement local plans and procedures for drought and/or water shortage 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"/> Repair and restore essential services and vital systems as required.	
	<input type="checkbox"/> Secure assistance from private contractors/vendors as needed.	
	<input type="checkbox"/> Provide emergency power as needed to maintain service to the community.	

IA 1. Drought

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Initiate curtailment procedures if shortages or overload conditions appear imminent.	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers 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>).	
	- Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and lead PIO, with support from Tribal liaison(s) prior to dissemination to the public.	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> 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>).	

IA 1. Drought

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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 and/or coordinate recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	<input type="checkbox"/> Make recommendations to city and county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize EOCs, AOCs, and command posts.	
	<input type="checkbox"/> Correct response deficiencies reflected in the 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)	

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IA 2 Tasked Agencies	
Primary Agencies	Public Works Department Fire & Rescue Water Commission
Supporting Agencies	Police Department Building Department Jackson County Health and Human Services American Red Cross

1 Hazard Description

The City of Ashland lies within the geographical area bordering on the Cascadia subduction zone. This zone, where the Pacific plate is being submerged beneath the North American plate, is part of a larger subduction system which includes the seismically active and extremely hazardous San Andreas fault and Alaskan earthquake zones. Recent studies indicate that the Pacific Coast could also be subject to great (in excess of 8.0 on the Richter scale) earthquakes as a result of proximity to this subduction zone. In addition, fault zones existing in the Ashland area may produce localized earthquakes of up to 6.0 on the Richter scale. The Ashland area may also suffer shocks as the result of major quakes in surrounding areas.

In addition to structural damage to bridges, buildings, utilities, and communications systems, an earthquake of 6.0-8.0 on the Richter scale may be expected to result in:

- Additional natural/environmental emergencies such as floods and landslides.
- Industrial/technological emergencies such as fires, explosions, and hazardous materials incidents.
- Disruption of vital services such as water, sewer, power, gas, and transportation.
- Damage to, and disruption of emergency response facilities, resources, and systems.
- Civil and political emergencies, such as looting.
- Dam failure on the Reeder Reservoir.

2 Earthquake Response Planning

Earthquake planning in all phases is primarily the responsibility of the Fire & Rescue. This includes coordinating the biannual review of this annex with City Department Heads. In the event of activation, Command may be assumed by Police and Fire, or assumed by the City Administrator, depending upon the

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severity of the incident. All other departments will be expected to maintain their own services to the best of their ability, and to assist emergency services as requested.

3 Earthquake Information

Due to the sudden onset of earthquakes, it is unlikely that the City of Ashland would receive warning of such an event.

4 Concept of Operations

4.1 General

A worst-case earthquake scenario assumes that the quake would happen at night, when key staff is at home, that road systems would be damaged, and that all communications systems except radio and cellular telephone would be inoperable for the first few hours following the shock. In that event, City government will be vested in the Shift Commanders for Police and Fire, until ranking officers and other City officials are able to report for duty. The Commanders should establish a unified command in the Emergency Operations Center (EOC), if undamaged, and direct response until relieved by the EOC staff. Since normal paging and call-back systems may be inoperative, Police, Fire, Public Works and Administration personnel identified as EOC staff should automatically respond to the EOC after ensuring the safety of their families. The Emergency Broadcast System may also be used to notify essential personnel to report for duty. EOC staffing should take place under the assumption that those personnel who must commute into Ashland may encounter severe obstructions and delays.

Unified Command may also be established among affected jurisdictions in order to assure more efficient management of scarce resources. In this event, the Command and General Staff may co-locate with other jurisdictions in the best surviving EOC facility. On-scene control will be delegated to Operations personnel.

Overhead Command and General Staff management teams may be requested from the US Forest Service via the Jackson County Sheriff's Office.

4.2 Damage Assessment and Incident Stabilization

Damage assessment will take place in two phases: 1) the initial assessment, to determine general impact and damage to vital facilities and resources, and provide a brief overview of impact on citizens and businesses; and 2) subsequent, in-depth, assessments to determine the full extent of damage and the financial implications for disaster declarations and disaster assistance. Priorities in the initial assessment will be the restoration of emergency response and direction and control capability, and the saving of lives. The initial assessment will take place under the direction of the Planning Section, with assistance from Operations. Priorities in the second phase will be to estimate damages, restore public services and facilitate disaster assistance. Phase two assessment will take place under the

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direction of the Finance Section. The City does not have the resources to restore private residences or businesses.

4.2.1 Initial Damage Assessment

An aerial survey of the City should be performed as soon as possible after the initial shock. The results of this survey will facilitate further damage assessment on the ground. City engineers will direct damage assessment on vital facilities.

The initial damage assessment should be augmented by "windshield" surveys and CERT Team reports, in order to provide an estimate of numbers of private homes and businesses affected. This survey should be completed as soon as possible, since it will provide the supporting documentation for a disaster declaration, and establish a base for the secondary assessment process. City engineers have the authority to condemn a structure as unsafe for occupation following an earthquake.

An assessment of damage to utilities, and evaluation of the immediate needs of the population, especially water and sanitation services, should be accomplished as soon as possible. Potable water is a major concern following an earthquake. Power and gas for heating may also be extremely important, depending upon the season.

4.2.2 Secondary Assessment

The EOC Finance Section should begin gathering dollar figures associated with the damage to support requests for disaster declarations and assistance. Finally, those resources and facilities that will be vital to the economic recovery of the City should be surveyed. These include Ashland Community Hospital, SOU, Shakespeare, financial institutions, and major employers.

4.2.3 Helicopter Reconnaissance

Timberland Services, 2275 Dead Indian Memorial Road, 488-2880, is available for aerial reconnaissance services on a fee basis.

5 Instructions to the Public

Providing instruction to the public is the responsibility of the Public Information Officer in the EOC. Such instructions may include guidelines for returning to homes, shelter accommodations, sanitation, and where and how to report damages. The normal alert and warning systems of telephone, the media, and the Emergency Broadcast System may be limited following a major earthquake; it may be necessary to augment these systems with mobile public address systems, and door to door contact.

6 Emergency Services Actions

A severe earthquake can create the need for long periods of repair and restoration, and may necessitate the commitment of personnel, equipment, materials and supplies for long periods after the quake itself. The following are checklists of

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tasks that may need to be accomplished in response to, and recovery from an earthquake. They should not be considered all-inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City department and EOC staff.

6.1 Community Development**Response**

- Support Incident command.
- Staff Planning Function in EOC.
- Assess damage to Department resources and communications systems.
- Assess the earthquake situation with respect to forecasted after-shocks, damage to vital response resources and emergency communications capabilities, utilities, and other property, casualties, requirements for rescue or evacuation, etc. Keep City Administrator and other departments advised.
- Assign City engineers and building inspectors to perform damage assessment according to priorities established above. Recommend relocation of EOC activities if necessary.
- Condemn structures judged unsafe.
- Maintain documentation of structures condemned.
- Keep information on conditions up to date. Keep public and other departments informed of changes in conditions that will affect City Operations.
- Respond to and control incident according to Department standard operating guidelines. Priority operations include:
 - Search and rescue (under direction of Fire & Rescue).
 - Restoration or relocation of vital City resources.
 - Assess the integrity of sewer, water, and gas lines.
 - Removal of debris from arterial (first) and collector (as soon as possible) streets.
 - Coordinate with commercial garbage service providers to limit accumulation of food-type garbage as first priority, followed by general debris removal and trash collection.

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- Coordinate maintenance of solid waste collectors. Provide portable sanitation facilities and potable water to stricken neighborhoods.
- Coordinate the establishment of temporary morgues as necessary.
- Coordinate with Health officials to provide health and sanitation inspections of the area.
- Assist Police Department in limiting travel into the affected area as required. Cordon hazardous areas and reroute traffic on an area basis as required.
- Coordinate inspections of electric, gas, and water systems with appropriate utilities and agencies.
- EOC activation-Brief staff on current conditions, capabilities, and activities. Pass overall incident command to City Administrator if requested.
- Provide protective action information and guidance to Public Information Officer.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-maintain expenditure and time records for Finance Section.
- Maintain Unit log of major decisions and actions taken.

Recovery

- Provide personnel to lead damage assessment teams
- Release excess personnel and equipment.
- Assist in the compilation of damage estimates of structures, utilities, roads and bridges, etc. to support request for disaster assistance.
- Assign personnel to monitor and direct the long-term recovery process.
- Complete required paperwork and reports.
- Participate in critique.

6.2 Fire & Rescue

Response

- Establish communications with field units.
- Assess damage to department resources and communications systems, and to water delivery systems.
- Participate in aerial damage assessment-determine the extent of fire and hazardous materials involvement.
- Assign Operations Section Chief. Direct search and rescue according to priorities established above, and according to departmental standard operating guidelines. The priority during this phase is to restore the City's emergency response capability, and then to implement life-saving measures. Fires and hazardous materials incidents which are not life-threatening take a lower priority than search and rescue.
- Consider the department's capability to maintain medical response.
- Consider activation of the EOC.
- Assess staffing:
 - Search and rescue following a severe earthquake may require the commitment of all department personnel, including volunteers and explorers.
 - Consider staffing stations with additional EMT's to handle walk-in injured. Augment administrative staff to respond to direct calls for assistance.
- Determine alternate source of water for fire suppression if the City system has been damaged.
- Keep information on conditions up to date. Utilize appropriate access routes as conditions change. Keep other departments informed of changes in use of such routes.
- As personnel become available, coordinate with Police, and cooperating agencies to set up patrols in evacuated areas for protection of property and detection of fire. Such patrols have a lower priority than search and rescue.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.

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- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-maintain time and expenditure reports for Finance Function.
- Maintain unit log of decisions made and actions taken.

Recovery

- Assist in inspections and damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.3 Police Department**Impact**

- Assess damage to department resources and communications systems.
- Assess staffing.
 - Consider the activation of reserves and Explorers.
 - Augment Dispatch staff to respond to direct calls for assistance.
- Coordinate with Fire and Public Works Operations to develop evacuation and emergency access routes to the affected area.
- Assist in search and rescue.
- Consider activation of the EOC.
- Keep information on conditions up to date. Utilize appropriate routes as conditions change. Keep public and other departments informed of change in use of such routes.
- Maintain communication with field units.
- Limit travel into affected area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.
- Maintain perimeters, and patrol evacuated areas as necessary.
- Assist other departments as requested.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.

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- EOC activation-Maintain time and expenditure reports for Finance Function.
- EOC activation-Provide Planning Section with list of resources committed to the incident, and available for assignment.
- Maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Public Works Department**Response**

- Assess impact to emergency response and communications capability. Assist in developing and implementing alternative communications systems as necessary.
- Consider activation of the EOC.
- Consider activation of HAM radio, and 4-Wheel drive clubs if appropriate.
- Keep information on conditions up to date. Keep public and other departments informed.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions, state and volunteer agencies.
- Assist departments as requested.
- EOC activation-assume EOC position as assigned by Command.
- EOC activation-Brief staff on current conditions, capabilities, and activities.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.

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- EOC activation-maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

Recovery

- Assist in assessment of damages.
- Provide coordination point for disaster recovery activities and agencies.
- Complete necessary paperwork and reports.
- Participate in critique.
- Revise and update Emergency Plan as indicated.

6.5 Municipal Electric Utility**Response**

- Assess impact to emergency response and communications capability.
- Assess damage to electrical power grid and related equipment. Assist in developing and implementing alternative communications systems as necessary.
- Consider activation of the EOC.
- Consider activation of HAM radio, and 4-Wheel drive clubs if appropriate.
- Keep information on conditions up to date. Keep public and other departments informed.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions, state and volunteer agencies.
- Assist departments as requested.
- EOC activation-assume EOC position as assigned by Command.
- EOC activation-Brief staff on current conditions, capabilities, and activities.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.

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- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

Recovery

- Assist in assessment of damages.
- Provide coordination point for disaster recovery activities and agencies.
- Complete necessary paperwork and reports.
- Participate in critique.
- Revise and update Emergency Plan as indicated.

6.6 Administration**Response**

- Assess staffing. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Consider activation of the EOC.
- City Administrator-Consider assuming overall Incident Command. Keep Mayor and City Council advised of emergency conditions.
- Assess staffing-Augment switchboard and administrative staff to respond to direct calls for assistance.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Maintain expenditure and time records for Finance Section.
- Maintain Unit log of major decisions and actions taken.

Recovery

- Oversee preparation of requests for federal disaster assistance if necessary.
- Complete required reports and paperwork.
- Participate in critique.

6.7 Legal Department**Response**

- Assess staffing. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.
- Provide support to other departments and EOC as requested.

Recovery

- Complete required reports and paperwork.
- Participate in critique.

6.8 Finance Department**Response**

- Assess staffing. Consider the need for additional personnel. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules. Consider augmenting administrative staff to respond to direct requests for assistance.
- Assign personnel to staff the Finance Section in the EOC. Begin supporting documentation for a disaster declaration and assistance as indicated by the severity of the incident. Consider requesting a technical assistant from FEMA to begin the secondary assessment process.
- Assign staff as necessary to provide thorough and efficient financial tracking.

Recovery

- Organize and assign personnel to secondary damage assessment process.
- Schedule appointments between managers of damaged businesses and facilities, and FEMA/State Damage Assessment Teams.

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- Assign personnel to provide long-term financial tracking of the disaster recovery process, and to administer disaster assistance funding.
- Provide monetary figures necessary to support a request for disaster declaration.
- Complete necessary reports and paperwork.
- Participate in critique.

6.9 EOC Management Staff**6.9.1 Command**

- Provide overall incident strategy and management.
- Assess EOC staffing. Activate Sections as appropriate.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating or assisting agencies and jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide public and protective action information, and alert and warning bulletins as appropriate. Initiate City employee status reporting process..
- Assign Safety Officers to monitor overall safety of incident operations.
- If earthquake conditions hamper or overload response capabilities, determine priorities and cost restrictions. In addition, consider the number of lives that may be saved, risk to response personnel, accessibility to the scene, and the amount of time to accomplish the mission.
- Establish a system for citizens to report damages.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Emergency Management.
- Consider the need for a written Incident Action Plan.
- Maintain log of major decisions and actions taken.

6.9.2 Planning Section

- Assess the earthquake situation with respect to areas affected, damage to response and communications systems, utilities, and other property,

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casualties, requirements for rescue or evacuation, etc. Keep Command, Operations, and other Sections advised. Establish a schedule for requesting updated weather and after-shock information. Assist the Command staff in evaluation of reports and overall conditions to determine whether local resources can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment and supplies should be acquired and EOC staffing increased.

- Assess Staffing:
 - Consider activation of the Neighborhood Watch network (if not self-activated)
 - Staff the Situation Unit appropriately to handle the influx of damage reports.
- Develop and keep up-to-date information on conditions of routes, damage, and status of relief efforts.
- Keep other EOC staff informed, both at planning meetings and as significant events arise.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.
- Gather lists and display resources committed to the incident, and those available for assignment. Ensure that all responding personnel, including volunteers, Reserves and Explorers are checked into and out of the incident.
- Evaluate overall community situation, augment weather reports with other reports to maintain a continuing assessment of the situation.
- Map incident. City maps that may be useful in this effort include sewer, water, storm drain, and neighborhood 1/4 section maps. All can be duplicated by Engineering.
- Conduct planning meeting.
- Develop and reproduce written incident action plan if directed to do so by Command.
- Establish check-in points for citizens wishing to assist, organized volunteer agencies, and other responding resources. Provide list of available resources to Operations and other Sections.
- Maintain log of major decisions and actions.

IA 2. Earthquake**6.9.3 Logistics Section**

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend planning meeting.
- Receive and process requests for outside assistance.
- Determine needs of Red Cross and other human services for transportation, communications, etc. Assist as possible.
- Assess adequacy of communications systems. Consider activation of HAM communications, or requesting additional cellular phones and stand-alone radio support.
- Assess adequacy of transportation resources. Consider activation of 4-wheel clubs, and/or National Guard.
- Assess adequacy of incident facilities. Consider additional activations if necessary. These may include medical assessment facilities, Disaster Application Centers, and temporary morgues.
- Assess general resource needs of the incident. Resources which may be required in response to a major earthquake include search dog teams, potable water, heavy rescue teams, field hospitals, heavy equipment, generators, lighting equipment, etc.
- Coordinate with Finance Section for needed funds.
- Provide Planning and Operations Sections with status reports and estimated times of arrival of outstanding resource requests.
- Maintain log of decisions made and actions taken.

6.9.4 Operations Section

- Assess earthquake situation, scope and impact.
- Attend planning meeting, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Perform search and rescue, clear roads, repair facilities, etc. according to established priorities.
- Keep Planning, Logistics, and Finance apprised of resource requirements. Request additional resources through Logistics.
- Assist Planning Section in initial damage assessment.

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- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, utility companies, and assisting jurisdictions.
- Consider the need to activate additional operational branches such as Medical, Law Enforcement, and Air Operations.

6.9.5 Finance Section

- If conditions warrant, gather supporting documentation for Declaration of Emergency. Provide information to Command Staff and Planning Section, advise as necessary.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept. Since the ability of the City to survive the financial impact of the disaster may depend upon federal reimbursement for expenditures, timely and accurate record-keeping is essential.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Organize, deploy, and supervise secondary damage assessment teams. Coordinate secondary damage assessment activities with Federal/State teams.
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Attend planning meetings.
- Maintain log of decisions made and actions taken.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Incident Stabilization/Restoration Priorities
- Appendix B Mercalli and Richter Scales
- Appendix C Limited Entry Notice
- Appendix D Earthquake Incident Checklist

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Appendix A Incident Stabilization/Restoration Priorities

Facilities

- EOC, 9-1-1 Center, Schools, University, Grocery Stores
- Hospital
- Fire Stations
- Red Cross Shelters
- Water Treatment Plant - City Shops
- Nursing Homes and other congregate care facilities

Energy

- Power to fuel pumps - Heating/cooking
- Power to EOC
- Power to City Computers
- Power to Water Treatment Plant
- Power to Shelters
- Power to Hospital

Communication

- EBS radio station phones on essential circuits
- Data lines
- EOC communications services

Transportation

- Primary arterials and buses/routes, freight service, ambulances, collector streets, private autos
- Evacuation assistance

Personnel

- Workers essential to recovery actions

Water

- Potable water, Industrial processes
- Fire Suppression, Sanitation

**THE PRIORITIES REFLECTED IN THIS DIAGRAM ARE GENERAL
GUIDELINES FOR RETURNING THE CITY TO OPERATIONAL AND
ECONOMIC NORMALCY**

Later priorities include:

- Banking facilities
- Insurance Firms
- Food
- Pharmaceuticals

Appendix B Mercalli and Richter Scales

MERCALLI AND RICHTER SCALES

The modified Mercalli and Richter scales are methods for measuring earthquakes. The Mercalli scale measures the intensity of an earthquake, and gives a rough idea of the amount and types of damage that may result at each level. The Richter scale measures magnitude or the amount of energy released from an earthquake, but makes no direct estimate of damages. Each level, or point, in the Richter scale is 10 times more powerful than the previous point. For example, a six point earthquake is ten times more powerful than a five, and 100 times more powerful than a four.

Damage caused by an earthquake is affected by soil and rock type, and distance from the epicenter, as well as the quake's magnitude.

MODIFIED MERCALLI INTENSITY SCALE

1. Not felt, except by a very few under especially favorable circumstances.
2. Felt by only a few persons, especially on upper floors of buildings. Delicately suspended objects may swing.
3. Felt quite noticeably indoors, especially on upper floors of buildings, but may not be recognized as an earthquake. Standing motor cars may rock slightly. Vibration like passing of truck.
4. During the day, felt indoors by many; outdoors by few. At night, some awakened. Dishes, windows, doors disturbed, walls make creaking sound. Sensation like heavy truck striking building. Standing motor cars rocked noticeably.
5. Felt by nearly everyone, if at night, many awakened. Some dishes, windows, etc. broken. Some cracked plaster. Unstable objects overturned. Disturbance of trees, poles, and other tall objects sometimes noticed. Pendulum clocks may stop.
6. Felt by all. Some heavy furniture moved; a few instances of fallen plaster or damaged chimneys. Damage slight.
7. Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable in poorly built or badly designed structures. Some chimneys broken. Noticed by people driving motor cars.
8. Damage slight in specially designed structures, considerable damage or partial collapse in ordinary substantial buildings; great damage in poorly built structures. Panel walls thrown out of frame structures. Chimneys, factory stacks, columns, monuments, and walls toppled. Heavy furniture

IA 2. Earthquake

overturned. Some evidence of ground movement; changes in well water. Persons driving motor cars disturbed.

9. Considerable damage in specially designed structures; well-designed frame structures thrown out of plumb. Great damage and partial collapse in substantial buildings. Buildings shifted off foundations. Ground cracked conspicuously. Underground pipes broken.
10. Some well-built wooden structures destroyed. Most masonry and frame structures destroyed. Foundations and ground badly cracked. Rails bent. Landslides on river banks and steep slopes. Shifted sand and mud. Water washes over stream and lake banks.
11. Few masonry structures remain standing. Bridges destroyed. Broad fissures in ground. Underground pipelines completely out of service. Earth slumps and slips in soft ground.
12. Damage total. Waves seen on ground surfaces. Lines of sight and level distorted. Objects thrown upward into air.

The following table illustrates the approximate relationships between magnitude (Richter scale) and intensity (Mercalli), and the approximate radius of perceptibility:

**Magnitude Expected, Intensity, Approximate Radius,
(Richter) (Mercalli) of Perceptibility**

3	I-III	15 Miles
4	IV-V	30 Miles
5	VI-VI	170 Miles
6	VIII-IX	125 Miles
7	X-XI	250 Miles
8	XII	450 Miles

These relationships are approximate. An earthquake of 6 on the Richter scale could result in a Mercalli measurement either below or above the VIII-IX range, depending upon depth of focus, distance from the epicenter, and soil and rock types.

Appendix C Limited Entry Notice

LIMITED ENTRY

OFF LIMITS TO UNAUTHORIZED PERSONNEL

WARNING:

This structure has been damaged on (Date) _____ and its safety is questionable. (Time)_____

Enter only at own risk. After-shocks or other events may result in injury or death. This facility was inspected under emergency conditions for:

RESTRICTIONS ON USE: (Jurisdiction)_____

____Entry for emergency purposes only on the date and time noted

____Other

Facility Name and Address: Inspector ID/Agency:

Do Not Remove this Placard until Authorized by Governing Authority

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Appendix D Earthquake Incident Checklist

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 Law Enforcement 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 Public Works Department may be expected to assume the role of lead department in the ICS/Operations section for the City's earthquake response. The Public Works Department efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake/Seismic Activity Checklist		
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 Emergency Management Director of any major developments that could adversely affect response operations (e.g, personnel shortages, loss of firefighting equipment, etc.).	

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Work with 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.	
	<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, also being cognizant of aftershocks.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	ICS Form 203: Organization Assignment List
	<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.	ICS Form 209: Incident Status Summary.
	<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. 	Incident Action Plan
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs, other AOCs, and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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.	
	<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 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>).	
	- 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 Position Checklist, ICS Form 214 – Unit Log</i>

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Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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.	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
	<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.	ICS Form 221 – Demobilization Plan
	<input type="checkbox"/> Once the threat the public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize EOCs, AOCs, and command posts.	
	<input type="checkbox"/> Correct response deficiencies reflected in the 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)	

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IA 3. Wildland/Urban Interface Fire

IA 3 Tasked Agencies	
Primary Agencies	City of Medford Fire & Rescue
Supporting Agencies	Mutual Aid Partners Jackson County Emergency Management Oregon Department of Forestry

1 Hazard Description

The City of Ashland has the potential to experience both large structural and urban/wildland interface fires. Such fires may arise as isolated incidents, or be caused by other emergencies such as earthquakes. In addition, they may be complicated by the presence of hazardous materials, and extreme weather conditions. This annex shall provide information and guidance in the event of fourth alarm or greater fires.

2 Fire Response Planning

Planning and preparedness for structural and wildland interface fire in all phases of emergency management is the responsibility of Fire & Rescue. Remaining City Departments are responsible for planning to maintain their own operations and services during fire incidents, and for supporting the Fire Department as requested.

Duties and responsibilities listed under the EOC checklist are the responsibility of Fire & Rescue unless the EOC staffing pattern is activated. The Department is also responsible for coordinating the annual review of this document with City Management.

3 Fire Information

The Ashland Fire & Rescue, or EOC Information Officer when activated, is responsible for the timely issuance of fire warnings and information to the public, and for the notification of City Emergency Management staff via ECSO. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural disaster which could increase the chances of fire, or during periods of extremely hot, dry and windy weather, additional public information briefings will be conducted.

3.1 Fire Weather

Timely and accurate weather forecasting is vital to fire suppression efforts. During the summer months, the National Weather Service provides detailed daily fire weather forecasts to wildland fire agencies. In addition, the National Weather Service can provide special, incident specific weather forecasts or on-site forecasting to aid fire personnel. When requesting a special weather forecast, be ready to provide the information requested on the Special Weather Forecast Request form.

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- National Weather Service -- 779-5990
- This is a 24 hour number; it should not be released to the public without the prior approval of the National Weather Service.

During periods of extreme weather, the Jackson County Emergency Management Office works with the National Weather Service to disseminate weather bulletins. Unless requesting a spot weather forecast for a current incident, requests for local weather information should be routed to Jackson County Emergency Management at 776-7691.

4 Concept of Operations

4.1 Shelter

If temporary lodging and food for evacuees are needed due to a fire, the American Red Cross will activate, publish information to the public concerning location of, and manage shelter operations.

- American Red Cross 779-3773 or 476-2587

4.2 Emergency Transportation

Sources for emergency transportation include RVTD, Ashland School District, 4-wheel drive clubs, and under a declared emergency, the National Guard.

4.3 Suppression Assistance

Additional resources which may be required to respond to a large fire may be obtained through automatic and mutual aid agreements, and/or Rogue Valley Task Force System assistance. These agreements are developed and maintained by the Fire Department. Extremely large incidents, or incidents which involve more than one fire burning at one time, may require the implementation of the State Conflagration Act (Appendix A).

Primary Fire Agencies include:

- Oregon Fire Marshal 378-3473
- Oregon Department of Forestry 664-3328
- US Forest Service 482-3333/482-3336
- Bureau of Land Management 770-2200
- Northwest Interagency Coordination Center 294-7405*

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The Rogue Valley Fire Chiefs Task Force response system may be activated by request through County Fire Defense Chief through SORC at 776-7206. SORC may also be contacted on the south county fire frequency.

The Northwest Interagency Coordination Center (NICC) provides centralized coordination and dispatching of all wildland agency fire resources in Washington and Oregon. Policy makers for the primary agencies that are represented at the NICC can be reached at the office numbers listed below:

- | | |
|---------------------------------------|----------|
| ■ Medford Fire Center | 618-2510 |
| ■ BLM-Oregon State Office | 231-6894 |
| ■ USDA Forest Service Regional Office | 221-2931 |
| ■ Oregon Department of Forestry | 664-3328 |

Resources available through wildland agencies include aerial retardants, communications equipment, engines, infrared detection, and trained crews and ICS overhead team personnel. See Section 4-Resources, or call the above agencies.

* These are 24-hour numbers and should not be released to the public without the prior approval of the NW Coordination Center.

5 Instructions to the Public

To be developed.

6 Emergency Services Actions

The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from a major structural or wildland fire emergency. They should not be considered all-inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City Department and EOC staff.

6.1 Fire & Rescue**Warning**

- Assess staffing. Increase personnel during periods of increased risk as necessary.
- Review status and location of equipment, fuel, and other essential supplies.
- Consider repositioning equipment if current location could become cut off, or if staging equipment closer to high risk areas would be more effective.

IA 3. Wildland/Urban Interface Fire

- Check auxiliary generators and other power, lighting and communications equipment.
- Determine fire readiness of vehicles and equipment. Provide wildland equipment, hose, Nomex, etc. as necessary.
- Consider activation of Explorers and Volunteers.
- Conduct wildland suppression training for Department personnel.
- Alert field personnel and fire stations. Consider providing daily fire weather briefings during periods of extreme fire danger.

Response

- Assume Incident Command.
- Assess the fire situation, including a determination of affected areas. Obtain information such as current and predicted speed and direction of wind, resources committed and available, etc.
- Notify Dispatch of fire emergency. Request activation of appropriate emergency management staff.
- Maintain communications with operating units and fire station personnel.
- Keep information on access routes up to date. Request the assistance of the Police Department and Public Works Operations in establishing and maintaining access and evacuation routes. Utilize appropriate routes as conditions change. Keep other departments informed of changes in the use of such routes.
- Consider activation of the EOC.
- Establish and maintain contact with mutual aid cooperators and other fire agencies. In the case of wildland fire, consider requesting a representative of the US Forest Service from the Rogue River National Forest to provide liaison with federal wildfire resources such as aerial retardants. Although under current agreements, such resources are not available except through the activation of the Conflagration Act, liaison on scene or at the EOC may facilitate such assistance when time is of the essence.
- Consider activation of the Conflagration Act. See Appendix #1.
- Consider reducing or discontinuing EMS response.

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- Establish and maintain contact with the National Weather Service to ensure adequate forecasting support. Make sure on-scene personnel receive all weather information on a timely basis.
- Provide public information and direction.
- Coordinate scene control with the Police Department. Allow no one in the fire area except authorized emergency personnel and properly escorted press.
- Establish and maintain communication with the EOC if activated. Provide situation updates on a periodic basis and as major changes occur.
- Establish containment and control of the fire according to Department standard operating guidelines.
- EOC Activation: Activate and staff appropriate Command and General Staff positions. Brief staff on current conditions, capabilities and activities.
- EOC Activation: Pass overall incident command to the City Manager if requested.
- EOC Activation: Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available to be assigned.
- EOC Activation: Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Resume EMS response (if discontinued).
- Complete necessary paperwork and reports.
- Conduct critique.

IA 3. Wildland/Urban Interface Fire

6.2 Public Works Department**Warning**

- Review status and location of equipment, fuel, sand and gravel, etc., for use during and after the fire. Report location and status of graders, backhoes, and bladed equipment to Fire Department.
- Check auxiliary generators, and other power, lighting, and communications equipment.
- Assess staffing.
- Alert field personnel of impending situation.
- So far as is practical, put personnel and equipment on alert, and keep in communication with operating and alerted crews.

Response

- Consider activation of the EOC.
- Assist Fire and Police Departments in planning evacuation and access routes, traffic and scene control, fireline construction, and other activities as requested.
- EOC Activation: Assume/staff ICS positions as requested by Command.
- EOC Activation: Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available to be assigned.
- EOC Activation: Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete required paperwork and reports.
- Participate in critique.

IA 3. Wildland/Urban Interface Fire

6.3 Police Department**Warning**

- Upon receipt of warning (or upon notification that an incident has occurred without warning), from Fire Department, notify appropriate Emergency Management Staff as directed.
- Review status and location of personnel, equipment, fuel, vehicles, and other essential supplies for use during and after the incident.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing. Consider the activation of Reserves and Explorers.
- Alert field units.

Response

- Keep information on condition of evacuation of access routes up to date. Utilize appropriate routes as conditions change. Keep public and other departments informed as conditions change.
- Maintain communication with field units.
- Develop scene and traffic control plans with Fire Department. Limit travel into fire area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.
- Consider activation of the EOC.
- Coordinate alert and warning and evacuation planning with the Fire Department and Public Information Officer.
- Conduct evacuations according to Department standard operating guidelines.
- EOC Activation: Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities and activities.
- EOC Activation: Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available to be assigned.
- EOC Activation: Maintain time and expenditure reports for Finance Section.

IA 3. Wildland/Urban Interface Fire

- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Municipal Electric Utility**Warning**

- Monitor status of city electrical grid, both during and after the fire. Assist Fire Department with maintenance of power supply to city water pumping stations.
- Check auxiliary generators, and other power, lighting, and communications equipment.
- Assess staffing.
- Alert field personnel of impending situation.
- So far as is practical, put personnel and equipment on alert, and keep in communication with operating and alerted crews.

Response

- Consider activation of the EOC.
- Assist Fire and Police Departments in management of electrical system emergencies associated with firefighting activities and other activities as requested.
- EOC Activation: Assume/staff ICS positions as requested by Command.
- EOC Activation: Provide Logistics Section with list of electric department supplies, resources, etc.
- EOC Activation: Provide Planning Section with list of electric department resources committed to the incident, and those available to be assigned.
- EOC Activation: Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

IA 3. Wildland/Urban Interface Fire**Recovery**

- Release excess personnel and equipment.
- Complete required paperwork and reports.
- Participate in critique.

6.5 Administration**Warning**

- Assess staffing. Notify City Manager.

Response

- Consider Activation of the EOC.
- City Administrator: Consider assuming incident command.
- EOC Activation: Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities and activities.
- EOC Activation: Provide Logistics Section with a list of outstanding or en route requests for resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available.
- EOC Activation: Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.6 Legal Department**Warning**

- Assess Staffing.

Response

- EOC Activation: Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities and activities.

IA 3. Wildland/Urban Interface Fire

- EOC Activation: Provide Logistics Section with list of outstanding or en route requests for resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available.
- EOC Activation: Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.7 Finance Department**Warning**

- Assess staffing.
- Response
- Evaluate the need for augmented financial tracking in support of the incident.
- EOC Activation: Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities and activities.
- EOC Activation: Provide Logistics Section with list of outstanding or en route requests for resources, etc.
- EOC Activation: Provide Planning Section with list of resources committed to the incident, and those available.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Assist in damage assessment.
- Complete necessary paperwork and reports. Provide monetary figures necessary to support a request for disaster declaration.
- Participate in critique.

IA 3. Wildland/Urban Interface Fire**6.8 EOC Management Staff**

All tasks listed below remain the responsibility of the Fire Department unless the EOC staffing pattern is activated.

6.8.1 Command

- Provide overall incident strategy and management.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating/assisting jurisdictions and agencies not part of the unified command structure.
- Establish and maintain contact with the media; provide public information, alert and warning as appropriate.
- Keep Mayor and City Council briefed on incident status and activities.
- Monitor overall safety of incident operations.
- If fire conditions hamper or overload response capabilities, determine priorities on the basis of criteria outlined in Section 1- Administrative Overview, Policy Statements. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time to accomplish the mission.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Department of Emergency Services.
- If conditions warrant, request activation of the State Conflagration Act.
- Maintain log of major decisions and actions.

6.8.2 Planning Section

- Assess the fire situation, including a determination of affected areas. Obtain information such as current and predicted wind speed and direction, temperature, relative humidity, etc. Ensure that Operations Section receives timely fire weather forecasts.
- Alert Public Information Officer and Incident Commander of facilities at risk from the fire. Assist in the determination of areas which should be evacuated or alerted to the incident.
- With the assistance of the Law Enforcement and Public Works Branches, develop and keep up to date information on conditions of access and evacuation routes, fire damage, and status of suppression and relief efforts.

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- Keep other EOC staff informed, both at planning sessions and as significant events arise.
- Establish and maintain reporting contact with cooperating jurisdictions and state agencies.
- Gather lists and display resources committed to the incident, and those available for assignment.
- Evaluate overall community situation, augment weather reports with other reports to allow a continuing assessment of the situation. An evaluation of all reports should be the basis for decisions on whether local forces can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment, and supplies should be requested and EOC staffing increased.
- Conduct strategy and planning sessions.
- Prepare and distribute written incident action plan as directed by Command.
- Maintain log of major decisions and actions taken.

6.8.3 Logistics Section

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend strategy and planning sessions.
- Receive and process requests for additional resources.
- Determine needs of incident for social service organizations such as the American Red Cross. Work with agencies to ensure mutual needs for communications, security, transportation, etc. are met.
- Assess adequacy of communications. Consider activation of HAM radio or other communications support.
- Assess adequacy of ground support, including transportation, bulk fueling, etc.
- Assess adequacy of incident facilities. Determine needs of EOC and on-scene staff, including feeding and sleeping areas.
- Provide Planning and Operations Sections with status reports and estimated times of arrival for outstanding resource requests.
- Maintain log of decisions made and actions taken.

IA 3. Wildland/Urban Interface Fire**6.8.4 Operations Section**

- Assess fire situation, scope and impact.
- Attend strategy and planning session, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Contain and control fire, perform rescue, etc. according to standard operating guidelines.
- Establish and maintain coordination among response agencies, including Police, Public Works, and cooperating/assisting jurisdictions.
- Establish and maintain adequate staging area to support incident operations.
- Keep Planning, Logistics, and Finance Sections appraised of resource requirements. Request additional resources through Logistics.
- Consider the need to activate additional operational branches such as Medical, Law Enforcement, Public Works, and Air Operations.

6.8.5 Finance Section

- If conditions warrant, gather supporting documentation for declaration of emergency. Provide information to Command and Planning Sections.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are being kept.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Organize, deploy, and supervise damage assessment teams (duty may be shared with Planning Section).
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Attend strategy and planning sessions.
- Maintain log of decisions made and actions taken.

7 Supporting Plans and Procedures

- Ashland Forest Intermix Wildfire Response Plan

8 Appendices

- Appendix A Major Fire Checklist

IA 3. Wildland/Urban Interface Fire

Appendix A Major Fire Checklist

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 Services.	
	<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 Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator and management support positions will be included.	<i>Basic Plan of the City EOP and agency/company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting fire services agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	<input type="checkbox"/> Determine the scope and extent of the fire (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among City EOC, County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify 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>

IA 3. Wildland/Urban Interface Fire

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Fire Chief assumes duties to direct resources for fires within the City. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, 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 request for a local or countywide disaster/emergency declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; 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 Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	

IA 3. Wildland/Urban Interface Fire

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	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
	<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.	FA 1 of the City EOP and agency recovery plans
	<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.	FA 1 of the City EOP
	<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 response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 4 – Flood (including Dam Failure)

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IA 4 Tasked Agencies	
Primary Agencies	Public Works Department Fire & Rescue Police Department
Supporting Agencies	Jackson County Emergency Management Jackson County Health and Human Services American Red Cross

1 Hazard Description

The City of Ashland has a history of slow-rise flooding throughout the drainages of Ashland, Hamilton, Clay, Paradise, Roca and Bear Creeks. Localized flooding, along these waterways and creeks, may be caused by failure of drainage systems, slope failures or storm events generating peak flows.

The City is a participant in the National Flood Insurance Program, and conducts its land development in accordance with the guidelines established by that program. Flood insurance rate maps which show the anticipated levels of a hundred-year flood event (100 year flood plain) are maintained by the Public Works Department.

2 Flood Response Planning

Planning and preparedness for flood incidents is the responsibility of the Public Works Department. This planning includes coordinating the biannual review of this document with City Management. Remaining City departments are responsible for planning to maintain their own operations and services during periods of flooding, and for supporting Public Works Department as requested.

3 Flood Information

The Medford Office of the National Weather Service is responsible for alerting and warning the public when rainfall or melting snow is enough to cause rivers to overflow their banks and/or trigger landslides.

- National Weather Service - Medford Office 773-1067
- Recording 779-5990
- NWS - Medford Website: <http://wrh.noaa.gov/Medford>

3.1 Flood Warnings

Flood Warnings are forecasts of impending floods and are distributed to the public by radio, television, NOAA Weather Radio, and through local government. The warning message tells the expected severity of flooding (minor, moderate, or major), the affected river, and when and where flooding will begin. Flood warnings are issued by the National Weather Service in conjunction with Jackson County Emergency Management (826-6670).

IA 4. Flood (including Dam Failure)**3.2 Flash Flood Warnings**

Flash Flood Warnings are the most urgent type of flood warning issued, and are also distributed to the public radio, television, NOAA Weather Radio, and through local government. Due to terrain in the Ashland area, it is not likely that the City will suffer from flash floods. Flash flood warnings are issued by the National Weather Service in conjunction with Jackson County Emergency Management (826-6670).

In addition to direct warning via weather radio or broadcast media, flood warnings may also be received via LEDS in the ECSO 9-1-1 center.

4 Concept of Operations**4.1 Shelter**

If temporary lodging is needed due to flooding, the American Red Cross will activate, publish information concerning shelters, and manage shelter operations.

See FA 2 – Human Services for details on City shelter operations.

4.2 Sanitation and Health

Of major concern during periods of flooding is the contamination of potable water supplies and the disruption of sanitary services. Historically, some flooding events in the past have allowed raw municipal sewage from overloaded pumps and sanitary sewers to be discharged directly into our local creek system. The corresponding water and sewer line breaks have resulted in disruption of services.

These problems rapidly develop into a major health crisis. Efforts should be made early in the emergency to ensure adequate potable water for the population. Sources for potable water, should the City water treatment plant or distribution system become inoperative, include the National Guard and other private and public sources. The Ashland Armory of the ONG has (4) 400 gallon water buffalos on site. Portable toilets should also be considered. It may also be necessary to immunize the population against a variety of illnesses associated with impure water. The lead agency in such an event is the Jackson County Health Division. Some sources for portable toilets include:

- D-N-D Porta Potti (773-6350)
- Jefferson State Plumbing Inc. (857-2923)
- Stewards Porta Potties (734-7343)
- Best Portable Toilets (773-3178)
- Cook's Portable Toilets (772-9498)

IA 4. Flood (including Dam Failure)**4.3 Emergency Transportation**

Emergency transportation resources for a flood event for the City of Ashland include:

- Oregon National Guard (Company A 1st Bn 186th Inf) 482-4414 / 482-3566
- Sgt. Theodore Fletscher (Readiness NCO) 482-4414 / 482-3566
- Gene Milliron (Armory Manager) 535-4633
- Ashland School District 482-2881 / 482-5722
- Mercy Flights 776-7206 / 779-1019
- Ashland Civil Air Patrol (Chris Adams) 482-9152
- Rogue Valley Transit District 779-5821

The National Guard armory will open its facility to displaced populations under the supervision of the American Red Cross with authorization from the Military Department in Salem.

4.4 Power Outages

Response to the loss of commercial power will be provided by the City's Electric Utility. Auxiliary power capabilities exist at the Civic Center, City Hall, Fire Stations, and the Police Department. In addition, the City maintains the following portable generators:

City of Ashland Emergency Generators	
Location	Capacity in Watts
[TO BE DEVELOPED]	

Emergency Notification of Electric Department:

- Scott Johnson (H) 535-7719; (cell) 951-0307, if no answer:
- Dick Wanderscheid (H) 482-0105 (cell) 890-5903

4.5 Telephone Outages

Response to the loss of phone service will be provided by CenturyLink. If the interruption to phone service promises to be lengthy, or widespread, alternative communication such as cellular phone, or HAM radio organizations may have to be considered to establish contact with the public and government facilities.

4.7 Debris Removal

Removal of flood-deposited debris from public streets and waterways, is the responsibility of the Public Works Street Division. In certain cases, assistance

IA 4. Flood (including Dam Failure)

may also be provided by Jackson County Public Works and the Oregon Department of Transportation. Care should be taken to ensure that debris removal efforts are coordinated with other agencies who may have associated responsibility, such as the DEQ or Army Corps of Engineers. Removal of debris from City facilities is the responsibility of the Public Works Street Division, in coordination with other City departments. Removal of debris from private property is the responsibility of the property owner. A variety of service organizations and volunteers may be available to assist the City in flood control and private landowners in cleanup.

The removal and/or cleanup of hazardous waste must be coordinated through the Medford Office of the Department Of Environmental Quality at 776-6010.

5 Instructions to Public

The Public Works Department will develop and provide appropriate instructions to the public concerning actions to protect life and property (this responsibility may be shared with Emergency Management and other members of the Command and General Staff in the event of an EOC opening). In addition, the department will provide information and guidance to the EOC Public Information function during EOC activation.

6 Emergency Services Actions

A large-scale flood, similar to historical flooding events in 1953, 1964, 1974 & 1997, can create the need for prolonged periods of repair and restoration. This may necessitate personnel, equipment, materials and supplies remaining at the scene for long periods after the flood waters have receded. The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from a flood. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City department and EOC staff.

6.1 Public Works Department**Warning**

- Upon receipt of warning via Dispatch, LEDS or National Weather Service Radio, determine height of affected waterways at normal stage; at what height flooding will occur; areas that may be affected by the rising flood waters; and areas that need to be evacuated. Alert all emergency management staff. Coordinate development of evacuation and emergency access plans with Police and Fire & Rescues or with the Planning Section if the EOC is activated.
- Assist with the preparation of a public emergency advisory notice through the designated Incident Information Officer. In addition to a general public information release, specific notice will be given to

IA 4. Flood (including Dam Failure)

those property owners that may be most immediately and/or severely threatened. The content of this notification will include the identification of what steps and actions are to be taken to safeguard their lives and property. Inform the public of the current situation and actions being taken by the City to handle the emergency.

- Review status and location of equipment, fuel, sand and gravel, etc., for use during and after the flood.
- Determine the priorities for, and potential need of, auxiliary generators, and other power, lighting, and communications equipment.
- Determine readiness of vehicles and activate as necessary. Provide appropriate emergency equipment.
- Assess current staffing and shifts. Recall and assign additional personnel as necessary. Unless specific instructions are given to the contrary, all City personnel are expected to report for work in accordance with the City personnel emergency notification policy.
- Alert field personnel of impending situation. Prepare, and activate as necessary, emergency staffing plans.
- So far as is practical, put personnel and equipment on stand-by, and keep in communication with operating and stand-by crews.
- Assign personnel to assess & evaluate creek rises, bridges, streets and Hosler Dam Facilities.
- Review and follow Hosler Dam EP procedures with key department staff.
- Review arterial and collector streets likely to be affected. Determine priorities for maintenance and debris clearance; develop alternative traffic routes and/or closures.
- Review and update potential contractor resource list.

Response

- Assume incident command.
- Consider activation of the EOC.
- Assess the flood situation with respect to forecasts, areas flooded, damage to utilities and other property, casualties, requirements for rescue or evacuation, etc. Keep City Administrator and other affected departments advised.

IA 4. Flood (including Dam Failure)

- Keep information on conditions up-to-date. Keep public and other departments informed of changed conditions which will affect City operations. Determine status of Ashland Schools and Southern Oregon University operations.
- Respond to and control incident according to Department standard operating guidelines. Priority operations include:
 - Accountability for location and safety of public Works operating personnel.
 - Restoration of city utilities, i.e., water, sewer, storm drain, etc.
 - Clearance of arterial streets and bridges of mud and debris first, and collector streets as rapidly as possible.
 - When structures permit, pump water out of basements and lower floors. (Depending upon the availability of resources, the City may be unable to assist private home and business owners).
 - Coordinate maintenance of solid waste collectors.
 - Coordinate with Health officials to provide health and sanitation inspections of the area as necessary. Maintain status and report as necessary.
 - Maintain phone and radio communications for public notifications.
- Coordinate with the Police Department to limit travel into the flood area, cordon hazardous areas, and reroute traffic.
- Coordinate inspections of electric and water systems with appropriate utilities and agencies.
- EOC Activation-Brief staff on current conditions, capabilities, and activities. Pass overall incident command to City Administrator, if requested.
- Provide protective action information and guidance to public information function.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.

IA 4. Flood (including Dam Failure)

- EOC activation-Maintain expenditure and time records for Finance function.
- Maintain Unit Log of major decisions and actions taken.

Recovery

- Provide personnel to assist in damage assessment.
- Release excess personnel and equipment when appropriate.
- Complete required paperwork and reports, including service/equipment contracts, damage evaluation and assessments.
- Participate in critique.

6.2 Fire & Rescue**Warning**

- Alert field personnel and fire stations.
- Assess current staffing and shifts. Consider assignment of additional personnel. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Review status and location of rescue equipment, and other essential supplies for use during and after the flood.
- Consider repositioning equipment if current location could become cut off.
- Check auxiliary generators and other power, lighting, and communications equipment in conjunction with the Electric Utility Department.
- Determine readiness of vehicles. Provide appropriate emergency equipment.
- Coordinate with Police and Public Works to develop evacuation and emergency access routes.

Response

- Organize and conduct search and rescue.
- Maintain communications with operating units and fire station personnel.

IA 4. Flood (including Dam Failure)

- Keep information on conditions up-to-date. Utilize appropriate access routes as conditions change. Keep other departments informed of changes in use of such routes.
- Coordinate with Police, and cooperating agencies to set up patrols in evacuated areas for protection of property and prevention of fire.
- Assist other departments as requested with assessments and evaluations from fire/medical services perspective.
- EOC Activation-Brief staff on current conditions, capabilities, and activities.
- Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Maintain time and expenditure reports for Finance function.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Assist in inspections and damage assessment as requested, and coordination with gas/electric utilities for restoration of services.
- Complete necessary paperwork and reports.
- Participate in a critique.

6.3 Police Department**Warning**

- Upon receipt of warning, notify Emergency Management Staff according to standard alert and warning sequence.
- Alert field units.
- Review status and location of equipment, fuel, vehicle chains, and other essential supplies for use during and after the flood.
- Assess staffing and shifts. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Consider the activation of reserves and Explorers.

IA 4. Flood (including Dam Failure)

- Coordinate with Fire and Public Works Operations to develop evacuation and emergency access routes to the affected area.

Response

- Keep information on conditions up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed of change in the use of such routes.
- Maintain communication with field units.
- Limit travel into flood area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.
- Maintain perimeters, and patrol evacuated areas as necessary, and as staffing permits.
- Assist other departments as requested.
- EOC Activation-Brief staff on current conditions, capabilities, and activities.
- Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Maintain time and expenditure reports for Finance function.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Assist in inspections and damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Administration**Warning**

- Assess staffing. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.

IA 4. Flood (including Dam Failure)**Response**

- Notify Mayor and Council of situation status.
- Brief emergency management staff on current conditions, capabilities and activities.
- Consider "Declaration of Emergency" and activation of "Emergency Powers."
- Survey field operations as necessary.
- Ensure that adequate records are being maintained by EOC sections.
- Maintain administrative unit log of major decisions and actions taken.

Recovery

- Oversee preparation of requests for state and federal disaster assistance, if necessary.
- Complete required reports and paperwork.
- Participate in critique.

6.5 Legal Department**Warning**

- Assess staffing. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.

Response

- Provide support to other departments and EOC as requested.

Recovery

- Participate in critique.

6.6 Finance Department**Warning**

- Assess staffing. Consider the need for additional personnel. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.

Response

- Support other Departments and EOC as requested.

IA 4. Flood (including Dam Failure)

- Evaluate the need for augmented financial tracking in support of the incident.
- Assign staff as necessary to provide thorough and efficient financial tracking.

Recovery

- Assist in damage assessment.
- Provide monetary figures necessary to support a request for disaster declaration.
- Complete necessary reports and paperwork.
- Participate in critique.

6.7 Municipal Electric Utility**Warning**

- Upon notification of impending emergency, evaluate potential impact on city electric facilities.
- Brief electric operations staff.
- Consider staffing requirements, including rotation cycles.
- Contact Pacific Power & Light to coordinate, if necessary, emergency operations.
- Inspect City Hall / Police Department generators for proper operation.
- Review Hosler Dam EAP procedures with key staff.

Response

- Evaluate and shut down electrical power in affected areas as necessary.
- Assist Fire, Police and Public Works Departments with field operations.
- Maintain radio communications with field personnel.
- Attend operational briefings and keep informed on weather forecasts and changing conditions.
- Maintain unit log and necessary documentation.

IA 4. Flood (including Dam Failure)**Recovery**

- Restore electrical power in areas of outage.
- Assist with damage surveys and loss estimates as necessary.
- Participate in critique.

6.8 Community Development**Warning**

- Assess the flood situation based on forecasts and flood plain mapping.
- Provide flood plain information to Public Works as required.
- Assign department personnel to EOC functions as necessary.
- Attend briefings as scheduled.
- Maintain unit logs and necessary documentation.

Response

- Support EOC functions as necessary.
- Provide flood plain mapping as needed by the EOC.

6.9 EOC Management Staff Assignments**6.9.1 Command**

- Provide overall incident strategy and management.
- Establish unified command structure as appropriate.
- Provide liaison with cooperating/assisting jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide public and protective action information, and alert and warning as appropriate.
- Monitor overall safety of incident operations.
- If flood conditions hamper or overload response capabilities, determine priorities and cost restrictions. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time to accomplish the mission. Consideration should be given to arranging for outside assistance through Jackson County Emergency Management as developing conditions forecast the need.

IA 4. Flood (including Dam Failure)

- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Department of Emergency Services.
- Consider the need for a written Incident Action Plan.
- Advise Mayor and City Council on situation and actions taken.
- Maintain log of major decisions and actions.

6.9.2 Planning Section

- Assess the flood situation with respect to forecasts, areas flooded, damage to utilities and other property, casualties, requirements for rescue or evacuation, etc. Keep Command and other sections advised. Establish a schedule for requesting updated weather and flood information.
- Determine status of schools within the City of Ashland.
- Develop and keep up-to-date information on conditions of routes, flood damage, and status of relief efforts.
- Keep other EOC staff informed, both at planning sessions, and as significant events arise.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.
- Gather lists and display resources committed to the incident, and those available for assignment.
- Evaluate overall community situation, augment weather reports with other reports to maintain a continuing assessment of the situation. An evaluation of all reports should be the basis for decisions on whether local resources can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment, and supplies should be acquired and EOC staffing increased.
- Conduct planning session.
- Develop and reproduce written Incident Action Plan if directed to do so by Command.
- Organize, deploy, and supervise primary damage assessment teams.
- Maintain log of major decisions and actions.

IA 4. Flood (including Dam Failure)**6.9.3 Logistics Section**

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend planning sessions.
- Receive and process requests for outside assistance.
- Determine needs of Red Cross and other human services for transportation, communications, etc. Assist as possible.
- Assess adequacy of communications systems, i.e., telephones, cell phones, pagers, fax machines and City radios. Consider activation of HAM communications.
- Assess adequacy of transportation resources.
- Assess adequacy of incident facilities. Consider additional activations if necessary.
- Provide Planning and Operations Sections with status reports and estimated times of arrival of outstanding resource requests.
- Maintain log of decisions made and actions taken.

6.9.4 Operations Section

- Assess flood situation, scope and impact.
- Attend planning session, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Clear roads, repair facilities, etc., according to established priorities.
- Keep Planning, Logistics, and Finance Sections apprised of resource requirements. Request additional resources through Logistics.
- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, Electric Utility, Parks & Recreation and cooperating/assisting jurisdictions.
- Consider the need to activate additional operational branches such as Medical, Law Enforcement, and Air Operations.
- Maintain Unit log of actions taken and decisions made.

IA 4. Flood (including Dam Failure)**6.9.5 Finance Section**

- If conditions warrant, gather supporting documentation or declaration of emergency. Provide information to the Command Staff and Planning Section.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Organize, deploy, and supervise secondary damage assessment teams.
- Oversee preparation of necessary damage and funding reports.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Flood Incident Checklist

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Appendix A Flood Incident Checklist

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 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 4. 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"/> Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Establish a JIC. <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).	
	<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.	
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.	

IA 4. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	<input type="checkbox"/> Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

IA 4. Flood (including Dam Failure)

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IA 5 – Severe Weather

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IA 5. Severe Weather

IA 5 Tasked Agencies	
Primary Agencies	Public Works Department Fire & Rescue Emergency Manager
Supporting Agencies	Police Department Building Department American Red Cross Local Utilities

1 Hazard Description

The City of Ashland is not prone to a wide range of storms, however emergency planning must include all reasonable weather potentials. Particularly common are Siskiyou Mountain snow storms which create very hazardous driving conditions, and may lead to power outages. Less frequent, but not unknown incidents of severe weather include high winds, and periods of extreme cold and heat.

The primary focus of this annex is on winter storms, however, the information and guidelines established may also be used for other incidents of severe weather, such as summer thunderstorms and related downdrafts.

2 Severe Weather Response Planning

Planning and preparedness for severe weather incidents are primarily the responsibility of Fire & Rescue. Remaining City Departments are responsible for planning to maintain their own operations and services during periods of extreme weather, and for supporting the lead agencies as requested.

Duties and responsibilities listed under the EOC checklist are the responsibility of Fire & Rescue unless the EOC staffing pattern is activated. The Department is also responsible for coordinating the biannual review of this document with Department Heads.

3 Severe Weather Information

The National Weather Service is responsible for the timely issuance of weather warnings to the public, including the approach of winter storms.

- National Weather Service recording at the Medford Airport 779-5990.

During periods of extreme weather, the Jackson County Emergency Management Office works with the National Weather Service to disseminate weather bulletins. In addition, weather updates are published to local governments through LEDS. Unless requesting a spot weather forecast for a current, localized incident, requests for local weather information should be routed to the National Weather Service Medford office at 773-1067 or 773-1525.

4 Concept of Operations

4.1 Shelter

If temporary lodging is needed due to a severe storm, the American Red Cross will activate, publish information to the public concerning location, and manage shelter operations.

City employees will not approve, support, or refer citizens to any shelters that are not managed by the American Red Cross.

4.1.1 Assistance Organizations

- The Ashland Senior Center can assist in locating and contacting individual elderly citizens who may need assistance during winter storms, or periods of extreme heat and cold.
 - Sharon Laws 488-5342
- The Jackson County Health and Human Services Department also provides support to citizens who may need extra assistance during extreme weather. This support includes both crisis intervention and long term support, and provides an interface with such services as home delivered and congregate meals, in-home services, and alternative care. Emergency access to these services should be coordinated through Jackson County Emergency Management.
 - Mike Curry, Director, 776-7132
- Community Service Volunteers may also provide an emergency contact point for the City during an emergency. CSV may have information on the general condition of citizens in their areas, especially those who may be hardest hit by weather conditions.
 - Contact CSV at 488-5315

4.2 Emergency Transportation

Sources for emergency transportation include RVTB, Ashland Schools, 4-Wheel drive clubs, snowmobile clubs, and under a declared emergency, the National Guard.

4.3 Power Outages

Response to the loss of commercial power will be provided by Ashland Electric utility. City auxiliary power capabilities exist at Fire Stations, Police Department, Civic Center, Linda Vista Care Center and Ashland Community Hospital has emergency power (see list of high-risk facilities on following page). In addition, the City has several generators stored in the Public Works Operations Shop.

IA 5. Severe Weather

During the conditions projected for area winter storms, it should be possible for City facilities to continue operations on emergency power for 7-10 days.

4.4 Telephone Outages

Response to the loss of phone service will be provided by US West. If the interruption to phone service promises to be lengthy, alternative communications such as CB and HAM radio organizations may be needed.

4.5 High Risk Facilities

Although some of the following facilities have emergency generators, some do not have auxiliary heat or air conditioning sources, and may require assistance during weather emergencies:

Ashland Community Hospital

Ashland Senior Center

Linda Vista Care Center

Mountain Meadows Retirement Village

Don Lewis Retirement Center

Lithia Springs School

Ashley Senior Center

Adolescent Center

Ashland View Manor

Mountain View Manor

Contact should be made with these establishments to ensure proper assistance, and priority should be given them in the restoration of power.

4.6 Snow and Ice Removal

Snow and ice removal from City and residential streets is the combined responsibility of the City of Ashland and Jackson County. Care should be taken to ensure that snow and ice removal efforts are coordinated. City and County Snow removal maps are maintained by Public Works Operations.

■ City of Ashland, Street Shop Supervisor 488-5353

■ Jackson County Department of Public Works 776-7268

To contact Jackson County personnel after hours, contact Jackson County Emergency Management at 776-7691.

5 Instructions to the Public

To be developed.

6 Emergency Services Actions

The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from a severe weather incident. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City Department and EOC staff.

6.1 Community Development Department

Warning

- Review status and location of equipment, fuel, sand and gravel, etc. for use during and after the storm.
- Check generators, and other power, lighting and communications equipment.
- Determine storm readiness of vehicles. Provide emergency equipment as necessary.
- Assess feasibility of releasing non-essential personnel. Establish procedure for advising personnel whether or not to report to work. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.
- Alert field personnel of impending situation.
- So far as is practical, put personnel and equipment on stand-by, and maintain communication with operating and stand-by crews.

Response

- Assume incident command.
- Assess the storm situation, including a determination of affected areas. Obtain information such as current and predicted speed and direction of wind, precipitation, barometric readings, estimated duration of conditions, etc.
- Consider activation of the EOC.
- Keep information on conditions of routes up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed of changes in use of such routes.
- Respond to and control incident according to Department standard operating guidelines.

IA 5. Severe Weather

- Limit travel into the storm area as required. Coordinate access control with Police Department.
- EOC activation-Brief staff on current conditions, capabilities and activities. Pass overall incident command to City Administrator if requested.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional resources.
- EOC activation-Maintain expenditure and time records for Finance Section.
- Maintain Unit Log of major decisions and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete required paperwork and reports.
- Participate in critique.

6.2 Fire & Rescue**Warning**

- Assess feasibility of releasing non-essential personnel, as directed by the City Administrator. Establish procedure for advising personnel whether or not to report for duty. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.
- Review status and location of equipment, fuel, and other essential supplies for use during and after the storm.
- Consider repositioning equipment if current location could become cut off.
- Check auxiliary generators and other power, lighting and communications equipment.
- Determine storm-readiness of vehicles. Provide emergency equipment as necessary.
- Consider activation of volunteers and Explorers.
- Alert field personnel and fire stations.

IA 5. Severe Weather**Response**

- Maintain communications with operating units and fire station personnel.
- Keep information on conditions of routes up-to-date. Utilize appropriate snow routes as conditions change. Keep other departments informed of changes in such routes.
- Consider activation of the EOC.
- Assist other departments as requested.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional resources.
- EOC activation-Provide Planning Section with list of resources committed to the incident, and those available to be assigned.
- EOC activation-Maintain time and expenditure reports for Finance Section.
- Maintain unit log of decisions made and actions taken.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.

6.3 Police Department**Warning**

- Upon receipt of warning (via LEDS), notify Fire, Police and Public Works Department Heads, and City Administrator. Further notification is the responsibility of the above personnel or their designees.
- Review status and location of equipment, fuel, vehicle chains, and other essential supplies for use during and after the storm.
- Check auxiliary generators and other power, lighting and communications equipment.
- Assess the feasibility of releasing non-essential personnel as advised by the City Administrator. Establish procedure for advising personnel whether or not to report for duty. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.
- Consider the activation of Reserves and Explorers.

IA 5. Severe Weather

- Alert field units.

Response

- Keep information on condition of routes up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed of change in use of such routes.
- Maintain communication with field units.
- Limit travel into storm area as required. Coordinate traffic control with Public Works Operations. Reroute traffic on an area basis as required. Coordinate traffic management with Jackson County Public Works and the Oregon State Police. Incident Communications network as appropriate.
- Consider activation of the EOC.
- Assist other departments as requested.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources committed to the incident, and those available for assignment.
- EOC activation-Maintain time and expenditure reports for Finance Section.
- Maintain unit log of decisions made and actions taken.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Public Works Department**Warning**

- Determine predicted severity and duration of event. Advise Emergency Management staff. Consider level of activation necessary to deal with incident.

Response

- Assess the storm situation. Obtain information such as current and predicted speed and direction of wind, precipitation, barometric pressure, estimated duration of conditions, etc.

IA 5. Severe Weather

- Establish contact with "at-risk facilities" listed on page I-4.
- Determine status of Ashland Schools.
- Consider activation of HAM radio, 4-wheel drive, and snowmobile units.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.
- Consider activation of the EOC.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

Recovery

- Assist in assessment of damage.
- Provide coordination point for disaster recovery activities and agencies.
- Complete necessary paperwork and reports.
- Participate in critique.
- Revise and update Emergency Plan as indicated.

6.5 Municipal Electric Utility**Warning**

- Determine predicted severity and duration of event. Advise EOC Staff. Consider level of activation necessary to deal with incident.

Response

- Assess the storm situation. Obtain information such as current and predicted speed and direction of wind, precipitation, barometric pressure, estimated duration of conditions, etc.

IA 5. Severe Weather

- Establish contact with "at-risk facilities" listed on page I-4.
- Determine status of Ashland Schools.
- Consider activation of HAM radio, 4-wheel drive, and snowmobile units.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.
- Consider activation of the EOC.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

Recovery

- Assist in assessment of damage.
- Provide coordination point for disaster recovery activities and agencies.
- Complete necessary paperwork and reports.
- Participate in critique.
- Revise and update Emergency Plan as indicated.

6.6 Administration**Warning**

- Assess feasibility of releasing non-essential personnel. Establish procedure for advising personnel whether or not to report for duty. Unless specific instructions are given to the contrary, all City personnel are expected to report for work.

Response

- Consider activation of the EOC.

IA 5. Severe Weather

- City Administrator-Consider assuming overall incident command. Keep Mayor apprised of emergency activities.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional resources.
- EOC activation-Maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

Recovery

- Complete required reports and paperwork.
- Participate in critique.

6.7 Personnel Department**Warning**

- Assess feasibility of releasing non-essential personnel as advised by the City Administrator. Devise procedure for informing personnel whether or not to report for work. Unless specifically advised otherwise, all City personnel are expected to report for work.

Response

- Support other Departments and EOC as requested.
- Evaluate the need for augmented financial tracking in support of the incident.
- Assign staff as necessary to provide thorough and efficient financial tracking.

Recovery

- Assist in damage assessment.
- Provide monetary figures necessary to support a request for disaster declaration.
- Complete necessary reports and paperwork.
- Participate in critique.

IA 5. Severe Weather

6.8 EOC Management Staff**6.8.1 Command**

- Provide overall incident strategy and management.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating/assisting jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide public information, alert and warning as necessary.
- Keep Mayor and City Council appraised of incident conditions and activities.
- Monitor overall safety of incident operations.
- If storm conditions hamper or overload response capabilities, determine priorities. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time to accomplish the mission.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Emergency Management at 776-7691.
- Maintain log of major decisions and actions taken.

6.8.2 Planning Section

- Assess the storm situation, including a determination of affected areas. Obtain information such as current and predicted speed and direction of wind, precipitation, barometric pressure, and estimated duration of conditions.
- Establish contact with "at-risk" facilities.
- Determine status of Ashland Schools.
- Develop and keep up-to-date information on conditions of routes, storm damage, and status of relief efforts.
- Keep other EOC staff informed, both at planning sessions and as significant events arise.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.

IA 5. Severe Weather

- Gather lists and display resources committed to the incident, and those available for assignment.
- Evaluate overall community situation. Augment weather reports with other reports to maintain a continuing assessment of all reports. These conditions should be the basis for decisions on whether local forces can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment, and supplies should be tapped and EOC staffing increased.
- Conduct planning session.
- Assign and supervise primary damage assessment teams.
- Maintain log of major decisions and actions taken.

6.8.3 Logistics Section

- Determine procedure for requesting additional resources.
- Attend Planning session.
- Receive and process requests for outside assistance.
- Determine needs of Red Cross and other social or human service organizations for such assistance as transportation, snow removal, communications, etc. Assist as possible.
- Assess adequacy of transportation resources. Consider activation of 4-wheel drive and snowmobile clubs.
- Assess adequacy of communications systems. Consider activation of HAM____ communications.
- Assess adequacy of incident facilities. Consider child-care center, sleeping areas, etc.
- Provide Planning and Operations Sections with status reports and ETA's of outstanding resource requests.
- Maintain log of decisions made and actions taken.

6.8.4 Operations Section

- Assess storm situation, scope, and impact.
- Attend Planning session, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Clear roads, repair facilities, etc. according to Departmental operating guidelines.

IA 5. Severe Weather

- Keep Planning, Logistics and Finance Sections apprised of resource requirements. Request additional resources through Logistics.
- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, and cooperating/assisting jurisdictions.

6.8.5 Finance Section

- If conditions warrant, gather supporting documentation for Declaration of Emergency. Provide information to Command Staff and Planning Section.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Organize, deploy, and supervise secondary damage assessment teams.
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Attend Planning session.
- Maintain log of decisions made and actions taken.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Severe Weather Incident Checklist

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Appendix A Severe Weather Incident Checklist

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 count planning department for establishment of appropriate infrastructure protection measures in landslide/flood-prone areas.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

IA 5. Severe Weather

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOP when severe weather and/or landslides incidents pose threats to the city.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the 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.	
	<input type="checkbox"/> Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs and other AOCs. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<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>

IA 5. Severe Weather

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	<i>FA1 of the City EOP</i>
	<input type="checkbox"/> Determine the need for additional resources, and request as necessary through appropriate channels (recurring).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the City.	<i>FA 1 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 Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	
	<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.	

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Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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, AOCs, and command posts.	
	<input type="checkbox"/> Correct response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 6 Tasked Agencies	
Primary Agencies	Emergency Manager Fire & Rescue Public Works Department Police Department
Supporting Agencies	Jackson County Health and Human Services American Red Cross Public Information Officer Oregon Emergency Management

1 Hazard Description

The City of Ashland has the potential to experience volcanic eruption from Mount McLoughlin. Such eruptions will arise as isolated incidents or be caused by other emergencies, such as earthquakes. In addition, extreme weather conditions may complicate the situation. The prevailing winds would normally carry the volcanic dust toward the east. However, residue from the eruption, due to our close proximity to the volcanic action and the natural change of wind direction, either at low levels or in the winds aloft, will cause hot or cold ash to fall most anywhere. Anticipation of ash accumulation must be removed and the possibilities of fires from hot embers is a reality. An event called “Nuee Ardante” very hot gasses with ash and poisonous gases, can follow a valley down from the mountain to a city, such as from Mount McLoughlin down highway 140 to Ashland. Evacuation ahead of time must take place before this event happens. The water system for Ashland could be impacted by volcanic action at Big Butte Spring. Special consideration needs to be taken care of in this instance. This addendum shall provide information and guidance in the event of volcanic eruptions.

2 Volcano Response Planning

Planning and preparedness for volcanic eruption in all phases of emergency management is the responsibility of the Fire & Rescue. Remaining City Departments are responsible for planning to maintain their own operations and services during fire incidents and for supporting the Fire & Rescue as requested.

Duties and responsibilities listed under the EOC checklist are the responsibility of the Fire & Rescue unless the EOC staffing pattern as described in this plan is activated. The Emergency Management Committee is responsible for coordinating the annual review of this document with City Manager.

3 Volcano Information

3.1 Fire Information

The Fire & Rescue, or EOC Information Officer when activated, is responsible for the timely issuance of warnings and information to the public and for the notification of City Emergency Management staff via ECSO. In the event of an

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evacuation, warning may be delegated to the Police Department as part of the evacuation process.

3.2 Weather Information

Timely and accurate weather forecasting is vital to knowing where the plume of the volcano is covering and if fire suppression efforts will be needed. The National Weather Service provides detailed daily volcanic and fire weather forecasts as needed. In addition, the National Weather Service can provide special, incident-specific weather forecasts or on-site forecasting to aid fire personnel. When requesting a special weather forecast, be ready to provide the information requested on the Special Weather Forecast Request form (Form D):

During periods of extreme weather, the Jackson County Emergency Management Office works with the National Weather Service to disseminate weather bulletins. Unless requesting a spot weather forecast for a current incident, requests for local weather information should be routed to Jackson County Emergency Management.

4 Concept of Operations**4.1 Shelter and Social Services**

If temporary lodging and food for evacuees are needed, the American Red Cross will activate and publish information to the public concerning location and management of shelter operations.

4.2 Emergency Transportation

Sources for emergency transportation include RVTD, Ashland School District, Ashland Senior Services, 4-wheel drive clubs, and under a declared emergency, the National Guard.

4.3 Additional Assistance

Additional resources which may be required to respond to clean up ash and extinguish fires may be obtained through automatic and mutual aid agreements. These agreements are developed and maintained by the Fire & Rescue, Police Department, and the Public Works. Extremely large incidents may require the implementation of the State Conflagration Act for fire.

5 Instructions to the Public

To be developed.

6 Emergency Services Actions

The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from a major volcanic eruption emergency. They should not be considered all-inclusive; some emergencies will

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not require that all tasks be accomplished, others will require tasks that are not listed. The checklists are divided according to City Department and EOC staff.

6.1 Fire & Rescue

Warning

- Assess staffing. Increase personnel during periods of increased risk as necessary.
- Review status and location of equipment, fuel, and other essential supplies.
- Consider repositioning equipment if current location could become cut off or if staging equipment closer to high risk areas would be more effective.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Determine fire readiness of vehicles and equipment. Provide wildland equipment, hose, Nomex, etc. as necessary.
- Consider activation of CERT Volunteers.
- Conduct wildland suppression training for Department personnel.
- Alert field personnel and fire stations. Consider providing daily fire weather briefings during periods of extreme fire danger.

Response

- Assume Incident Command.
- Assess the fire situation, including a determination of affected areas. Obtain information, such as current and predicted speed and direction of wind, resources committed and available, etc.
- Notify Dispatch of fire emergency. Request activation of appropriate emergency management staff.
- Maintain communications with operating units and fire station personnel.
- Keep information on access routes up to date. Request the assistance of the Police Department and Public Works Operations in establishing and maintaining access and evacuation routes. Utilize appropriate routes as conditions change. Keep other departments informed of changes in the use of such routes.

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- Consider activation of the EOC.
- Establish and maintain contact with mutual aid cooperators and other fire agencies. In the case of wildland fire, consider requesting a representative of the US Forest Service from the Rogue River National Forest to provide liaison with federal wildfire resources, such as aerial retardants. Although under current agreements such resources are not available except through the activation of the Conflagration Act, liaison on scene or at the EOC may facilitate such assistance when time is of the essence.
- Consider activation of the Conflagration Act. See Fire & Rescue Procedures.
- Consider special needs for EMS response due to ash and breathing difficulties.
- Establish and maintain contact with the National Weather Service to ensure adequate forecasting support. Make sure on-scene personnel receive all weather information on a timely basis.
- Provide public information and direction.
- Coordinate scene control with the Police Department. Allow no one in the fire area except authorized emergency personnel and properly escorted press.
- Establish and maintain communication with the EOC if activated. Provide situation updates on a periodic basis and as major changes occur.
- Establish containment and control of the fires according to Department standard operating guidelines.
- EOC Activation - Activate and staff appropriate Command and General Staff positions. Brief staff on current conditions, capabilities, and activities.
- EOC Activation - Pass overall incident command to the City Manager, if requested.
- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for additional supplies, resources, etc.
- EOC Activation - Provide Planning Section with list of resources committed to the incident and those available to be assigned.
- EOC Activation - Maintain time and expenditure reports for Finance Section.

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- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Resume EMS response (if discontinued).
- Complete necessary paperwork and reports.
- Conduct critique.

6.2 Public Works Department**Warning**

- Review status and location of equipment, fuel, sand and gravel, etc., for use during and after the fire. Report location and status of graders, backhoes, and bladed equipment to Fire & Rescue.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing.
- Alert field personnel of impending situation.
- So far as is practical, put personnel and equipment on alert and keep in communication with operating and alerted crews.

Response

- Consider activation of the EOC.
- Assist Fire & Rescue and Police Departments in planning evacuation and access routes, traffic and scene control, fire line construction, and other activities as requested.
- EOC Activation - Assume/staff ICS positions as requested by Command.
- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for additional supplies, resources, etc.
- EOC Activation - Provide Planning Section with list of resources committed to the incident and those available to be assigned.
- EOC Activation - Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete required paperwork and reports.
- Participate in critique.

6.3 Police Department**Warning**

- Upon receipt of warning or upon notification that an incident has occurred without warning, from Fire & Rescue, notify appropriate Emergency Management Staff as directed.
- Review status and location of personnel, equipment, fuel, vehicles, and other essential supplies for use during and after the incident.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing. Consider the activation of Reserves and Explorers.
- Alert field units.

Response

- Keep information on condition of evacuation of access routes up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed as conditions change.
- Maintain communication with field units.
- Develop scene and traffic control plans with Fire & Rescue. Limit travel into fire area as required. Cordon off hazardous areas as necessary. Reroute traffic on an area basis as required.
- Consider activation of the EOC.
- Coordinate alert and warning and evacuation planning with Fire & Rescue and Public Information Officer.
- Conduct evacuations according to Department standard operating guidelines.
- EOC Activation - Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities, and activities.

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- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for additional supplies, resources, etc.
- EOC Activation - Provide Planning Section with list of resources committed to the incident and those available to be assigned.
- EOC Activation - Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Administration**Warning**

- Assess staffing. Notify City Manager.

Response

- Consider Activation of the EOC.
- City Manager: Consider assuming incident command.
- EOC Activation: Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities, and activities.
- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for resources, etc.
- EOC Activation - Provide Planning Section with list of resources committed to the incident and those available to be assigned.
- EOC Activation - Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.

- Participate in critique.

6.5 Legal Department

Warning

- Assess Staffing.

Response

- EOC Activation - Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities, and activities.
- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for resources, etc.
- EOC Activation - Provide Planning Section with list of resources committed to the incident and those available to be assigned.
- EOC Activation - Maintain time and expenditure reports for Finance Section.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.6 Finance Department

Warning

- Assess staffing.

Response

- Evaluate the need for augmented financial tracking in support of the incident.
- EOC Activation - Assume/staff ICS positions as requested by Command. Brief staff on current conditions, capabilities, and activities.
- EOC Activation - Provide Logistics Section with list of outstanding or en-route requests for resources, etc.

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- EOC Activation - Provide Planning Section with list of resources committed to the incident, and those available to be assigned.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Assist in damage assessment.
- Complete necessary paperwork and reports. Provide monetary figures necessary to support a request for disaster declaration.
- Participate in critique.

6.7 EOC Staff**6.7.1 Command**

- Provide overall incident strategy and management.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating/assisting jurisdictions and agencies not part of the unified command structure.
- Establish and maintain contact with the media; provide public information, alert, and warning as appropriate.
- Keep Mayor and City Council briefed on incident status and activities.
- Monitor overall safety of incident operations.
- If fire conditions hamper or overload response capabilities, determine priorities on the basis of criteria outlined in this EOP. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time to accomplish the mission.
- If conditions warrant, declare the existence of a local emergency and submit request for formal declaration to Jackson County Department of Emergency Services.
- If conditions warrant, request activation of the State Conflagration Act.
- Maintain log of major decisions and actions.

6.7.2 Planning Section

- Assess the fire situation, including a determination of affected areas. Obtain information, such as current and predicted wind speed and

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direction, temperature, relative humidity, etc. Ensure that Coordination Section receives timely fire weather forecasts.

- Alert Public Information Officer and Incident Commander of facilities at risk from eruption, fire, or other emergencies. Assist in the determination of areas which should be evacuated or alerted to the incident.
- With the assistance of the Law Enforcement and Public Works Branches, develop and keep up-to-date information on conditions of access and evacuation routes, ash damage, fire damage, and status of suppression and relief efforts.
- Keep other EOC staff informed both at planning sessions and as significant events arise.
- Establish and maintain reporting contact with cooperating jurisdictions and state agencies.
- Gather lists and display resources committed to the incident and those available for assignment.
- Evaluate overall community situation, augment weather reports with other reports to allow a continuing assessment of the situation. An evaluation of all reports should be the basis for decisions on whether local forces can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment, and supplies should be requested and EOC staffing increased.
- Conduct strategy and planning sessions.
- Prepare and distribute written incident action plan as directed by Command.
- Maintain log of major decisions and actions taken.

6.7.3 Logistics Section

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend strategy and planning sessions.
- Receive and process requests for additional resources.
- Determine needs of incident for social service organizations, such as the American Red Cross. Work with agencies to ensure mutual needs for communications, security, transportation, etc. are met.

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- Assess adequacy of communications. Consider activation of HAM radio or other communications support.
- Assess adequacy of ground support, including transportation, bulk fueling, etc.
- Assess adequacy of incident facilities. Determine needs of EOC and on-scene staff, including feeding and sleeping areas.
- Provide Planning and Operations Sections with status reports and estimated times of arrival for outstanding resource requests.
- Maintain log of decisions made and actions taken.

6.7.4 Operations Section

- Assess fire situation, scope and impact.
- Attend strategy and planning session and define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Contain and control fire, perform rescue, etc. according to standard operating guidelines.
- Establish and maintain coordination among response agencies, including Police, Public Works, and cooperating/assisting jurisdictions.
- Establish and maintain adequate staging area to support incident operations.
- Keep Planning, Logistics, and Finance Sections appraised of resource requirements. Request additional resources through Logistics.
- Consider the need to activate additional operational branches, such as Medical, Law Enforcement, Public Works, and Air Operations.

6.7.5 Finance Section

- If conditions warrant, gather supporting documentation for declaration of emergency. Provide information to Command and Planning Sections.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are being kept.
- Obtain detailed data on property damage and local financial resources expended in support of the incident.

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- Organize, deploy, and supervise damage assessment teams (duty may be shared with Planning Section).
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Attend strategy and planning sessions.
- Maintain log of decisions made and actions taken.

7 Supporting Plans and Procedures

None at this time.

8 Appendices

- Appendix A Volcano Incident Checklist

Appendix A Volcano Incident Checklist

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>

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 request for 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>
	<input type="checkbox"/> 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 EOC; 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.	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (<i>recurring</i>).	
	<input type="checkbox"/> Determine need to conduct evacuations and sheltering activities (<i>recurring</i>). Request that the American Red Cross activate and implement local sheltering plans.	<i>FA 2 Annex of the City EOP and 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>
	<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>

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Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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 periodic intervals, the EOC Director and staff will assemble a situation report.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement elements of the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	

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 response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 7 – Hazardous Materials Incident

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IA 7. Hazardous Materials Incident

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IA 7. Hazardous Materials Incident

IA 7 Tasked Agencies	
Primary Agencies	Fire & Rescue Police Department
Supporting Agencies	Jackson County Health and Human Services American Red Cross Oregon State Fire Marshal's Office

1 Hazard Description

The City of Ashland contains a number of thoroughfares over which hazardous materials may enter the City. These include I-5, State Highways 66 and 99, and the Central Oregon & Pacific Railroad rail lines. All hazard classes of materials may be expected on these routes.

In addition, there are a number of fixed sites where hazardous materials are stored or produced, such as fuel and LPG storage tanks and manufacturing sites.

This section contains hazard-specific operational procedures for emergency response to all types of hazardous materials incidents. In order that this section be consistent with State and regional hazardous materials planning efforts, emergency response to transportation accidents involving radioactive materials is also considered in this annex. This annex also defines the notification process for hazardous materials emergencies.

Appendices to this annex include evacuation plans for sites which have been identified as potentially hazardous due to the possibility of air or smoke born contamination.

2 Hazardous Materials Response Planning

Planning, preparedness, and response to hazardous materials incidents is the responsibility of the Ashland Fire & Rescue.

Fire & Rescue standard operating guidelines, augmented by this annex as necessary, remain in effect for hazardous materials and radiological incidents. The Fire Chief has the overall responsibility for ensuring compliance with City Ordinances, and with State and Federal statutes. Planning responsibilities are delegated to the Department's Fire Prevention, and Emergency Response Divisions, and include training and maintaining readiness for hazardous materials and radiological incidents, as well as the annual review of this Annex with city Department Heads.

AN EXCEPTION TO "LEAD AGENCY" RESPONSIBILITY IN HAZARDOUS MATERIALS RESPONSE IS DRUG LABS. IF THE INCIDENT INVOLVES A DRUG LAB, THE ASHLAND POLICE DEPARTMENT OR OTHER LAW ENFORCEMENT AGENCY IS THE "LEAD AGENCY," AND THE FIRE & RESCUE AND HM-8 WILL PROVIDE TECHNICAL ASSISTANCE AND ADVICE.

IA 7. Hazardous Materials Incident

3 Hazardous Materials Information

3.1 Facility Response Plans

Ashland Fire & Rescue, in accordance with City Ordinance and Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), will accept current copies of response plans for facilities which use and store reportable quantities of hazardous materials within the City limits. Facility response plans must include:

- Designated Facility Emergency Coordinator.
- Site plans indicating location of hazardous materials.
- Methods for determining the occurrence of a release.
- Notification procedures.
- Description and locations of available emergency equipment.
- Site evacuation plans.

3.2 Fire & Rescue Response Pre-plans

Some facilities which pose a significant threat are identified in department response pre-plans. Pre-plans include:

- Detailed information about the site
- Special hazards and precautions
- Approach and evacuation routes
- Fire flow information

Pre-plans, combined with current weather conditions, and evacuation planning information contained in the appendices of this plan, are used to determine populations at risk and the extent of needed evacuations.

3.3 Hazardous Materials Response Team (HM 8)

The City of Ashland participates with Jackson County Fire District 5 and the City of Medford in the operation of HM 8. The unit is staffed by personnel from all three jurisdictions. The team consists of entry personnel, back-up entry personnel, resource center staff, liaison, medical personnel, and a team leader. HM 8 contains protective equipment for A-level (fully encapsulated) response, sophisticated detection and chemical analysis tools, and plugging and diking materials. It also contains an extensive reference library, and can access computerized data bases. The response vehicle is equipped with cellular phone, law enforcement, EMS, public works and fire radios.

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Containment of the hazardous material is the responsibility of the Hazardous Materials Response Team. Neutralization beyond the capability of HM 8, and the actual clean-up, is to be performed by a clean-up response firm requested by the party responsible for the spill. If a spiller cannot be identified, a clean-up firm will be called by the Oregon Department of Environmental Quality.

City personnel will not request the services of clean-up response firms without permission, in advance, of the Incident Commander. HM 8 and its personnel serve as a technical resource to the Incident Commander; its staff will not assume command of an incident within the City of Ashland.

HM 8 is dispatched through normal Fire Dispatch procedures. Private environmental contamination cleanup contractors that responsible parties may contract with include the following:

- Neilson Research Corporation, 245 Grape Street, Medford, 770-5678
- First Strike Environmental, Roseburg, 1 (541) 673-9892

3.4 State Fire Marshal's Office

The Office of the Oregon Fire Marshal has compiled a summary of all companies and hazardous substances that were reported for the City of Ashland. This report is available through the Ashland Fire Marshal.

3.5 Oregon Emergency Response System (OERS)

The 24/7 number for OERS is 1-800-452-0311.

24-hour notification point, and technical assistance from state agencies, including, but not limited to:

- Oregon State Health Division (distribution and testing of radiological monitoring equipment, radiation control, drinking water, and environmental specialists).
- Regional Radiation Technical Assistance (RRTA's) Response to radiological emergencies will be handled by an appropriately trained and protected hazardous materials unit. Both HM 8 personnel trained as RRTAs. Additional RRTA's may be obtained through the Health Division.
- Oregon Department of Environmental Quality (biologists, chemists, and environmental specialists).
- Oregon Department of Energy.
- Oregon State Police
- Oregon Department of Fish and Wildlife

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- State Fire Marshal's Office
 - The Fire Marshal may provide such technical assistance as industrial hygienists, and information from the Department's chemical data base.
- Oregon State Highway Division

Additional information about state agencies and their roles in hazardous materials incidents may be found in Annex O of the State Emergency Response Plan.

3.6 Poison Control Center

- 1-800-452-7165
- 24-hour toxicological information and medical treatment advice.

3.7 National Response Center

- 1-800-424-8802
- 24-hour technical assistance from federal agencies, may include U.S. Coast Guard, U.S. Environmental Protection Agency, and others, depending upon the type of incident.

3.8 CHEMTREC

- 1-800-424-9300
- 24-hour chemical information assistance for hazardous materials emergencies.

3.9 American Railroad Bureau of Explosives

- 1-800-826-4662
- 24-hour assistance for incidents involving railroads.

3.10 CAMEO

HM 8 has a computer-aided spill response program called CAMEO. The program has the capability to research chemicals, including appropriate response tactics, protective clothing, etc, and can do basic plume dispersal analyses.

4 Concept of Operations**4.1 Notification Procedures**

These procedures should be initiated by industry, Fire, Police, Public Works, county agencies, or any other party upon receipt of information about, or

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discovery of: a spill, release, or abandonment of any oil, gasoline, or other petroleum product, any hazardous substance, or radioactive material.

- Provide Fire Dispatch with the information below via radio or telephone (9-1-1):
 - Your name, title, or other significant identification, the telephone number or radio channel on which you can be reached, and your location (make sure the location to which you retreat is safe). Stay at that location until the response agencies arrive.
 - Type of incident; type, quantity and name of substance spilled or released (if known); number of people contaminated, injured, or killed.
 - The exact location and time of incident occurrence (if known), and any actions taken to contain or control the spill or release.
 - How the incident occurred (if known), and the name of any body of water affected by the spill or release.
 - Request the Fire & Rescue and a hazardous materials unit.
- The person responsible for the spill must report the incident to Oregon Emergency Response System (OERS) at 1-800-452-0311 and ECSO at 776-7206.
- Fire Dispatch will dispatch the appropriate level of response.
- Upon dispatch, HM 8 will notify the following:

In the event HM 8 is unable to respond to a hazardous materials incident, the Incident Commander is responsible for ensuring that the above notifications have been made.

4.2 Emergency Procedures

- The first public safety official on scene will assume incident command. That person will:
 - Assess situation.
 - Initiate reporting process-request the assistance of the Fire & Rescue and HM 8.
 - Initiate actions to protect responders and public.
 - Relinquish incident command upon the arrival of the lead response agency.

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- The lead response agency (Police for drug labs, Fire for all other hazardous materials incidents) shall:
 - Assume incident command upon arriving on-scene.
 - Establish an appropriate incident command post, clearly mark it, and notify responding resources of location. The Incident Commander should remain at the Command Post.
 - Be in charge of and responsible for all on-scene emergency operations.
 - Determine appropriate level of Hazardous Materials Response Plan activation as described on pages E-II/E-III.
 - Request appropriate resources to manage the incident.
- Other local emergency response agencies will provide resources and support to the lead local emergency response agency, and shall be under the direction of the Incident Commander and the established incident organization.
- The Incident Commander (IC) will initiate an appropriate unified command structure if more than one level of government or more than one jurisdiction has legal authority over the incident. If appropriate, the IC will also appoint a Liaison Officer to coordinate with assisting agencies not part of the Unified Command.
- If the Emergency Center (EOC) is activated, strategic direction and control will come from Command in the EOC. On scene tactical responsibility will remain with the Operations Section Chief.
- Incident command will remain at the City level until the response phase is over unless:
 - City resources are overwhelmed, and the Incident Commander requests one of the other jurisdictional coordinators to assume command.
 - The incident occurs in areas of federal jurisdiction (Rogue National Forest), in which case the federal on scene commander may assume Incident Command upon arrival at the incident.
 - If necessary, Oregon statute grants the Governor the authority to assume command of emergency operations (ORS 401.115).

5 Instructions to the Public

To be developed.

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6 Emergency Services Actions

The following check lists are not all-inclusive, and must be augmented with Departmental Orders and Operational Guidelines.

6.1 Lead Agency

- Provide for personnel safety.
 - Approach from upwind and upgrade.
 - Observe from a safe distance - use binoculars.
 - Use appropriate personal protective equipment.
 - Consciously avoid committing personnel and equipment to an unsafe situation.
 - Avoid contact with materials, fumes, dust, etc.
 - Eliminate or avoid ignition sources (no smoking, do not use highway flares. Vehicles can also be ignition sources, so avoid driving into the scene or leaving motors running until substance has positively been identified).
- Assume Incident Command
 - Receive briefing from previous Incident Commander.
 - Notify Fire Dispatch and incoming units of hazards, and the identity and location of Command.
 - Activate and assign appropriate functions.
- Rescue injured persons only if able to do so safely.
 - Identify all persons who may have been exposed to the material.
- Isolate area.
 - Establish and enforce perimeters at a safe distance.
- Identify Substance
 - Examine shipping papers or ID numbers, if it is possible to do so safely.
 - Examine placards/labels, if it is possible to do so safely.
 - Interview driver, conductor, pilot, etc of vehicle involved.

IA 7. Hazardous Materials Incident

- Refer to DOT Guidebook or Firefighter's Handbook of Hazardous Materials. (Always use more than one reference).
- Determine if larger evacuation is necessary.
- Notification and Technical Assistance
 - Ensure that notifications to Fire Dispatch, OERS, and the National Response Center have been made. Provide additional information as it becomes available, including:
 - Identity and location of Command
 - Name of material released
 - Shipper/manufacturer
 - Container type (truck, rail car, etc.)
 - Placard/Label/Shipping paper information
 - Amount of product released
 - Estimated amount remaining
 - Threats to population, environment
 - Direction, height, color, odor of vapor clouds or plumes (only if readily apparent)
 - Characteristics of substance (liquid, gas, solid, color, smell, etc. only if readily apparent)
 - Weather conditions
 - Local terrain
 - Personnel at the scene
 - Request appropriate assistance.

6.2 On-Scene Incident Commander

- Assess personnel safety.
 - Level of protective equipment.
 - Location of personnel and equipment-ensure at least one ambulance or rescue is on scene to support incident operations (required under OSHA 1910.12) if someone is contaminated or injured or has the potential to become contaminated or injured.
 - Location of perimeters.

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- Evacuation distances.
- Closure of airspace
- Establish Incident Command
 - Receive briefing from current Incident Commander before assuming command.
 - Clearly identify yourself as commander to both on and off-scene personnel.
 - Make sure command post is in a safe location.
 - Brief subordinates.
 - Establish unified command, if appropriate, with agencies on scene.
 - Identify lead state agency, if any.
 - Assign Safety Officer (required by law).
 - Assign additional staff as necessary.
- Assess the Hazard
 - Confirm known information.
 - Assess threat to population and environment, consider:
 - time of day
 - wind and weather conditions (National Weather Service 779-5990)
 - location of incident
 - threat to unprotected population
 - properties of hazardous materials
 - determine downwind, downstream, and downslope exposures
 - identify and eliminate ignition sources
 - utilize appropriate detection equipment and research tools
- Notification and technical assistance
 - Ensure that appropriate notifications have been made.

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- Provide incident updates to Fire Dispatch, Ashland EOC (if activated), Jackson County Emergency Management, and OERS.
- Determine appropriate level of plan activation. Consider activation of the EOC.
- Determine incident organization. Fill Command and General Staff positions as necessary (Consider safety and span of control).
- Assign Liaison Officer to coordinate with assisting agencies as appropriate.
- Assign personnel to the following areas as needed:
 - Evacuation
 - Rescue
 - Crowd and traffic control
 - Containment
 - Fire suppression
 - Public Information
 - Staging area
 - Communications
 - Safety
 - Decontamination
- Evaluate and revise perimeter as necessary.
 - Use tape, rope, fire hose, etc.
 - Leave a margin of error.
- Establish area for medical treatment.
- Incident Management.
 - Develop incident objectives and action plan according to Department guidelines.
 - Oversee incident operations.
 - Pass Command to higher ranking officers or the City Administrator, as appropriate.

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- Ensure adequate incident documentation.
- Decontamination
 - Establish and enforce decontamination procedures.
- Demobilize the incident according to Department guidelines.

6.3 Hazardous Materials Response Team

- Obtain briefing from Incident Commander.
- Assess situation.
- Provide technical expertise to Incident Commander:
 - Assess or establish hazard and evacuation/isolation zones.
 - Confirm identity of material.
 - Ensure safety of personnel.
 - Recommend appropriate protective actions for public.
- Develop action plan following team procedures for roles and responsibilities.
- Monitor exposure.
- Contain material according to team guidelines.
- Await state and federal responders (if applicable).
- Establish decontamination area.
- Decontaminate all equipment and personnel before they leave the containment area.
- Provide suitable packaging and disposal of those items that cannot be decontaminated.
- Ensure that the operation is safely terminated.

Containment of the material is the responsibility of HM 8; clean-up is the responsibility of the spiller, or, in the absence of a responsible party, the Oregon Department of Environmental Quality. HM 8 members will not request the services of clean-up companies.

Detailed information on tactical guidelines can be found in Fire & Rescue operations manuals.

IA 7. Hazardous Materials Incident**6.4 Police Department**

- Obtain briefing from Incident Commander. Determine:
 - Location of outer perimeter-especially locations of major intersections which may be used for traffic control.
 - Areas already evacuated.
 - Areas threatened.
 - Information to be given those being warned or evacuated.
 - Criteria for admittance to the outer perimeter.
 - Officer safety information.
- Brief staff on safety procedures.
- Establish outer perimeter. Use rope, barricades, vehicles, etc. Avoid flares if product is unknown, or if combustible or flammable chemicals are present.
- Request additional assistance as needed.
- Enforce perimeter. Reroute pedestrians and vehicles around perimeter. Keep unauthorized persons out of restricted areas.
- Evacuate areas at risk according to Department guidelines. If a major evacuation is needed, or if evacuees will need to be away from their homes for a long period of time, contact Emergency Management or the American Red Cross to begin shelter arrangements.
- Reopen evacuated areas and release perimeter at the direction of the Incident Commander.
- Keep Incident Commander apprised of activities.

ASHLAND POLICE ARE TRAINED TO THE AWARENESS LEVEL ONLY, AND DO NOT HAVE THE PROTECTIVE EQUIPMENT TO PERFORM EVACUATIONS IN HAZARDOUS ATMOSPHERES.

6.5 Public Works Department

- Obtain briefing from Incident Commander. Determine:
 - Need for special equipment or supplies.
 - Need for assistance in establishing and maintaining the perimeter.
 - Potential impact to water and sewer system.

IA 7. Hazardous Materials Incident

- Need for technical expertise.
- Personnel safety information.
- Assist as requested.
- Protect water and sewer systems from product if action can be taken safely. Coordinate activities with Command.

ASHLAND PUBLIC WORKS EMPLOYEES ARE TRAINED TO THE AWARENESS LEVEL ONLY, AND DO NOT HAVE THE PROTECTIVE EQUIPMENT TO PERFORM TASKS IN HAZARDOUS ATMOSPHERES.

6.6 Medical Services/Health Officers

- At incident scene:
 - Receive briefing from Incident Commander.
 - Determine health threats.
 - Handle casualties according to department SOP's for personal protection.
 - Coordinate actions with Incident Commander and other response agencies present.
- Investigate toxic levels of materials involved (coordinate with toxicologist at Medical Resource Hospital)
- Seek antidote options (coordinate with toxicologist at Medical Resource Hospital).
- Confirm location of perimeters, and established triage areas.
- Coordinate with hospitals involved. Advise them of the arrival of contaminated victims.
- Ensure no etiological (bacterial, viral, etc.) agents are involved.
- Coordinate with Red Cross Reception and Care Coordinator and Logistics Section Chief regarding medical services required by evacuees.
- Decontaminate personnel and equipment as required.
- Help question and examine responding personnel for signs of exposure. Treat as required.
- Work with HM 8 Medical Officer, County Health Officer, State Health Division, Medical Resource Hospital, and Department of

IA 7. Hazardous Materials Incident

Environmental Quality to address environmental health/sanitation impacts.

- To contact CORP Railroad: (541) 673-6458

6.7 Utilities

- Cut off power, gas, etc. as requested.
- Coordinate activities with Incident Commander

6.8 EOC Management Staff**6.8.1 Command**

- Provide overall incident strategy and management.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating/assisting agencies and jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide protective action information and alert and warning as appropriate.
- Monitor overall safety of incident operations.
- If incident conditions hamper or overload response capabilities, determine priorities. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time required to accomplish the mission.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Office of Emergency Management.
- Consider the need for a written Incident Action Plan.
- Consider the possibility of critical incident stress and the need for debriefings for all response personnel.
- Keep Mayor and City Council advised of incident status and control activities.
- Maintain log of major decisions and actions.

6.8.2 Planning Section

- Obtain briefing from Incident Commander. Assess the situation with respect to areas impacted, damage to utilities and other property, casualties, requirements for rescue or evacuation, etc. Keep Command

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and other Sections advised. Establish a schedule for requesting updated incident information.

- Establish contact with "at risk" facilities, and provide contact point for citizen requests for assistance (this duty may be shared with Public Information).
- Develop and keep up-to-date information on conditions of routes, damage, and status of relief efforts.
- Keep other EOC staff informed, both at planning sessions, and as significant events arise.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state and federal agencies.
- Gather lists and display resources committed to the incident, and those available for assignment.
- Evaluate overall community situation, augment incident reports with other reports to maintain a continuing assessment of the situation. An evaluation of all reports should be the basis for decisions on whether local resources can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment and supplies should be acquired and EOC staffing increased.
- Conduct planning and strategy sessions.
- Organize, deploy, and supervise damage assessment teams (coordinate with Safety Officer and Operations to make sure entry is done safely).
- Develop and reproduce written Incident Action Plan if directed to do so by Command.
- Maintain log of major decisions and actions.

6.8.3 Logistics Section

- Obtain briefing from Incident Commander.
- Establish and maintain coordination with cooperating jurisdictions.
- Receive and process requests for outside assistance.
- Determine if Red Cross and other human services have need for transportation, communications, etc. Assist as possible.
- Assess adequacy of communications systems. Consider activation of HAM communications.

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- Assess adequacy of transportation resources. Consider activation of RVTB or other bus resources.
- Assess adequacy of incident facilities. Consider additional activations if necessary.
- Provide Planning and Operations Sections with status reports and estimated times of arrival of outstanding resource requests.
- Provide liaison with other incident facilities as activated, these may include, but not be limited to, shelters, and temporary morgues.
- Ensure adequate site lighting to support security and perimeter maintenance.
- Maintain log of decisions made and actions taken.

6.8.4 Operations Section

- Assess incident scope and impact.
- Attend Planning and Strategy sessions, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Suppress fires, secure scene, perform evacuations, rescue and medical services according to established priorities, and standard operating guidelines.
- Keep Planning, Logistics, and Finance Sections apprised of activities and resource requirements. Request additional resources through Logistics.
- Monitor condition of response personnel. Provide Rehabilitation as necessary.
- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, and cooperating agencies, and state and federal agencies.
- Consider the need to activate additional operational branches such as Medical, Law Enforcement, and Air Operations.
- Instruct field personnel in providing incident updates and information to EOC staff.
- Document decisions made-actions taken on unit log.

IA 7. Hazardous Materials Incident**6.8.5 Finance Section**

- If conditions warrant, gather supporting documentation for Declaration of Emergency. Provide information to Command Staff and Planning Section.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Maintain Unit Log of decisions made and actions taken.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Hazardous Materials Incident Checklist

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Appendix A Hazardous Materials Incident Checklist

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>
	<input type="checkbox"/> Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	<input type="checkbox"/> Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
	<input type="checkbox"/> Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	<i>Northwest Area Contingency Plan (NWACP)</i>
	<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	
	<input type="checkbox"/> If the situation warrants, request activation of the City or County EOCs via the IC through the City Manager.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Activate the City EOC, coordinate response activities among AOCs and ICPs, and establish IC or UC as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	<i>FA 1 of the City EOP</i>

IA 7. Hazardous Materials Incident

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify HazMat supporting agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	<input type="checkbox"/> Contact the Oregon Emergency Response System at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. <i>Note: The primary regional HazMat response team is located in 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.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, State, and Federal agencies that may be affected by the incident. Notify them of the status.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> For incidents occurring on State highways, ensure that the Oregon Department of Transportation 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 (OSU), ODA, and the State Veterinarian.	<i>ESF 11 Annex of the County EOP</i>
	<input type="checkbox"/> 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>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by incident.	
	<input type="checkbox"/> 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>

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Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> For responses requiring assistance from the Oregon DEQ Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan. 	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the plume (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> 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.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Establish a victim decontamination and treatment area(s).	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Section 1.4.2 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 regional HazMat teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish the JIC, as needed.	<i>FA 1 of the City EOP</i>
	<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"> Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners. 	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages and 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</i>

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Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
		<i>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 DEQ.	
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 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)	

8

IA 8 – Public Health Incident

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IA 8. Public Health Incident

IA 8 Tasked Agencies	
Primary Agencies	Fire & Rescue
Supporting Agencies	Police Department Jackson County Emergency Management Jackson County Health and Human Services American Red Cross

NOTE: See the Jackson County Health and Human Services EOP for details on management of a public health incident.

1 Public Health Incident Checklist

Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Have personnel participate in training and exercises, as determined by City and County Emergency Management and/or the Public Health Department.	
	<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
	<input type="checkbox"/> Engage the other county public health departments, Oregon Health Authority, Centers for Disease Control and Prevention, and FEMA in public health planning and preparedness activities to ensure that lines of communication and roles/responsibilities are clear across the participating entities.	
	<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Monitor and report the presence of contagious infections within the City.	
	<input type="checkbox"/> Evaluate the ability of existing health care facilities to handle public health emergencies.	
	<input type="checkbox"/> Maintain medical supplies and equipment.	<i>Hospital Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Sanitarian to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>

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Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
RESPONSE PHASE	<input type="checkbox"/> The County Public Health Department will initially respond, assume initial IC responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	<input type="checkbox"/> Determine the type, scope, and extent of the public health incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> ▪ Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation. 	
	<ul style="list-style-type: none"> ▪ Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements. 	
	<ul style="list-style-type: none"> ▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance. 	
	<input type="checkbox"/> Ensure that area hospitals have been notified.	<i>HOSCAP</i>
	<input type="checkbox"/> Once the public health threat has been characterized, determine the appropriate methods needed to minimize the spread of disease through collaboration with other county public health departments and the Oregon Health Authority.	
	<ul style="list-style-type: none"> ▪ If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory. 	
	<ul style="list-style-type: none"> ▪ If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services. 	
	<ul style="list-style-type: none"> ▪ Coordinate sanitation activities and potable water supply provisions. 	
	<ul style="list-style-type: none"> ▪ Determine the need for emergency disease control stations and, if deemed necessary, implement such stations. 	

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Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> If quarantine is in place, establish access control to the area through local law enforcement agencies.	
	<input type="checkbox"/> Collect and report vital statistics.	
	<input type="checkbox"/> Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	<input type="checkbox"/> Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	
	<input type="checkbox"/> If necessary, conduct a damage assessment for public health facilities and systems.	
	<input type="checkbox"/> Hospital conducts an inventory of its Health Resources and Services Administration cache. If more health resources are needed, requests for these supplies should be made through the County EOC.	<i>HOSCAP</i>
	<input type="checkbox"/> Activate the County EOC, coordinate response activities among AOCs and ICP, and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
	<input type="checkbox"/> Identify local, regional, State, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	<input type="checkbox"/> Assign a liaison to other County EOCs to facilitate resource requests.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, other	

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Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> The County Emergency Management Director, in collaboration with the County Public Health Department, designates a County PIO representative. The PIO will issue public health information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
	<input type="checkbox"/> Implement local plans and procedures for public health emergencies. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). Evacuation assistance should be coordinated among ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs)	
	<input type="checkbox"/> Establish treatment area(s).	
	<input type="checkbox"/> Determine the need for additional resources, and request as necessary through appropriate channels (<i>recurring</i>).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes 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>

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Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Establish a JIC, as needed.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<ul style="list-style-type: none"> Public information will be reviewed and approved for release by the IC and the PIO prior to dissemination to the public and/or media partners. 	
	<ul style="list-style-type: none"> Develop and disseminate public information programs regarding personal health and hygiene. 	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the EOC Manager 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</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Coordinate with private sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the [County] Health Department as soon as it is available.	

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Public Health Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the County EOC.	
	<input type="checkbox"/> Correct response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 9 – Terrorism/Civil Disturbance

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IA 9. Terrorism/Civil Disturbance

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IA 9. Terrorism/Civil Disturbance**IA 9 Tasked Agencies**

Primary Agencies	Police Department
Supporting Agencies	Jackson County Emergency Management Jackson County Sheriff's Office

1 Hazard Description

Civil disturbance and terrorism may be seen as the two extremes of a continuum of activity ranging from lawful protest, such as strikes against a particular employer, through sabotage of governmental facilities, to the taking of hostages or assassination. As the seat of local government, the employees and the facilities of the City of Ashland may become targets for acts of terrorism or civil disturbance. In addition, facilities of County, State, and Federal agencies exist within the City that may also become the focus for violent activity. Finally, persons or organizations determined to disrupt normal activities may attempt to damage or destroy such vital services as phone, electricity, water, or natural gas.

2 Terrorism Response Planning

Planning and preparedness for terrorism and civil disturbance is primarily the responsibility of the Police Department. This includes coordinating the annual review of this annex with Emergency Management. All other departments will be expected to maintain their own services to the best of their ability, and to assist the Police Department as requested.

A successful terrorist attack, such as a bombing, may not be recognized as such until after initial attack by the Fire & Rescue. In this event, Command would be transferred to the Police Department after fire and rescue concerns have been handled, or Unified Command may be established between the Departments.

3 Terrorism Information

Information concerning acts of civil disturbance or terrorism may come from a variety of sources, including normal law enforcement activities, special investigations, other law enforcement agencies, the media, informants, or the direct statements of organizations or persons intending to engage in such activities.

Information received concerning potential terrorist activities will be distributed to the following personnel:

Police Chief	City Administration
Fire Chief	ECSO
Public Works Director	Electric Utility Director

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Depending upon the content of the message, it may be distributed via hard copy to the person's mailbox, or immediately by phone. Additional distribution is at the discretion of the above personnel.

4 Concept of Operations

Each incident of civil disturbance or terrorism differs from the rest, and requires flexibility on the part of responding agencies. Response may vary from the simple monitoring of information and activity to offensive Special Emergency Response Team (SERT) activities. As in other emergencies, the strategy and tactics for such incidents is the responsibility of the Incident Commander. City Code, Regulations of Persons and Property, establishes the authority of the City to establish a curfew, prohibit public gatherings, prohibit the sale of alcoholic beverages, prohibit or restrict the sale of gasoline and other flammable liquids, and prohibit the sale, carrying, or possession of weapons and explosives.

Mutual aid assistance offered by the Ashland Police Department to other law enforcement agencies shall be at the discretion of the Chief of Police or as set forth by law.

5 Instructions to the Public

Instructions and information for the public is the responsibility of the Police Department. In addition, the Department will provide information and guidance to the EOC Public Information function during EOC activation.

6 Emergency Service Actions

The following are checklists of tasks which may need to be accomplished in preparation for, response to, and recovery from incidents of civil disturbance and terrorism. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City department and EOC staff.

6.1 Police Department**Warning**

- Establish, staff, and maintain Special Emergency Response Team (SERT), which shall serve as the Department's primary tactical organization to respond to acts of terrorism.
- Identify those persons and facilities within the City which are likely to be the targets of violence, and make recommendations to improve security as necessary.
- Establish and maintain necessary mutual aid agreements to support law enforcement activities.

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- Monitor activities of persons or organizations with avowed violent intentions.
- Advise suspected targets and other City Departments of what steps and actions should be taken to safeguard lives and property.
- Determine readiness of staff and equipment. Provide necessary protective equipment, weapons, and other resources.
- Assess current staffing and shifts. Recall and assign additional personnel as necessary. Unless specific instructions are given to the contrary, all City personnel are expected to report for work. Consider the use of qualified Fire & Rescue Fire and Arson Investigators to augment staff.
- Alert field personnel of impending situation; keep personnel and potential targets apprised of new information.
- Assess security of personnel and resources operating out of City Hall. Reinforce as necessary.
- Provide security for other City facilities. This may include, but not be limited to Fire Stations, Public Works Facilities, City Hall, Police Department and Civic Center, Water Reservoirs, Sewage Treatment Plant, and City Electric Substations and related equipment.
- Provide security for elected officials, City Command staff, and personnel specifically identified as targets.
- Assist as able in providing security for non-City facilities which may be potential targets.
- Consider the need for facilities and staff to deal with mass arrests.

Response

- Assume incident command.
- Upon receipt of warning, notify Emergency Management Staff according to standard alert and warning sequence.
- Consider activation of the EOC.
- Assess the situation for potential for violence or property damage, casualties, requirements for rescue, hostage negotiation, or evacuation, etc. Keep City Administrator and other Departments informed.

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- Keep information on conditions up-to-date. Keep public and other departments informed of changed conditions which will affect City operations.
- Respond to and control incident according to Department standard operating guidelines. Priority operations include:
 - Protection of responders and public.
 - Protection of mobile City response resources.
 - Protection of City facilities.
- Establish traffic and crowd control. Maintain perimeters; patrol evacuated areas as staffing permits.
- EOC Activation-Brief staff on current conditions, capabilities, and activities. Pass overall incident command to City Administrator if requested.
- Provide protective action information and guidance to public information function.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Maintain expenditure and time records for Finance function.
- Maintain Unit Log of major decisions and actions taken.

Recovery

- Release excess personnel and equipment.
- Complete required paperwork and reports.
- Participate in critique.

6.2 Fire & Rescue**Warning**

- Alert field personnel and fire stations.
- Assess current staffing and shifts. Consider assignment of additional personnel. Unless specific instructions are given to the contrary, all

IA 9. Terrorism/Civil Disturbance

City personnel are expected to report for work according to normal schedules.

- Review status and location of equipment, fuel, and other essential supplies for use during and after the emergency.
- Consider repositioning equipment if current location could become cut off.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Determine readiness of vehicles. Provide appropriate emergency equipment.
- Consider activation of volunteers and Explorers.
- Coordinate with Police and Public Works to develop evacuation and emergency access routes.
- Reassign qualified Fire and Arson Investigators to Police Department as requested.

Response

- Assist in search and rescue.
- Consider activation of the EOC.
- Maintain communications with operating units and fire station personnel.
- Keep information on conditions up-to-date.
- Coordinate with Police, and cooperating agencies to provide fire suppression and emergency medical services, assist in rescue operations as requested.
- Assist other departments as requested.
- EOC Activation-Brief staff on current conditions, capabilities, and activities.
- EOC activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.

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- EOC activation-Maintain time and expenditure reports for Finance function.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Release unnecessary personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.3 Public Works Department**Warning**

- Alert field units and Department facilities.
- Review status and location of equipment, fuel, vehicle chains, and other essential supplies for use during and after the emergency. Consider relocation of vital resources if there is a possibility of becoming cut off.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing and shifts. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Coordinate with Police and Fire to develop evacuation and emergency access routes to the affected area.
- Assess security of department facilities and City infrastructure. Enhance as necessary.

Response

- Consider activation of EOC.
- Keep information on conditions up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed of change in the use of such routes.
- Maintain communication with field units.
- Provide fencing and barricade materials; assist in traffic control and rescue operations as requested.
- Assist other departments as requested.

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- EOC Activation-Brief staff on current conditions, capabilities, and activities.
- EOC Activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Maintain time and expenditure reports for Finance function.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Community Development**Warning**

- Assist in planning as requested.

Response

- Consider activation of the EOC.
- Consider activation of HAM radio, 4-wheel drive or other transportation units, and/or the National Guard if appropriate.
- Keep information on conditions up-to-date. Keep public and other departments informed.
- Establish and maintain reporting and coordinate contact with cooperating jurisdictions, state and volunteer agencies.
- EOC activation-Brief staff on current conditions, capabilities and activities.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-maintain expenditure and time records for Finance Section.

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- Maintain unit log of major decisions and actions taken.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.
- Revise and update Emergency Plan as indicated.

6.5 Municipal Electric Utility**Warning**

- Alert field units and Department facilities.
- Review status and location of equipment, fuel, vehicle chains, and other essential supplies for use during and after the emergency. Consider relocation of vital resources if there is a possibility of becoming cut off.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing and shifts. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Coordinate with Police and Fire to develop evacuation and emergency access routes to the affected area.
- Assess security of department facilities and City infrastructure. Enhance as necessary.

Response

- Consider activation of EOC.
- Keep information on conditions up-to-date. Utilize appropriate routes as conditions change. Keep public and other departments informed of change in the use of such routes.
- Maintain communication with field units.
- Check municipal electrical facilities for security.
- Assist other departments as requested.
- EOC Activation-Brief staff on current conditions, capabilities, and activities.

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- EOC Activation-Provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident.
- EOC activation-Maintain time and expenditure reports for Finance function.
- Maintain Unit Log of decisions made and actions taken.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.

6.6 Administration**Warning**

- Assess staffing. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Keep Mayor and Council apprised of situation.

Response

- Consider activation of the EOC.
- Activate implementation of the Ashland Emergency Code by Incident Commander. Request confirmation of activation by Mayor and Council through declaration of local emergency.
- City Administrator - Consider assuming overall incident command.
- EOC activation-Brief staff on current conditions, capabilities and activities.
- EOC activation-Provide Planning Section with list of resources deployed in response to the incident, and those available for assignment.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-maintain expenditure and time records for Finance Section.
- Maintain unit log of major decisions and actions taken.

IA 9. Terrorism/Civil Disturbance**Recovery**

- Oversee preparation of requests for state and federal disaster assistance, if necessary.
- Complete required reports and paperwork.
- Participate in critique.

6.7 Legal Department**Warning**

- Assess staffing. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.

Response

- Provide support to other departments and EOC as requested.

Recovery

- Complete necessary paperwork and reports.
- Participate in critique.

6.8 Finance Department**Warning**

- Assess staffing. Consider the need for additional personnel. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.

Response

- Support other Departments and EOC as requested.
- Evaluate the need for augmented financial tracking in support of the incident.
- Assign staff as necessary to provide thorough and efficient financial tracking.

Recovery

- Provide monetary figures necessary to support a request for disaster declaration.
- Complete necessary reports and paperwork.

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- Participate in critique.

6.9 EOC Management Staff**6.9.1 Command**

- Provide overall incident strategy and management.
- Establish unified command structure as appropriate.
- Provide liaison with cooperating/assisting jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide public and protective action information, and alert and warning as appropriate.
- Monitor overall safety of incident operations.
- If conditions hamper or overload response capabilities, determine priorities and cost restrictions. In addition, consider the number of lives that may be saved, accessibility to the scene, and the amount of time to accomplish the mission.
- Activate those portions of the City emergency code required to manage the incident.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Emergency Management.
- Consider the need for a written Incident Action Plan.
- Advise Mayor and City Council on situation and actions taken.
- Maintain log of major decisions and actions.

6.9.2 Planning Section

- Assess the situation with respect to forecasts, areas affected, damage to utilities and other property, casualties, requirements for rescue or evacuation, etc. Keep Command and other Sections advised. Establish a schedule for requesting updated incident information.
- Keep other EOC staff informed, both at planning sessions, and as significant events arise.
- Establish and maintain reporting contact with cooperating jurisdictions and state agencies.

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- Gather lists and display resources committed to the incident, and those available for assignment.
- Evaluate and maintain a continuing assessment of the situation. An evaluation of all reports should be the basis for decisions on whether local resources can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment, and supplies should be acquired and EOC staffing increased.
- Conduct planning session.
- Develop and reproduce written Incident Action Plan if directed to do so by Command.
- Maintain log of major decisions and actions.

6.9.3 Logistics Section

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend planning sessions.
- Receive and process requests for outside assistance.
- Assess the needs of the American Red Cross and other human service agencies for assistance in security, transportation, communications, etc. Assist as possible.
- Assess adequacy of communications systems. Consider activation of HAM communications.
- Assess adequacy of transportation resources. Consider activation of 4-wheel and other transportation resources.
- Assess adequacy of incident facilities. Consider additional activations if necessary.
- Provide Planning and Operations Sections with status reports and estimated times of arrival of outstanding resource requests.
- Maintain log of decisions made and actions taken.

6.9.4 Operations Section

- Assess incident situation, scope and impact.
- Attend planning session, define tactics to meet overall strategy.

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- Deploy resources to meet defined strategy and according to established priorities.
- Keep Planning, Logistics, and Finance Sections apprised of resource requirements. Request additional resources through Logistics.
- Establish and maintain coordination among response agencies, including Fire, Public Works, and cooperating/assisting jurisdictions.
- Consider the need to activate additional operational branches such as Medical, Fire, and Air Operations.
- Maintain Unit log of actions taken and decisions made.

6.9.5 Finance Section

- If conditions warrant, gather supporting documentation for declaration of emergency. Provide information to the Command Staff and Planning Section.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Oversee preparation of necessary damage and funding reports.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Terrorism and the Mail
- Appendix B Bomb Threats

IA 9. Terrorism/Civil Disturbance

Appendix A Terrorism and the Mail

One often used method of terrorism against governmental entities is the letter or parcel bomb. The following indicators, alone, or in combination, may signal the presence of a bomb:

- FOREIGN MAIL, AIRMAIL, AND SPECIAL DELIVERIES
- RESTRICTIVE MARKINGS, SUCH AS "CONFIDENTIAL," OR "PERSONAL"
- EXCESSIVE POSTAGE
- HAND-WRITTEN OR POORLY TYPED ADDRESSES
- INCORRECT TITLES
- TITLES, BUT NO NAMES
- MISSPELLINGS OF COMMON WORDS
- NO RETURN ADDRESS
- EXCESSIVE WEIGHT
- RIGID ENVELOPE
- LOPSIDED OR UNEVEN ENVELOPE
- PROTRUDING WIRES OR TINFOIL
- EXCESSIVE SECURING MATERIALS SUCH AS STRING, TAPE, ETC.

If you suspect that a package may contain a bomb, DO NOT OPEN IT! Clear the area, and call 9-1-1. Try to note the appearance of the person delivering the package.

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Appendix B Bomb Threats**Keep this checklist close to the phone.****Questions to Ask the Caller:**

1. When is the bomb going to explode?
2. Where is it right now?
3. What does it look like?
4. What kind of bomb is it?
5. What will cause it to explode?
6. Did you place the bomb?
7. Why?
8. What is your address?
9. What is your name?

Information about the call:

Caller:

Sex_____Approximate Age_____Length of Call_____

Caller's Voice:

Calm_____ Nasal_____ Angry_____ Stutter_____ Excited_____ Lisp_____

Slow_____ Raspy_____ Rapid_____ Deep_____ Soft_____ Loud_____

Ragged_____ Clearing Throat_____ Laughter_____ Deep Breathing_____

Crying_____ Cracking Voice_____ Normal_____ Disguised_____ Distinct_____

Accent_____ Slurred_____ Familiar_____

Other:

Background Sounds:

Street Noises_____ Factory Noises_____ Voices_____ PA System_____ Animal

Noises_____ Clear_____ Music_____ Static_____ Local_____ House Noises_____

Long Distance_____ Booth_____ Other_____

(Explain if Other)_____

Threat Language:

Exact Wording of Threat:

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Well spoken (educated) _____ Incoherent _____ Taped _____ Foul _____
Irrational _____ Message read by Threat Maker _____

Remarks _____

Number at which call was received _____

Date _____ Time _____

Name of person receiving the call _____

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Appendix C Terrorism Incident Checklist

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City Police department has the lead role in terrorism crisis management within the City and the County Sheriff's Office elsewhere in the county. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations.

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government provides assistance as required. The City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. The Oregon Office of Emergency Management and Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in Appendix G of this EOP.

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, the appropriate emergency response plans relating to Terrorism response, including the City EOP and annexes.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management.	
	<input type="checkbox"/> Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
SURVEILLANCE PHASE (BIO ONLY)	<input type="checkbox"/> Ensure that terrorism response equipment and personnel inventories for the City and for the regional teams are updated. This includes response to chemical, biological, radiological, nuclear, and explosive agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	
	<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.).	
	<input type="checkbox"/> Provide public safety information and educational programs for terrorism emergency preparedness and response.	
	<input type="checkbox"/> Activate Incident/Unified Command upon recommendation from the City Police Department. Unified Command may consist of County, regional, State, and Federal crisis management and consequence management agencies.	
	<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When necessary, send fire, HazMat, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	<input type="checkbox"/> Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
	<input type="checkbox"/> Assess the situation/confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	ICS Form 209: Incident Status Summary
	<input type="checkbox"/> Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.	
	<input type="checkbox"/> Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
	<input type="checkbox"/> Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Maintain communication between field response crews, local/County EOCs, Regional EOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
	<input type="checkbox"/> Gather additional information. Include photographs and video recording.	
	<input type="checkbox"/> Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	<input type="checkbox"/> Determine if any advisories should be issued to the public.	
RESPONSE PHASE	<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant that CBRNE agents may be present.	
	<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
	<input type="checkbox"/> Activate the City EOP.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<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>

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> Establish an ICP near the incident location. The ICP should be located uphill and upwind of the incident location. 	
	<ul style="list-style-type: none"> Notify supporting agencies (dependent on the type of incident) and the City Council. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support. 	
	<ul style="list-style-type: none"> Determine the type, scope, and extent of the Terrorism incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure. 	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including FBI), and ESF leads/coordinators of any situational changes. 	
	<ul style="list-style-type: none"> Verify that the hazard perimeter and hazard zone security have been established. 	
	<ul style="list-style-type: none"> Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance. 	
	<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"> Determine whether the threat level for the affected area should be elevated and inform appropriate agencies. 	
	<ul style="list-style-type: none"> Disseminate appropriate warnings to the public. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> 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>
	<ul style="list-style-type: none"> Confirm or establish communications links among primary and support agencies, the City EOC, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> 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. 	
	<ul style="list-style-type: none"> Notification to the Oregon State Police and the FBI is required for all terrorism incidents. 	
	<ul style="list-style-type: none"> If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified. 	

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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. 	
	<ul style="list-style-type: none"> ■ If agricultural areas and livestock are potentially exposed, contact local Extension Services (OSU), County Health Department, ODA, and the State Veterinarian, as applicable to situation. 	<i>ESF 11 Annex to the County EOP</i>
	<ul style="list-style-type: none"> □ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident. 	
	<ul style="list-style-type: none"> □ Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs. 	<i>County Terrorism Response Plan</i>
	<ul style="list-style-type: none"> □ Obtain current and forecasted weather to project potential HazMat vapor plumes (<i>recurring</i>). <ul style="list-style-type: none"> ■ Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or Federal environmental protection agencies. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> □ Determine the need to implement evacuations and sheltering activities (<i>recurring</i>). A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. <ul style="list-style-type: none"> ■ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source. 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> □ Determine the need for and activate emergency medical services (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> □ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>). 	<i>FA 1 of the City EOP</i>
	<ul style="list-style-type: none"> □ Submit a request for emergency/disaster declaration, as applicable. 	<i>Basic Plan of the City EOP</i>
	<ul style="list-style-type: none"> □ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs. 	
	<ul style="list-style-type: none"> □ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used. 	<i>ICS Resource Tracking Forms</i>
	<ul style="list-style-type: none"> □ Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders. 	
	<ul style="list-style-type: none"> □ Establish a JIC. 	<i>FA 1 of the City EOP</i>

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<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 will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the 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 the terrorist incident are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon DEQ. Support from the EPA may be necessary.	
	<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 the EOC.	

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Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Correct response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 10 – Transportation Accident

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IA 10. Transportation Accident

IA 10 Tasked Agencies	
Primary Agencies	Fire & Rescue Police Department Rogue Valley International Airport
Supporting Agencies	Jackson County Emergency Management American Red Cross Federal Aviation Administration National Transportation Safety Board California-Oregon Railroad

1 Hazard Description

Two major types of transportation accidents will be considered in this annex; air and rail. Transportation accidents that occur on roadways within the City of Ashland would not normally constitute a major emergency under this plan unless the accident was complicated by hazardous materials, or mass casualties or fatalities.

1.1 Aircraft Accidents

The City of Ashland lies under the West Coast flight path between San Francisco and Portland International Airports. The Medford and Ashland Airports conduct flights over the City of Ashland, involving commuter and cargo flights.

1.2 Rail Accidents

California-Oregon Railroad (CORP) operates a north-south rail line which transports cargo between the Southern Oregon area and Northern California. This railway passes through the City of Ashland.

2 Transportation Accident Response Planning

Planning and preparedness for major transportation incidents is primarily the responsibility of the Fire Department. This planning includes coordinating the biannual review of this document with city management. Response to such incidents will require close coordination with the Police Department to ensure that efficient scene control and search and rescue takes place. Remaining city departments are responsible for planning to maintain their own operations and services during such incidents, and for supporting the Fire Department as requested.

Duties and responsibilities listed under the EOC checklists remain the responsibility of the Fire Department unless the EOC staffing pattern is activated.

3 Transportation Accident Information

Local airport authorities will notify Emergency Communications of Southern Oregon in the event that an aircraft approaching is experiencing difficulty.

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Incidents involving aircraft that have already crashed will be reported through normal response channels.

Notification of a rail accident will come either from dispatch organizations, first responders, or CORP Railroad officials.

4 Concept of Operations

4.1 Debris Removal and Scene Security

Removal of accident-related debris from the impact area except as necessary to facilitate rescue should not be attempted by Ashland personnel without clear direction from the appropriate authority. Accident investigation is highly dependent upon the preservation of the accident scene which should be maintained in as close to impact condition as possible. Removal of debris will ordinarily be accomplished by, or under the direction of, investigative agencies such as the NTSB or FAA. Scene security is of extreme importance, and shall take place under the direction of the Police Department.

When responding to and securing the scene of a transportation accident, the following steps should be considered:

- If bodies must be removed prior to the arrival of investigators, attempt to identify the victim, and mark the position in which the body was found. The location and position of bodies may be valuable clues to the cause of the accident. Assign a photographer to document accident scene, and the location of bodies prior to their removal.
- Mark cuts or tears in metal or other materials made in order to rescue victims to differentiate them from those that were the result of the accident.
- Protect the scene from "souvenir" hunters. This may require lighting the scene at night to ensure a secure perimeter.

4.2 Interagency Coordination

The National Transportation Safety Board (NTSB) is responsible for accident investigations on all aircraft, and selected accidents involving surface transportation. The FAA may assist the NTSB in accident investigation. Public use aircraft are those aircraft used by government entities. Investigations of accidents involving public use aircraft are normally conducted by the agency operating the aircraft. Coordination of the incident with these agencies is vital. None of the investigative agencies have the authority to direct emergency services during the rescue phase, but they may direct the removal of bodies and debris. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor accidents, the FAA may respond to the scene instead of the NTSB.

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It is vital that the Incident Commander contact the NTSB prior to removing deceased victims, or moving aircraft wreckage. This can be accomplished by contacting any FAA facility, or directly with:

- NTSB Seattle Office 206-764-3782 (24 Hour)

5 Instructions to the Public

Instructions to the public will be highly incident specific. Necessary evacuations will take place under the direction of the Police Department. The Fire Department will provide up-to-date information on the overall incident to the Public Information Officer.

Special care should be taken to provide up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location where they can be protected from the press, and where information can be provided as it becomes available. These services will usually take place under the direction of other entities, such as the airline in the event of an air disaster, or by Rail Tex Transportation Co. in the event of a rail accident; however, the Public Information Officer should expect calls from relatives, the press, and concerned citizens, and may be requested to assist in providing information to friends and families of victims.

6 Emergency Services Action

The following are checklists of tasks that may need to be accomplished in preparation for, response to, and recovery from transportation accidents. They should not be considered all inclusive; some emergencies will not require that all tasks be accomplished, others will require tasks which are not listed. The checklists are divided according to City department and EOC staff.

6.1 Fire & Rescue

Warning

- Alert field personnel and fire stations.
- Assess current staffing and shifts. Consider assignment of additional personnel. Unless specific instructions are given to the contrary, all City personnel are expected to report for work according to normal schedules.
- Review status and location of equipment, fuel, and other essential supplies for use during and after the response.
- Consider repositioning equipment if current location could become cut off, or if relocation could speed response.
- Check auxiliary generators and other power, lighting, and communications equipment.

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- Consider activation of volunteers and Explorers.
- Coordinate with Police and Public Works to develop evacuation and emergency access routes.

Response

- Assume Incident Command (consider the establishment of unified command if indicated).
- Establish and enforce use of perimeters to ensure efficient and controlled access to the scene, and staging areas to maximize utilization of incoming resources.
- Provide fire suppression according to department standard operating guidelines.
- Perform search and rescue.
- Provide medical aid according to standard operating guidelines and the provisions of the Mass Casualty Plan.
- Notify NTSB.
- Consider activation of the EOC.
- Keep information up to date. Utilize appropriate access routes as conditions change. Keep other departments informed of changes in use of such routes.
- Coordinate with Police, and cooperating agencies to ensure secure inner and outer perimeters that provide safe distances have been established and are being maintained.
- Light scene as necessary.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-instruct field personnel to provide incident updates and resource status reports as scheduled.
- EOC activation-maintain time and expenditure reports for Finance Section.
- Pass overall incident command to the City Administrator if appropriate.

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- EOC activation-Maintain unit log of decisions made and actions taken.

Recovery

- Assist in debris removal, scene restoration, inspections and damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.2 Police Department**Warning**

- Upon receipt of warning, notify Emergency Management, or if absent, the following personnel: Fire Chief, Police Chief, Public Works Director, and City Administrator. Further notification is the responsibility of the above personnel or their designees.
- Alert field units.
- Review status and location of equipment, fuel, and other essential supplies for use during and after the incident. Consider relocation of resources if relocation would speed response.
- Check auxiliary generators and other power, lighting, and communications equipment.
- Assess staffing and shifts.
- Consider the activation of reserves and explorers.
- Coordinate with Fire and Public Works to develop evacuation and access plans to the affected area.

Response

- Consider activation of the EOC.
- Maintain communications with field units.
- Limit travel into impacted area as required. Cordon hazardous areas as necessary. Reroute traffic on an area basis as required.
- Establish and maintain perimeter according to departmental guidelines and instructions of the incident commander.
- Assist other departments as requested.

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- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-instruct field personnel to provide incident updates and resource status reports as scheduled.
- EOC activation-maintain time and expenditure reports for Finance Section.
- EOC activation-maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.3 Community Development Department**Warning**

- Alert field units.
- Review status and location of equipment, fuel, etc. for use during and after the incident.
- Check auxiliary generators, and other power, lighting, and communications equipment.
- Assess current staffing and shifts. Recall and assign additional personnel as necessary. Unless specific instructions are given to the contrary, all City personnel are expected to report to work according to normal schedules.
- Review arterial and collector streets likely to be affected. Determine priorities for maintenance and debris clearance; assist in the development of alternative traffic routes.

Response

- Consider the activation of the EOC.
- Assess the incident situation with respect to damage to utilities, and other property, casualties, requirements for rescue or evacuation, etc.

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- Keep information on conditions up to date. Keep other departments informed of changes in conditions which will affect City operations.
- Assist in traffic and crowd control as requested.
- Coordinate inspections of damaged electric, gas, and water systems with appropriate utilities and agencies.
- EOC activation-brief staff on current conditions, capabilities, and activities.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-instruct field personnel to provide incident updates and resource status reports as scheduled.
- EOC activation-maintain time and expenditure reports for Finance Section.
- EOC activation-maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.4 Public Works Department**Warning**

- Alert field units.
- Review status and location of equipment, fuel, etc. for use during and after the incident.
- Check auxiliary generators, and other power, lighting, and communications equipment.
- Assess current staffing and shifts. Recall and assign additional personnel as necessary. Unless specific instructions are given to the

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contrary, all City personnel are expected to report to work according to normal schedules.

- Review arterial and collector streets likely to be affected. Determine priorities for maintenance and debris clearance; assist in the development of alternative traffic routes.

Response

- Consider the activation of the EOC.
- Assess the incident situation with respect to damage to utilities, and other property, casualties, requirements for rescue or evacuation, etc.
- Keep information on conditions up to date. Keep other departments informed of changes in conditions which will affect City operations.
- Assist in traffic and crowd control as requested.
- Assist with inspections of damaged electric, gas, and water systems with appropriate utilities and agencies.
- EOC activation-brief staff on current conditions, capabilities, and activities.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-instruct field personnel to provide incident updates and resource status reports as scheduled.
- EOC activation-maintain time and expenditure reports for Finance Section.
- EOC activation-maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

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6.5 Municipal Electric Utility**Warning**

- Alert field units.
- Review status and location of equipment, fuel, etc. for use during and after the incident.
- Check auxiliary generators, and other power, lighting, and communications equipment.
- Assess current staffing and shifts. Recall and assign additional personnel as necessary. Unless specific instructions are given to the contrary, all City personnel are expected to report to work according to normal schedules.
- Review arterial and collector streets likely to be affected. Determine priorities for maintenance and debris clearance; assist in the development of alternative traffic routes.

Response

- Consider the activation of the EOC.
- Assess the incident situation with respect to damage to utilities, and other property, casualties, requirements for rescue or evacuation, etc.
- Keep information on conditions up to date. Keep other departments informed of changes in conditions that will affect City operations.
- Assist in traffic and crowd control as requested.
- Assist with inspections of damaged electric, gas, and water systems with appropriate utilities and agencies.
- EOC activation-brief staff on current conditions, capabilities, and activities.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-instruct field personnel to provide incident updates and resource status reports as scheduled.
- EOC activation-maintain time and expenditure reports for Finance Section.

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- EOC activation-maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Release excess personnel and equipment.
- Complete necessary paperwork and reports.
- Participate in critique.

6.6 Administration**Warning**

- Assess staffing. Unless specific instructions are given to the contrary, all City personnel are expected to report for work on normal schedules.

Response

- Consider activation of the EOC.
- City Administrator-Consider assuming overall incident command.
- EOC activation-brief staff on current conditions, capabilities, and activities.
- EOC activation-provide Logistics Section with list of outstanding or en route requests for additional supplies, resources, etc.
- EOC activation-provide Planning Section with list of resources committed to the incident, and available to be assigned.
- EOC activation-maintain time and expenditure reports for Finance Section.
- EOC activation-maintain unit log of decisions made and actions taken.

Recovery

- Assist in damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

IA 10. Transportation Accident**6.7 Legal Department****Warning**

- Assess staffing. Unless specifically advised otherwise, all City personnel are expected to report for work according to normal schedules.

Response

- Provide support to other departments and EOC as requested.

Recovery

- Complete required reports and paperwork.
- Participate in critique.

6.8 EOC Management Staff**6.8.1 Command**

- Provide overall incident strategy and management.
- Assess EOC staffing. Activate Sections as appropriate.
- Establish Unified Command structure as appropriate.
- Provide liaison with cooperating or assisting agencies and jurisdictions not part of the unified command structure.
- Establish and maintain contact with the media, provide public and protective action information, and alert and warning as appropriate.
- Assign Safety Officers to monitor overall safety of incident operations. Consider the possibility of critical incident stress and the need for debriefings for all response personnel.
- If emergency conditions hamper or overload response capabilities, determine priorities and cost restrictions on the basis of criteria. In addition, consider the number of lives that may be saved, risk to response personnel, accessibility to the scene, and the amount of time to accomplish the mission.
- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration to Jackson County Emergency Management.
- Consider the need for a written Incident Action Plan.
- Maintain log of major decisions and actions taken.

IA 10. Transportation Accident**6.8.2 Planning Section**

- Assess the emergency situation with respect to areas affected, damage to response and communications systems, utilities, and other property, casualties, requirements for rescue or evacuation, etc. Keep Command, Operations, and other Sections advised. Assist the Command staff in evaluation of reports and overall conditions to determine whether local resources can meet requirements, whether mutual aid is feasible, and whether additional emergency personnel, equipment and supplies should be acquired and EOC staffing increased.
- Assess Staffing:
- Develop and keep up-to-date information on conditions of routes, damage, and status of relief efforts.
- Keep other EOC staff informed, both at planning meetings and as significant events arise.
- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.
- Gather lists and display resources committed to the incident, and those available for assignment. Ensure that all responding personnel, including volunteers, are checked into and out of the incident.
- Evaluate overall community situation, augment weather reports with other reports to maintain a continuing assessment of the situation.
- Map incident. City maps which may be useful in this effort include neighborhood 1/4 section maps. Maps can be duplicated by Engineering.
- Conduct planning meeting.
- Develop and reproduce written incident action plan if directed to do so by Command.
- Establish check-in points for citizens wishing to assist, organized volunteer agencies, and other responding resources. Provide list of available resources to Operations and other Sections.
- Maintain log of major decisions and actions.
- For more detailed instructions for the Planning Section, see Section 2-A, Emergency Organization.

IA 10. Transportation Accident**6.8.3 Logistics Section**

- Establish and maintain coordination with cooperating jurisdictions. Determine procedure for requesting additional resources.
- Attend planning meeting.
- Receive and process requests for outside assistance.
- Determine needs of Red Cross and other human services for transportation, communications, etc. Assist as possible.
- Assess adequacy of communications systems. Consider activation of HAM communications, or requesting additional stand-alone support.
- Assess adequacy of transportation resources. Consider activation of 4 wheel clubs, and/or National Guard.
- Assess adequacy of incident facilities. Consider additional activations if necessary. These may include medical assessment facilities, Disaster Application Centers, and temporary morgues.
- Ensure adequate site lighting to support security and perimeter maintenance.
- Provide liaison with other incident facilities as activated. These may include, but are not limited to, shelters and temporary morgues.
- Provide Planning and Operations Sections with status reports and estimated times of arrival of out-standing resource requests.
- Maintain log of decisions made and actions taken.

6.8.4 Operations Section

- Assess incident situation, scope and impact.
- Attend planning meeting, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy. Suppress fire, perform search and rescue, provide medical services according to established priorities.
- Keep Planning, Logistics, and Finance apprised of resource requirements. Request additional resources through Logistics.
- Assist Planning Section in initial damage assessment.
- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, utility companies, and assisting jurisdictions.

IA 10. Transportation Accident

- Consider the need to activate additional operational branches such as Medical, Law Enforcement, and Air Operations.

6.8.5 Finance Section

- If conditions warrant, gather supporting documentation for Declaration of Emergency. Provide information to Command Staff and Planning Section, advise as necessary.
- Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept. Since the ability of the City to survive the financial impact of the disaster may depend upon federal reimbursement for expenditures, timely and accurate record-keeping is essential.
- Obtain detailed data on property damage, and local financial resources expended in support of the incident.
- Organize, deploy, and supervise secondary damage assessment teams. Coordinate secondary damage assessment activities with Federal/State teams.
- Oversee preparation of necessary damage and funding reports.
- Assist Logistics in determining sources of additional resources. Process procurement paperwork as necessary.
- Attend planning meetings.
- Maintain log of decisions made and actions taken.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Transportation Accident Incident Checklist

IA 10. Transportation Accident

Appendix A Transportation Accident Incident Checklist

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. Law Enforcement and/or Fire Services will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by 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.	
	<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 Services.	
	<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 the dispatch or observance by field personnel.	
	<input type="checkbox"/> Conduct a scene assessment to determine appropriate level of emergency medical, transportation, and HazMat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	<i>ICS Form 209: Incident Status Summary</i>

IA 10. Transportation Accident

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	IA 4. Hazardous Material Incident Annex
	<input type="checkbox"/> Develop alternate routes based on assessment of damages to city transportation infrastructure and based on input from the City EOC, ODOT, and other road owners. Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> City personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
	<input type="checkbox"/> The Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
	<input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hrs)	
	<input type="checkbox"/> For railroad accidents, the IC should contact the railroad company's emergency response center, as well as the NTSB prior to removing any victims or wreckage.	
	<input type="checkbox"/> Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	<input type="checkbox"/> Activate the City EOC and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	
	<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.	
	<input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).	ICS Form 203: Organization Assignment List
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	<input type="checkbox"/> Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	
	<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	

IA 10. Transportation Accident

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Confirm or establish communications links among the City EOC, the County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> For incidents occurring on State highways, ensure that the ODOT has been notified.	
	<input type="checkbox"/> Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	<input type="checkbox"/> If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), ODA, and the State Veterinarian.	<i>ESF 11 Annex of the County EOP</i>
	<input type="checkbox"/> Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	<input type="checkbox"/> Public information focusing on transit access points, control, and traffic control 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.	
	<input type="checkbox"/> If necessary, establish a JIC staffed by PIOs from various agencies.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	<input type="checkbox"/> Advise the County EOC and ODOT of road restrictions and resource/support needs.	
	<input type="checkbox"/> Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	
	<input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, and FBI.	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the City EOP</i>
	<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
	<input type="checkbox"/> Coordinate with the American Red Cross to provide Shelter and Family Referral Services through the EOC.	
	<input type="checkbox"/> Determine the need for additional resources and request as	

IA 10. Transportation Accident

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	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.	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
	<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.	EOC Planning Section Position Checklist, ICS Form 214 – Unit Log
	<input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	ICS Form 209: Incident Status Summary
	<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.	ICS Form 221 - Demobilization Plan
	<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.	
	<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 response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 11 – Utility Failure

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IA 11. Utility Failure

IA 11 Tasked Agencies	
Primary Agencies	Fire & Rescue Public Works Department
Supporting Agencies	Local Utilities Police Department Jackson County Health and Human Services American Red Cross

1 Hazard Description

This plan addresses a shortage or interruption electrical power, vehicle fuel, heating oil, or natural gas. Disruptions of electrical power are also addressed in the Severe Weather Incident Annex.

Ashland's supply of fuel, heating oil, or natural gas may be affected by international conditions, or as a result of major natural or technological emergencies such as earthquakes or periods of unusually cold or hot weather. The moment at which a reduction in supply becomes an emergency, or requires specific action is difficult to pinpoint. Conditions may be exacerbated by panic buying, hoarding, or the time of year in which the crisis occurs.

Short of declarations of emergency by either the Governor of the State of Oregon, or by the President of the United States, the fuel supply of the United States is designed to respond to market conditions. Under the Governor's Energy Resource Emergency Powers, the Governor of the State of Oregon may "order involuntary curtailment, adjustments, or allocations in the supply and consumption of energy resources applicable to all suppliers and consumers."

2 Utility Failure Response Planning

Planning for energy emergencies is primarily the responsibility of the Electric Utility, and the city Department Heads.

Activation and implementation of conservation measures shall be at the direction of, and coordinated by, the City Administrator, and the City Management Team. It is not likely that an energy shortage in itself would require the activation of the Emergency Management Organization.

3 Utility Failure Information

To be developed.

4 Concept of Operations

4.1 Levels of Implementation

4.1.1 Alert

A reasonable likelihood exists for supply difficulties in the near future. Public response could include hoarding and panic buying, which could temporarily drive demand up, creating gas lines, etc. before the price could adjust to balance the market.

4.1.2 Mild

Supply reductions are managed by minor alterations in behavior and the price disincentive. Special needs, such as low-income and elderly persons heating with oil should be addressed.

4.1.3 Moderate

Supply reductions are managed by voluntary conservation actions. Productivity can be maintained, but some lifestyle changes (primarily related to the use of private automobiles) will be necessary. The potential economic impact is substantial.

4.1.4 Serious

Significant changes in lifestyle may be necessary as heating and transportation fuels become too expensive to be used.

Many business activities will be forced to shut down or drastically alter their operations because of the price and/or scarcity of petroleum products.

Prior to this level, the market serves as an acceptable controller of the supply reduction. Successful response at this level may require governmental intervention.

5 Instructions to the Public

To be developed.

6 Emergency Services Actions

6.1 Alert

- All departments should review this plan, and should develop departmental plans to reduce fuel consumption. These plans should address:
 - Personnel who commute in City-owned vehicles
 - Use of alternate methods for transportation to meetings, etc.

IA 11. Utility Failure

- Identification and prioritization of activities that require fuel.
 - Identification of activities that can be reduced, combined, or eliminated to conserve fuel.
 - Encouragement of ridesharing.
 - Identification of alternative fuels such as propane, methanol, etc.
- Preparation of public-service announcements promoting conservation, including reducing thermostats at home, weatherization, ride-sharing, use of public transit, and consolidation of errand running.
 - Establishment of contact with Jackson County Emergency Management to ensure effective plan coordination and public information.

6.2 Mild

- Encourage employee ride-sharing.
- Consider restricting use of City-owned vehicles for commuting to duty officers.
- Provide fuel conservation information through City electronic mail, and public media sources. Encourage the use of mass transit and ride sharing.
- Provide information on low-income and elderly heating assistance.
- Contact local service station operators to determine supply, demand, coordination issues.
- Report actions taken to Oregon Department of Energy and other agencies as requested.
- Reduce Department/City usage by 10% through reduction of training requiring fuel, carpooling or use of public transportation to meetings, and reduction or elimination of non-critical activities.

6.3 Moderate

- Activate City rideshare program. Rideshare coordinator will serve as contact point for coordinating personnel carpools.
- Restrict commuting with City vehicles to emergency service duty officers.

IA 11. Utility Failure

- Attempt to reduce City/Departmental fuel consumption by 20% through reduction of training requiring fuel, carpooling or use of public transportation to meetings, and reduction or elimination of non-critical activities.
- Continue to provide public information on conservation, weatherization, enhancements of public transportation schedules, etc. Encourage Neighborhood Watch and other organizations to check on neighbors who might experience difficulty due to lack of heating oil, gasoline, etc.
- Continue reporting of actions taken, shortages experienced and specific problems to Oregon Department of Energy.
- Reduce heat/air-conditioning in City buildings.

6.4 Serious

- Eliminate non-essential fuel use.
- State and/or Federal intervention may be implemented if Oregon Department of Energy determines that the shortage is more than 10% of the required supply, and/or the shortage threatens the availability of essential services, transportation, or operation of the economy.
- Assist in implementation of alternate day or even/odd fuel sales, mandatory thermostat and space-heating reductions, and other conservation measures as requested.

7 Supporting Plans and Procedures

- None at this time.

8 Appendices

- Appendix A Utility Failure Incident Checklist

IA 11. Utility Failure

Appendix A Utility Failure Incident Checklist

Notation: Most major power failures are the result of other incidents such as winter storms, tornados, etc. You should refer to the specific cause event checklist

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Coordinate with local electric utilities for information affecting local jurisdictions, obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.	
	<input type="checkbox"/> Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.	
	<input type="checkbox"/> Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.	
	<input type="checkbox"/> Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate stand by generators in their respective emergency plan.	
	<input type="checkbox"/> Coordinate with local broadcast media to ensure timely and accurate Emergency Alert System activation.	
	<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities. "What to do When the Lights Go Out".	
	<input type="checkbox"/> Ensure the public is informed to contact their electric utility to report outages.	
	<input type="checkbox"/> Determine the availability of shelters and obtain shelter agreements if the American Red Cross has not.	
	<input type="checkbox"/> Coordinate with the American Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.	

IA 11. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Establish incident command.	
	<input type="checkbox"/> Identify immediate action or response requirements.	
	<input type="checkbox"/> Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.	
	<input type="checkbox"/> Activate the EOC as appropriate.	
	<input type="checkbox"/> Organize or establish the EOC, based on operational procedures.	
	<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Establish communications with responding agencies.	
	<input type="checkbox"/> Through communications with responding agencies determine as quickly as possible:	
	- General boundary of the affected area.	
	- The general extent of power or other utility disruption.	
	- Immediate needs of response forces or utilities.	
	- Estimated time of repair or duration of outage.	
	- Estimated population affected.	
	<input type="checkbox"/> Evaluate overall situation.	
	<input type="checkbox"/> Communicate with National Weather Service for forecast information for estimated duration of outage / failure. (Freezing temperatures, etc.)	
	<input type="checkbox"/> Establish communications with the state.	
	<input type="checkbox"/> Establish communications with and request a liaison from electric and gas utilities as appropriate.	
	<input type="checkbox"/> Establish ongoing reporting from the response forces and utilities.	
	<input type="checkbox"/> Coordinate with the American Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
	<input type="checkbox"/> On order, evacuate effected areas using available response forces.	
	<input type="checkbox"/> Conduct first staff briefing as soon as practical after EOC activation.	
	<input type="checkbox"/> Activate or establish rumor control through the public information officer (PIO).	
	<input type="checkbox"/> Establish a schedule for briefings.	
	<input type="checkbox"/> Brief City/County/agency/utility executives.	
	<input type="checkbox"/> Provide PIO with updated information.	
	<input type="checkbox"/> Provide response forces with updated information, as appropriate.	

IA 11. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Release causal information, via the public information officer (PIO) as soon as practical.	
	<input type="checkbox"/> If appropriate, establish a Joint Information Center (JIC) with the utility.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Issue action guidance as appropriate.	
	<input type="checkbox"/> Establish 24/7 duty roster for the EOC and or command post.	
	<input type="checkbox"/> Develop and post any required maps or diagrams.	
	<input type="checkbox"/> Activate an events log.	
	<input type="checkbox"/> Review and follow resource procurement procedure.	
	<input type="checkbox"/> Inventory additional resources that may be used or called upon for use.	
	<input type="checkbox"/> Activate formal resource request procedure and resource tracking.	
	<input type="checkbox"/> Coordinate all resource requests being forwarded to the state.	
	<input type="checkbox"/> Activate financial tracking plan coordinated by the Finance Officer.	
	<input type="checkbox"/> Activate damage assessment and follow damage assessment procedure.	
	<input type="checkbox"/> Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Conduct a "second shift" or relieving shift briefing.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Discuss with and present to your relief, the incident action plan for the next 12 hours.	

IA 11. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Gather damage assessment information (public, housing, business) from damage assessment teams.	
	<input type="checkbox"/> Gather information from utilities regarding potential for additional immediate or prolonged outages.	
	<input type="checkbox"/> Obtain information from the American Red Cross regarding number of sheltered and support necessary for continued operation.	<i>FA 2 Annex of the City EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Obtain from the American Red Cross an estimated duration period for continued shelter operations, if any.	
	<input type="checkbox"/> Assess citizen/community needs for individual assistance and or public assistance.	
	<input type="checkbox"/> Activate local unmet needs committee if appropriate.	
	<input type="checkbox"/> Gather financial information from the Finance Officer.	
	<input type="checkbox"/> As appropriate, gather additional information to include:	
	- Personnel that responded and the time involved in the response.	
	- Time sheets or time logs.	
	- Supplies used.	
	- Contracts issued.	
	- Purchase orders issued.	
	- Additional expenditures.	
	- Damages to public buildings, equipment, utilities, etc.	
	- Loss of life of any public servant.	
	- Documents regarding economic impact.	
	<input type="checkbox"/> Develop or generate reports for the following, as appropriate:	
	- FEMA.	
	- State.	
	- Local elected officials.	
	- County executives.	
	- Others requiring or requesting reports.	
	<input type="checkbox"/> Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.	
	<input type="checkbox"/> Establish donations management based on policy and procedure.	
	<input type="checkbox"/> Local power outages are unlikely to lead to a Presidential declaration of disaster, however, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper state or federal agency.	

IA 11. Utility Failure

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Ensure public officials are made aware of the assistance application process, if applicable.	
	<input type="checkbox"/> Ensure the general public is made aware, through the PIO, of the assistance application process, if applicable.	
	<input type="checkbox"/> Perform an incident critique as soon as possible with all possible response organizations.	
	<input type="checkbox"/> Review agency and self-performance.	
	<input type="checkbox"/> Review the weaknesses of the plan.	
	<input type="checkbox"/> Correct weaknesses.	
	<input type="checkbox"/> Implement hazard mitigation or modify hazard mitigation plan accordingly.	
	<input type="checkbox"/> Brief elected officials with updated information and disaster recovery progress.	

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Jackson County, Oregon

EMERGENCY OPERATIONS PLAN



May 2011

Prepared for:

Jackson County Emergency Management
10 South Oakdale, Room 214
Medford, OR 97501

Prepared by:

Ecology and Environment, Inc.
333 SW Fifth Avenue, Suite 600
Portland, OR 97204



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Preface

While no plan can replace the common sense and good judgment of emergency response personnel, department heads, and other decision makers, this Emergency Operations Plan (EOP) does provide a framework to guide Jackson County's efforts to Prepare for, Mitigate against, Respond to and Recover from major emergencies or disasters.

This plan describes the roles and responsibilities of the departments and certain other agencies, during major emergencies or disasters. The plan sets forth a strategy and operating guidelines using the National Incident Management System's (NIMS) Incident Command System (ICS) adopted by Jackson County for managing its response and recovery activities during emergencies and disasters. It is the intent of Jackson County to integrate all emergency response systems into a program for comprehensive emergency management.

While the Emergency Management Program Coordinator is primarily responsible for the County's emergency response and recovery plans, this plan was developed with the assistance of the County's Emergency Management Advisory Committee (EMAC) and help from various other agencies and individuals in Jackson County. The County's approach to emergency planning is that such planning is a continuous process. The Emergency Management Program Coordinator will continue to coordinate planning needs for the plan by continuing the involvement of the EMAC and those other individuals and agencies that have responsibilities and interests in these plans.

The County's EOP consists of various sections and supporting materials. The development and maintenance of this plan is the basis of the County's Emergency Management Program.

- **Basic Plan.** The Basic Plan provides an overview of the County's emergency organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the EOP, explains the general concept of operations, and assigns general responsibilities for the phases of emergency management.
- **Emergency Support Function Annexes.** Each annex focuses on one of the critical emergency functions the County will perform. The type and scope of an incident will dictate which annexes will be needed. Since annexes are to be used in conjunction with the Basic Plan, they should not repeat information that is already addressed.
- **Incident Annexes.** Each annex provides additional hazard-specific information that can be used by the emergency management organization in responding to a particular incident.

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Promulgation Order

To all Recipients:

Promulgated herewith is the revised Jackson County Emergency Operations Plan. This plan supercedes any previous versions of the Emergency Operations Plan. It provides a framework in which Jackson County 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:

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

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

Don Skundrick
Commissioner

Dennis C.W. Smith
Commissioner

John Rachor
Commissioner

DATE
February 2011

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Plan Administration

The Jackson County Emergency Operations Plan, including appendices and annexes, will be reviewed annually or as appropriate after an exercise or incident response. The EOP will be formally re-promulgated by the County once every five years.

Record of Plan Changes

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

Date	Change No.	Summary of Changes	Initials
8/2006	001	NIMS Compliance and Language changes to reflect ICS. Identification of ESFs	MCC
11/2006	002	Commissioner Adoption and Promulgation	MCC
2010	003	Plan Update	MCC
2/2011	004	Commissioner Adoption and Promulgation	MCC

Plan Distribution

Jackson County's Emergency Operations Plan is intended to provide guidance to Emergency Service Agencies. It is also public information. As such, it is available to all members of the public in a variety of forms.

- Copies of this plan will be provided to each county department participating in the development of a Functional or Incident Annex. In each instance, one copy is for the director; others are for agency personnel participating in the Emergency Management Advisory Committee (EMAC).

Plan Distribution – County Departments		
Assessor's Office	Fairgrounds and Exposition Park	Roads & Parks
County Counsel	Finance Department	Sheriff's Office
County Administrator's Office	Health and Human Services	Economic and Social Development
Airport	Information Services	

- Several local, state, federal and non-profit organizations have a specific role in emergency response in Jackson County. Each of these cooperating agencies and organizations will receive copies of the plan.

Plan Distribution – Response Partners	
American Red Cross	Region 8 HazMat
Amateur Radio Emergency Services (ARES)	Oregon Department of Forestry (ODF)
Rogue Valley Fire Chiefs Association	Rogue Valley Community Organizations Active in Disaster (RVCOAD)
EMS: Ashland Fire & Rescue; Rogue River Fire District; Mercy Flights; Supervising Physician	ODOT Region 3 Office in Roseburg; ODOT Southern Transportation Operations Center (STOC)
Bureau of Reclamation	National Guard
Utilities: PacificCorp; Avista; Qwest; Rogue Valley Sewer Service; Medford Water Commission	Hospitals: Rogue Valley Medical Center; Ashland Community Hospital; Providence Medical Center
Oregon State Defense Force	Emergency Communications of Southern Oregon (ECSO)
Oregon State Police (OSP)	National Weather Service
U.S. Army Corps of Engineers	

- Copies will be placed in the primary and secondary Emergency Operations Center (EOC) locations.

Plan Distribution – County EOCs

Emergency Communications of Southern Oregon (ECSO)	West Main St. backup EOC
--	--------------------------

- Copies will be placed in each Public Safety Answering Point (PSAP) in Jackson County.

Plan Distribution – Public Safety Answering Points

Emergency Communications of Southern Oregon (ECSO)
--

- Each city in Jackson County will receive a copy for that jurisdiction's Emergency Manager.

Plan Distribution – Cities

City of Ashland	City of Gold Hill	City of Rogue River
Town of Butte Falls	City of Jacksonville	City of Shady Cove
City of Central Point	City of Medford	City of Talent
City of Eagle Point	City of Phoenix	

- One copy of the plan will be sent to the Emergency Manager of each county adjoining Jackson County.

Plan Distribution – Adjoining Counties

Josephine County Emergency Services	Klamath County Emergency Services
Douglas County Emergency Services	Siskiyou County Emergency Services

- Oregon Emergency Management will receive one copy.
- Copies of the Basic Plan will be provided to the Medford Branch Headquarters for distribution to all branches of the Jackson County Library System.

Plan Availability

The Basic Plan is available to other emergency service agencies and all interested members of the public at the Emergency Management webpage on the Jackson County website, located at www.jacksoncounty.org.

Upon request, the Emergency Management Program Coordinator will provide a copy of the plan to agencies or interested members of the public in electronic format.

EOP Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Management Program Coordinator Emergency Management Advisory Committee
Emergency Support Function Annexes	
ESF 1 Transportation	Roads & Parks Jackson County Sheriff's Office Rogue Valley Transportation District
ESF 2 Communications	Sheriff's Office Emergency Communications of Southern Oregon Emergency Management Program Coordinator
ESF 3 Public Works and Engineering	Roads & Parks Emergency Management
ESF 4 Firefighting	Fire Defense Board Chief
ESF 5 Emergency Management	Emergency Management Program Coordinator Emergency Management Advisory Committee
ESF 6 Mass Care, Emergency Assistance and Housing	American Red Cross Access
ESF 7 Logistics Management and Resource Support	County Administration Roads & Parks
ESF 8 Public Health	Health and Human Services
ESF 9 Search and Rescue	Jackson County Sheriff's Office Search and Rescue
ESF 10 Oil and Hazardous Materials	Region 8 Hazardous Materials Team Emergency Management Program Coordinator
ESF 11 Agriculture and Natural Resources	Emergency Management Program Coordinator
ESF 12 Energy	Roads & Parks Public Utilities
ESF 13 Public Safety and Security	Sheriff's Office
ESF 14 Long-Term Community Recovery	Planning County Administration Emergency Management Advisory Committee

Section/Annex	Responsible Party
ESF 15 External Affairs	County PIO
Support Annexes	
SA A Alert and Warning	Sheriff's Office Emergency Communications of Southern Oregon Emergency Management Program Coordinator
SA B Damage Assessment	Roads & Parks Public Works
SA C Evacuation	Sheriff's Office Search and Rescue Rural Fire Districts
SA D Financial Management	County Auditor Finance Department
SA E Legal	County Counsel
SA F Animals in Disaster	Emergency Management Program Coordinator
SA G Special Needs Populations	Health and Human Services
SA H Volunteer and Donations Management	Rogue Valley Community Organizations Active in Disaster Emergency Management Program Coordinator
Incident Annexes	
IA 1 Drought	Watermaster
IA 2 Earthquake/Seismic Activity	Roads & Parks
IA 3 Wildland Fire	Fire Defense Board Chief Oregon Department of Forestry United States Forest Service
IA 4 Flood-Dam Failure	Roads & Parks
IA 5 Severe Weather	Emergency Management
IA 6 Volcano	Emergency Management
IA 7 Transportation Accidents	Sheriff's Office Airport Roads & Parks
IA 8 Fuel Shortage	Emergency Management
IA 9 Terrorism	Sheriff's Office
IA 10 Bioterrorism	Emergency Management

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ESF 7 – Logistics Management and Resource Support
ESF 8 – Public Health
ESF 9 – Search and Rescue
ESF 10 – Oil and Hazardous Materials
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Basic Plan

1

Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for Jackson County's (County) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the County will bring a combination of 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 County departments and personnel when an incident occurs, and it establishes high level guidance that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

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

1.2 Purpose and Scope

1.2.1 Purpose

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

The purpose of the Basic Plan is to:

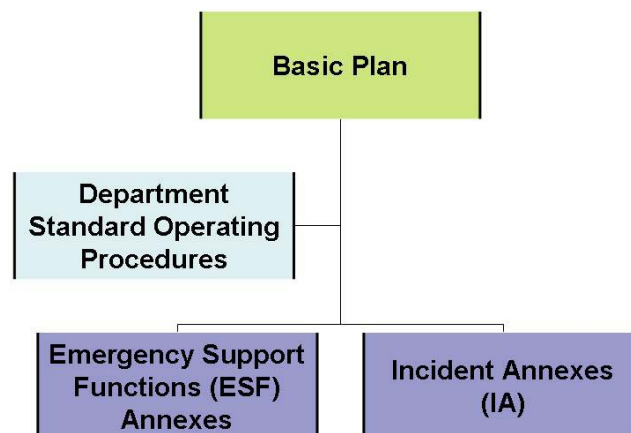
- Provide a description of the legal authorities upon which the County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers;

1. Introduction

- Describe the situational context under which the County will respond to an incident, including a community profile and discussion of hazards and threats facing the community;
- Assign and describe roles and responsibilities for the County agencies tasked with emergency preparedness and response functions;
- Describe a concept of operations for the County that provides a framework upon which the County will conduct its emergency operations and coordinate with other agencies and jurisdictions;
- Describe the County's emergency response structure, including activation and operation of the County Emergency Operations Center (EOC) and implementation of the ICS; and
- Discuss the County's protocols to maintain and review this EOP, including training, exercises, and public education components.

The Basic Plan is supplemented by ESF Annexes and Incident Annexes (IA)s:

- ESF Annexes focus on critical operational functions and the positions responsible for carrying them out. These annexes clearly describe the policies, processes, roles, and responsibilities that agencies and departments carry out before, during, and after any emergency.
- IAs focus on the special planning needs generated by the particular hazard and contain unique and regulatory response details that apply to a single hazard.



1.2.2 Scope

The County EOP is intended to be invoked whenever the County must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or man-made disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof.

1. Introduction

Notwithstanding its Countywide reach, this plan is intended to guide only the County's emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within the County but not supplanting or taking precedence over them.

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

1.3 Relationship to Other Plans

Homeland Security Presidential Directive (HSPD)-5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer NIMS and NRF. 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 across jurisdictions.

The NRF organizes the types of Federal response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities. Oregon's EMP, Volume II, follows the ESF format in designating similar State Support Functions (SSF).

1.3.1 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) 401.052, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the state and 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.

1. Introduction

- *Volume II: Emergency Management Plan*, broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains functional annexes that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery*, provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a "State of Emergency."
- A Statewide disaster is imminent or occurring.
- Terrorist activities or Weapons of Mass Destruction (WMD) incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University and Reed College.
- A community emergency (or other appropriate Chemical Stockpile Emergency Preparedness Program Emergency Classification Level) involving the Umatilla Chemical Depot occurs.
- 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.

1.3.2 Continuity of Operations and Continuity of Government Plans

The County has not formalized a Continuity of Operations (COOP) or a Continuity of Government (COG) plan to date. However, should the County

1. Introduction

develop or implement these plans in the future they may be used in conjunction with the EOP during various emergency situations. The COOP/COG plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of these plans identify essential functions of local government, private sector businesses, and community services and delineate procedures developed to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Ensuring the County's continuous functions and operations during an emergency;
- Maintaining clear lines of authority and, when necessary, implementing the approved line of succession and proper delegation of authority;
- Protecting critical facilities, equipment, vital records, and other assets;
- Reducing or mitigating disruptions to operations and essential community services;
- Reducing loss of life, minimizing property damage, and protecting the local economy from significant impacts; and
- Achieving a timely and orderly recovery from emergencies and resumption of full services to the public.

Preserving vital records helps government to continue operating during and after a disaster. County documents are periodically archived at a location apart from the general county offices. Their retention and transmittal follows guidelines described in Oregon Administrative Rule and County administrative policy. Electronic data is duplicated and archived weekly, in accordance with county policy.

1.3.3 Natural Hazard Mitigation Plan

A mitigation plan seeks to provide resources, information and strategies for risk reduction, while helping to guide and coordinate mitigation activities through out the County. The plan provides a set of action items to reduce risk from natural hazards through education, outreach programs, the development of partnerships, and the implementation of preventative activities. The Jackson County Natural Hazard Mitigation Plan (NHMP) was adopted in 2005.

1.4 Authorities

Jackson County has a comprehensive Emergency Operations Plan that conforms to the federal National Incident Management System structure. It includes detailed information about how county departments and outside agencies will respond to a disaster to protect the community.

1.4.1 Legal Authorities

The Jackson County Emergency Operations Plan is developed, published and distributed in accordance with Oregon Revised Statutes (ORS), Chapter 401 (Appendix 3), and Jackson County Code, Chapter 244, Organization for Emergency Management (Appendix 1).

Per ORS, Chapter 401, and Jackson County Code, Chapter 244, the Jackson County Board of Commissioners (BOC) is responsible for the emergency services systems within their jurisdiction. The Board has adopted this plan as the Emergency Operations Plan (EOP) for Jackson County. It is effective as of the date of the Promulgation Order at the beginning of this plan.

This plan was prepared by members of the Jackson County Emergency Management Advisory Council (EMAC), under the guidance of the County Administrator and in accordance with Jackson County Code Chapter 244. This plan has been approved by Oregon Emergency Management and fulfills the emergency planning requirements of ORS Chapter 401.

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

Table 1-1 Legal Authorities
Federal
<ul style="list-style-type: none"> – Federal Civil Defense Act of 1950, PL 81-950 as amended – The Disaster Relief Act of 1974, PL 93-288 as amended – Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 – Title III, of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended – Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance – EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988 – EO 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984
State of Oregon
<ul style="list-style-type: none"> – ORS Chapter 401 – Emergency Management and Services – ORS Chapter 402 – Emergency Mutual Assistance Agreements – ORS Chapter 403 – Public Communications Systems – ORS Chapter 404 – Search and Rescue – Executive Order of the Governor
Jackson County
<ul style="list-style-type: none"> – Jackson County Code, Chapter 244, Organization for Emergency Management

1.4.2 Mutual Aid and Intergovernmental Agreements

State law (ORS Chapter 402) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that state statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

Existing Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU) are identified in Appendix D of this plan. Copies of these documents can be accessed through the EMPC. 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 Declaration of Emergency

Under ORS 401.309, a local state of emergency may be declared by the officials listed in the County Emergency Management Ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing Mutual Aid Agreements (MAA) and then through the State.

If the emergency area is within a City, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Office. Requests for a State Declaration shall be made by the Executive Officer(s) of the County in which the emergency event is occurring. State assistance will be provided only after a “good faith” effort has been made, local resources are exhausted or nearing depletion and MAAs have been initiated. Local resources include those available under mutual aid or through the County.

The following documents may need to be forwarded to the BOC for action:

- A draft order declaring an emergency, including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster;
- Supporting documentation or findings as determined necessary by the BOC; and

1. Introduction

- A draft letter to the Governor advising of the County's declaration and the request for a state declaration as appropriate, as well as any requests for assistance.

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

Requests for State/Federal assistance need to include:

- Language stating that local and county, mutual aid resources are depleted or nearly so.
- Specific assistance requirements to be requested (e.g., type and quantity of equipment needed, purpose for which it is needed, and location of the area in need). Multiple requests on the same declaration may be necessary. Be as detailed as possible, and explain the requested mission, not "who" could provide the requested resources.
- Time element: expected duration of event or expected time required to gain control

1.5.2 Lines of Succession

Board of Commissioners

The BOC is comprised of three members, elected from the county at-large. The position of Chair rotates between the members on a yearly basis. A Vice-Chair is identified who functions as the Chair in the Chair's absence. The Commissioners exercise powers and authorities granted by state law and local ordinance.

According to Jackson County Code 244.15, the Chair is authorized to declare a state of emergency if timely action by the full BOC is not possible. If the Chair is unavailable or unable to perform these duties, the following persons, in this order, may perform them: Vice-Chair of the Board, the third member of the Board, the County Administrator or his/her designee.

If the entire BOC is unable to perform its duties due to an accident, recall or other event, the Governor of Oregon selects two members under provisions of state law. The third member is selected by agreement of the first two. Until such time as the Governor has done this, the County Administrator will continue to operate according to Chapter 244.15 (a) and Chapter 244.16.

County Administrator

The Office of County Administrator was created by county ordinance to govern administrative responsibilities for county operations. The County Administrator

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or his/her designee is the Incident Commander during an emergency or declared disaster and carries out emergency policies established by the BOC.

The County Administrator's designees, in order of succession, are the Senior Deputy County Administrator and the Finance Director.

Table 1-2 provides the policy and operational lines of succession during an emergency for the County.

Table 1-2 Jackson County Lines of Succession	
Emergency Operations	Emergency Policy and Governance
Emergency Management Program Coordinator	BOC Chair
County Administrator	BOC Vice-Chair
BOC Chair	Remaining BOC member
	County Administrator

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

1.5.3 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the County EMPC to the Director of OEM according to provisions outlined under ORS Chapter 401. Refer to ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the County.

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

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

1. Introduction

act. More information about wildfires in the County can be found in the County Community Wildfire Protection Plan.

1.5.4 Financial Management

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

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Finance Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests.

1.5.5 Liability Issues

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

Under Oregon law, all local jurisdictions are members of a statutorily created mutual assistance compact (ORS Chapter 402). This compact, meant to streamline the mutual aid process, allows local jurisdictions to request assistance from another local government to prevent, mitigate, respond to, or recover from an event that overwhelms the requesting jurisdiction's available resources. Assistance may also be requested for training, drills, or exercises.

Requests may be either written or oral, although if a request for assistance is made orally the responding government must document its response within 30 days of the request. Under these provisions, employees from another jurisdiction providing assistance to the County are agents of the County. The County must defend, save harmless, and indemnify these employees as it would its own employees. Should an employee of a responding government sustain injury in the course of providing requested assistance, the person is entitled to all applicable benefits, including workers' compensation, normally available to the employee while performing regular duties for the responding local government. The County is not obligated to provide resources to the requesting jurisdiction.

This language supplements other State law authorizing local governments to enter into cooperative assistance agreements with public or private entities for reciprocal emergency aid and resources. The County may request and utilize the services, equipment, supplies, and facilities of departments, offices, and agencies of the State and local governments. Except in cases of willful misconduct, gross

1. Introduction

negligence, or bad faith, emergency service workers acting under these provisions will not be held liable for the death or injury of any person, or damage or loss of property, as a result of that activity.

Note that under the Emergency Conflagration Act (ORS 476.510-610), the Governor (or other authorized State officer) may make available for use and duty in any county, city, or district, any part of the local fire-fighting forces and equipment in response to fire, a heightened danger of fire, or a significant reduction in available fire-fighting resources. Response personnel acting under these provisions will be considered agents of the State and will not be held liable for any injury to person or property resulting from the performance of their duties.

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. 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOPs will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to maintaining overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. 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 (PPE) decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

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

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Situation and Planning Assumptions

2.1 Situation

Jackson County is exposed to many hazards, all of which have the potential for disrupting the community, causing damage, and creating casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. There is also the threat of a war related incident such as a nuclear, biochemical or conventional attack. 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

Jackson County is located in southwestern Oregon. It is bordered on the north by Douglas County, the south by the state of California, the east by Klamath County and the west by Josephine County. The total area of Jackson County is 2,801 square miles. According to the Oregon Blue Book, the total population of Jackson County is 205,205. Approximately 69% of Jackson County residents live within incorporated cities, the other 31% live in unincorporated and rural areas.

There are eleven cities in Jackson County including Ashland, Butte Falls, Central Point, Eagle Point, Gold Hill, Jacksonville, Medford, Phoenix, Rogue River, Shady Cove and Talent. Medford, the county seat, is the largest, with a population of 76,850. Ashland is the second largest, with a population of 21,485. This value includes the student population of Southern Oregon University, located in Ashland.

Major waterways in Jackson County include the Rogue River, Bear Creek and the Applegate River. The Rogue River originates in the mountains near Crater Lake. It runs southwest through the cities of Shady Cove and Gold Hill to the central portion of the county and then west through the city of Rogue River, located on the west central county border. Bear Creek originates in the Siskiyou Mountains in the southeastern portion of Jackson County. It runs west through several cities, including Ashland and Medford, to the city of Gold Hill where it meets the Rogue River. The Applegate River enters Jackson County from California and runs north and westward through the communities of Applegate and Ruch to Grants Pass in Josephine County.

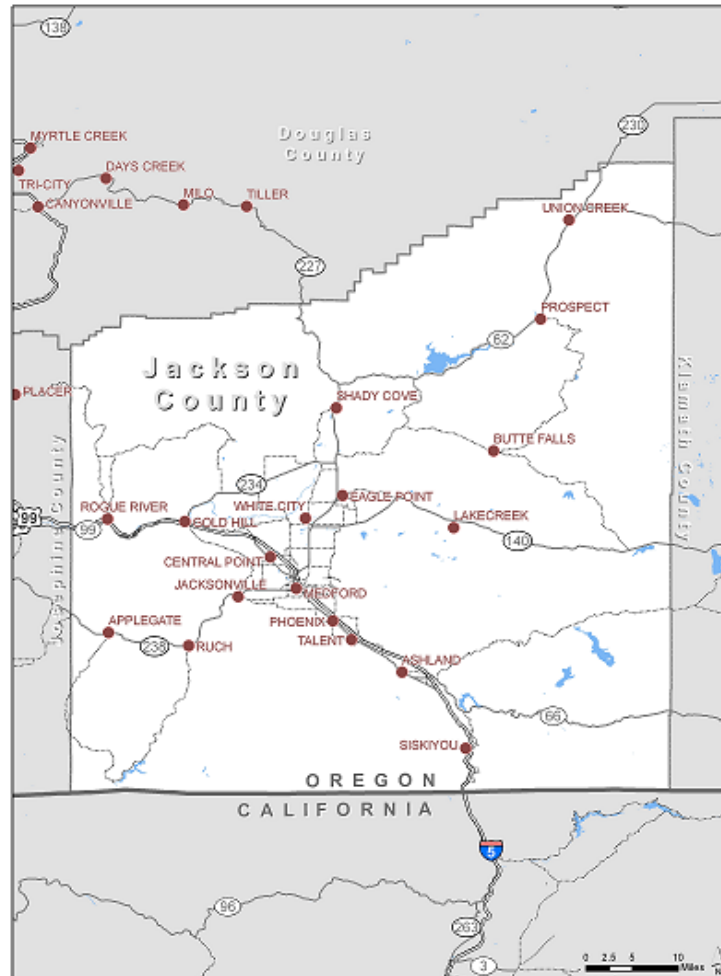
Mountainous areas within Jackson County are part of the Cascade Range on the east and the Siskiyou Mountains to the south and west. Mt. McLoughlin, altitude

2. Situation and Planning Assumptions

9,459 feet, is a member of the Cascade Range, and Mt. Ashland, altitude 7,539 feet, is a member of the Siskiyou Range. Both of these peaks are dormant volcanoes.

Interstate 5 and the Central Oregon & Pacific Railroad enter Jackson County southeast of Ashland, and extend northwest to the west central county border near the city of Rogue River. Most county residents live along this corridor, with Medford being the largest center of commercial activity.

Figure 2-1 Map of Jackson County



2.1.2 Hazards and Threats

Jackson County, and the cities and communities within its boundaries may experience major emergencies that endanger life and property.

The County faces a variety of possible disasters. The OEM Statewide Hazardous Analysis methodology has been applied to the variety of disasters facing the County.

2. Situation and Planning Assumptions

2.1.2.1 Severe Weather

Most common from October through April, snowstorms and windstorms can disrupt the region's utilities, telecommunications and roadway systems. Damage from windstorms is typically related to the toppling of trees and limbs, and consequent downing of utility infrastructure. Significant storms have sustained winds of 40 mph with gusts of 55 mph for more than two hours.

Particularly threatening are wintertime winds from the Cascades that funnel through the Rogue Valley at 50 mph. The region's outstanding historic windstorm, the 1962 "Columbus Day" storm, had winds gusting to 104 miles per hour and was described by meteorologists as a cyclone.

Snowfalls of 6-12 inches in a 24-hour period over the Siskiyou Mountains cause closures of Interstate 5 at the Siskiyou Summit each winter, disrupting the flow of interstate freight and traffic. The American Red Cross opens shelters for stranded travelers several times a year. At times, hailstorms with hail larger than ¼ of an inch may cause property damage in Jackson County.

2.1.2.2 Earthquake

Although no property damage or injury to persons due to earthquakes, have been reported in Jackson County in the past 100 years, the neighboring area of Klamath Falls has experienced three earthquakes since 1993, with magnitudes ranging from 3.4 to 6.0.

Special Paper 29 by the Oregon Department of Geology and Mineral Industries (DOGAMI), entitled "Earthquake Damage in Oregon: Preliminary Estimates of Future Earthquake Losses" (1999), indicates that a severe earthquake, an M8.5 Cascadia Subduction Zone earthquake, is likely to occur off the Oregon Coast sometime in the next 100 years. The study's Executive Summary states that aspects of the computer model resulted in an underestimation of projected economic losses. Nonetheless, the estimates are useful for general planning purposes. The study predicts that economic losses in Jackson County related to damage to buildings, highways, airports, and communications systems could run as high as \$552 million. Few of the historic non-reinforced masonry buildings in the region's downtown centers would be left standing.

The study predicts slight to complete damage to 22% of Jackson County's homes, 32% of its educational buildings, 42% of government buildings, 39% of commercial structures and 42% of industrial buildings.

The day after such a quake, it is predicted that 25% of fire stations would be non-operational, as would be 38% of police stations, 30% of schools and 16% of bridges.

2.1.2.3 Utility Failure

Public utilities in the county are supplied through privately owned, publicly regulated companies. Power is provided through a network of above and below

2. Situation and Planning Assumptions

ground pipelines and electrical lines. Power outages can result in the loss of light, heat and, in some cases, well water. PacifiCorp is the primary electrical distribution company in the region. AVISTA supplies natural gas. Qwest serves the telecommunications needs of much of the region. Rogue Valley Sewer Service (RVS) manages waste.

Power failure is most often caused by severe weather that downs trees or their limbs onto power lines and poles. Traffic accidents involving utility poles are another common cause. In the past few years, wildland fires have threatened transmission lines. For example, the Timbered Rock fire of 2002 posed a significant hazard to Shady Cove's power; PacifiCorp brought backup equipment to ensure continued power. With respect to actual power failures in the county, PacifiCorp electric service was interrupted only .06% of the time between 1995 and 2002.

2.1.2.4 Drought

Jackson County has extended hot and dry weather conditions during the summer and early fall months. Sequential years of below normal rainfall result in severe drought conditions. In 1939,

1977, 1992 - 1994, and again in 2001, Oregon suffered extreme drought conditions that adversely affected the availability of water to homes on well water in areas such as Shady Cove. Currently, professionals speak of a 5- to 7-year drought cycle in our region; it was previously considered a 10-year cycle.

Drought can severely impact the availability of water to irrigators. Following the principle of "first in time, first in use", the Watermaster cuts back users with junior water rights when the stream system cannot satisfy all users. At times, this has resulted in no users with rights dating after 1906 receiving their appropriation. The migration of fish is also a significant issue in times of drought.

Population growth and the drilling of many rural wells have increased the demand on the ground water supply. This growth exacerbates the impact of drought years, as more wells have lower yields or go dry.

Drought conditions also increase the risk of wildland fires, thus threatening the safety of the growing number of residents residing in wildland-urban interface areas and rural communities.

2.1.2.5 Hazardous Materials Accidents

Hazardous materials are stored in industrial and manufacturing facilities throughout the county. There are some 935 manufacturing facilities that store or use reportable quantities of hazardous materials. Hazardous materials are transported through the county in freight trucks using the Interstate 5 corridor, state highways and county roadways. The Central Oregon & Pacific Railroad hauls hazardous materials through downtown centers

2. Situation and Planning Assumptions

in the Rogue Valley. In the valley, orchardists use a variety of chemicals to nurture and protect fruit crops.

The highest potential for hazardous materials accidents in the county is on county roads and state highways. In 1994, the collision of two trucks resulted in the closure of Interstate 5 near Ashland.

2.1.2.6 Floods

Jackson County has a history of flash flooding along several drainages. The county experiences the most severe flooding conditions when the effects of snowmelt and direct, heavy rainfall combine during the winter and early spring months.

There are two prime examples of such conditions leading to landmark floods. The first is the flood of 1964, characterized as a "100 year" flood. This flood was so devastating that it led to the construction of both Applegate Dam and Lost Creek Dam by the Army Corps of Engineers.

The second is the flood known as the New Year's Day flood, which occurred in late December 1996 and early January 1997. The initial damage assessment report indicated that the flood had caused \$16 million in damages to housing; \$12 million in damages to businesses; \$9 million in damages to agriculture; and \$13 million in damages to local government in costs and losses. Most of the housing damage occurred along Bear Creek. Nearly all the business damage occurred along Ashland Creek, a tributary of Bear Creek. Agricultural damage was predominantly experienced in the Little Butte Creek and Applegate River watersheds. Infrastructure damage was sustained throughout the county.

2.1.2.7 Wildland Fires

Jackson County has experienced several large wildland fires and urban interface fires in recent years. The growth of residential developments on city peripheries and in rural areas of the county has increased this risk. The suppression of smaller scale fires in forested areas has resulted in vegetation and fuel conditions that support catastrophic fires.

Fires are caused by both human activities and natural events. According to the Applegate Fire Plan, between 1970 and 1999, there were about 78 fires per year in the Applegate watershed. Some 56% of those fires were caused by human activity; lightning started the remaining 44%.

Recent wildfires in Jackson County include: the 1994 Hull Mountain fire which burned 8,000 acres; the 2001 Quartz Mountain fire which burned 6,300 acres; the 2002 Squires Peak fire which burned some 2,000 acres and threatened many homes, and the 2002 Timbered Rock fire which encompassed 27,000 acres.

2. Situation and Planning Assumptions

2.1.2.8 Terrorism

As a result of recent national terrorism incidents, local governments must assess a broad range of vulnerabilities and prepare for new types of hazards, including chemical, biological, nuclear/radiological weapons and explosives.

2.1.2.9 Epidemics

Epidemics are outbreaks of disease that spread rapidly through a community. The last 30 years history of epidemics in the county is informative. There were outbreaks of hepatitis in the 1970s related to sewage disposal and faulty septic systems in the county's clay soils. There were outbreaks of bacterial infection in the 1980s related to food preparation in restaurants, and illnesses associated with E. coli.

In 1992, between 3,000 and 4,000 people became ill with cryptosporidiosis, a waterborne parasite similar to giardia. Intensive research resulted in the local water source being identified. Over the last 10 years, there have been periodic outbreaks of illnesses, such as the Noro-virus family and salmonella in nursing homes and assisted living facilities. In 2003, there was an outbreak of pertussis, otherwise known as "whooping cough", among children.

One concern is the imminent arrival of West Nile Virus (WNV) in our region. WNV is a mosquito-borne virus that produces mild symptoms in most infected persons. In a very small number of cases, however, encephalitis (inflammation of the brain) may occur.

2.1.2.10 Landslides

Most landslides in Jackson County have occurred during flood events. They have been comprised of debris flows along stream channels or slides along hillsides whose soils have become saturated during heavy rains.

The significance of landslides has increased as population growth in the county has encouraged upscale residential growth into hillside areas that previously were uninhabited and the construction of access roads to those areas. Logging roads are also implicated in landslide problems.

During the 1997 "New Year's Day" flood, more than 70 landslides occurred in the county. The majority (70%) of the slope failures that occurred in the county were adjacent to road cuts on steep slopes. Of these, 77% were on south-facing slopes where vegetation has a more difficult time of re-establishing itself.

2.1.2.11 Transportation Accidents

With a full complement of railroad, highway, and airport facilities, Jackson County risks a variety of transportation accidents. Interstate highway facility 1-5, other state highways and county roads, the short line Central Oregon & Pacific Railroad, and the Rogue Valley International-Medford Airport serve the county. The risks include airline crashes, train derailments, freight truck and vehicle

2. Situation and Planning Assumptions

accidents and the associated potential for hazardous materials spills, fires, explosions and mass casualties.

The most frequent transportation accidents involve motor vehicle accidents on the state highway system, city streets and county roads. Highway 62 is dotted with some of the top accident locations, including the highway intersections with Vilas Rd., Delta Waters Rd., and Highway 140.

In 2002, there were approximately 860 motor vehicle accidents on city and county roads alone. Of the 21 traffic fatalities in 2002, 57% involved alcohol or some other drug as a major contributing factor. Single car crashes are most common. Top accident locations in the county include Kirtland Rd., Blackwell Rd., Antelope Rd, and Table Rock Rd. These roads are heavily traveled by freight trucks, en route to the Central Point and Seven Oaks interchanges, however, trucks are seldom involved in accidents.

2.1.2.12 Dam Failure

Jackson County has over 80 permitted dams and approximately 600 non-permitted holding ponds used for irrigation, livestock watering and firefighting purposes. There are eight Bureau of Reclamation dams, built during the 1930s, and two Army Corps of Engineers dams.

Total and cataclysmic dam failure is rare, structures more often leak and require repairs. During an earthquake, however, the movement of waters over the top of a dam can create enough stress to cause dam failure. The failure of any one of the ten larger dams in the county could result in significant loss of life, damage to property and interruption of transportation systems. If Hosler Dam above Ashland were to fail, a 27- foot wave of water would descend on the city. The failure of Fish Lake would inundate the city of Eagle Point. The failure of Emigrant Lake Dam would flood the Bear Creek Valley, the corridor where most residents reside.

All in all, there are 15 dams in Jackson County whose failure or disoperation would create high levels of hazard to the nearest downstream communities, such as Ashland, Lincoln, Applegate, Shady Cove, Pinehurst, White City, Brownsboro, Gold Hill, and Lake Creek.

2.1.2.13 Volcanic Eruption

Cascadia Subduction Zone movement, the movement of continental plates against each other, generates volcanic activity in the Pacific Northwest. The northern reaches of volcanoes in the Cascade Range have been much more active than those in southern Oregon. Shield and composite volcanoes are present in the region of Jackson County. Mount McLoughlin, a shield volcano, is considered dormant and may never have erupted. It currently presents so little earthquake activity that measurements are not taken. Mount Shasta lies 100 miles to the south of Medford. It last erupted in 1786.

2. Situation and Planning Assumptions

If it were to explode, the strength of the eruption would likely be similar to that of Mount St. Helen, but the winds would likely take most of the ash and flumes to the east.

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 discrete hazard as a singular event.

2.2 Assumptions

The assumptions upon which this EOP is predicated are:

- Jackson County will continue to be exposed to the hazards described in Section 2.1, as well as others that may develop in the future.
- A disaster can occur at any time and any place with little or no warning. In some cases, alerting the public and taking preemptive action may not be possible.
- The executive officer or governing body of the county and each city will commit available resources to protect the health and welfare of their citizens.
- Although it is likely that outside assistance will be available during most disasters, it is necessary for the county to be prepared to carry out short term disaster response and recovery operations on an independent basis.
- County officials, the County Administrator, and department directors and managers will assume their responsibilities in the implementation of this plan.
- Proper implementation of this plan will reduce disaster-related losses.
- All incidents will be managed using NIMS protocols and ICS management structure.

2. Situation and Planning Assumptions

Table 2-1 Jackson County Hazard Analysis Matrix (5/14/2008)					
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)	
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					
Severe Weather	10 x 2 = 20	10 x 5 = 50	10 x 10 = 100	10 x 7 =70	240
Disease Pandemic	7 x 2 = 14	10 x 5 = 50	10 x 10 = 100	8 x 7 = 56	220
Earthquake	4 x 2 = 8	10 x 5 = 50	10 x 10 = 100	6 x 7 = 42	200
Utility Failure	5 x 2 = 10	5 x 5 = 25	10 x 10 = 100	7 x 7 = 49	184
Drought	10 x 2 = 20	6 x 5 = 30	6 x 10 = 60	9 x 7 = 63	173
Hazardous Materials	10 x 2 = 20	4 x 5 = 20	5 x 10 = 50	10 x 7 = 70	160
Flood	10 x 2 = 20	2 x 5 = 10	5 x 10 = 50	10 x 7 = 70	150
Wildland Fire	10 x 2 = 20	2 x 5 = 10	5 x 10 = 50	10 x 7 = 70	150
Terrorism	7 x 2 = 14	3 x 5 = 15	7 x 10 = 70	7 x 7 = 49	148
Epidemic	8 x 2 = 16	2 x 5 = 10	5 x 10 = 50	8 x 7 = 56	132
Landslide	10 x 2 = 20	1 x 5 = 5	1 x 10 = 10	10 x 7 = 70	105
Transportation Accident	10 x 2 = 20	1 x 5 = 5	1 x 10 = 10	10 x 7 = 70	105
Category A Biological Agents	2 x 2 = 4	3 x 5 = 15	3 x 10 = 30	5 x 7 = 35	84
Dam Failure	1 x 2 = 2	4 x 5 = 20	4 x 10 = 40	2 x 7 = 14	76
Volcano	1 x 2 = 2	1 x 5 = 5	5 x 10 = 50	1 x 7 = 7	64
Radiological	1 x 2 = 2	1 x 5 = 5	1 x 10 = 10	8 x 7 = 56	63
Notes:					
1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.					
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.					
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.					
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.					

2. Situation and Planning Assumptions

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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 established to support response and recovery efforts maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impacts, size of the incident(s), and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

At the direction of the County Administrator, department directors and managers conduct emergency management activities in addition to their normal duties. These activities include providing appropriate staff support to the Emergency Operations Center (EOC), participating in emergency management planning and training, and establishing emergency management procedures for their departments.

3.2 Emergency Management Organization

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

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

The Emergency Management Organization (EMO) for the County 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 in fact may have several components with representation from each local political jurisdiction

3. Roles and Responsibilities

within the emergency management program. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Executive Group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for those officials include:

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

3.2.1.1 Board of Commissioners

- Declares and terminates a state of emergency.
- Orders and enforces emergency measures.
- Authorizes activation of the EOC.
- Establishes policy.
- Confers with local/state/federal officials, as required.

3.2.1.2 County Administrator

- Declares and terminates a state of emergency when the BOC is unavailable or unable to do so.
- Provides briefings about the emergency to the BOC.
- Orders, implements and enforces emergency measures when the BOC is unavailable or unable to do so.

3. Roles and Responsibilities

- Activates the EOC, as required.
- During a state of emergency, enters into mutual aid agreements, as needed.
- Enters into mutual aid agreements on behalf of the County.
- Organizes, administers and operates the Emergency Management Program.
- Appoints a coordinator to oversee the Emergency Management Program and be responsible for its day-to-day operations.
- Performs the duty of Incident Commander in the County EOC.

3.2.1.3 Emergency Management Program Coordinator

- Coordinates all phases of emergency management.
- Assists other jurisdictions and organizations with emergency management planning.
- Conducts disaster exercises and emergency management training.
- Educates the public, business community and government agencies about disaster preparedness, response and recovery.
- Establishes and maintains an effective public warning system.
- Maintains current EOC call lists and duty assignments.
- Coordinates EOP revisions and distribution.
- Maintains liaison activities with organized emergency volunteer groups and private agencies.
- Prepares and maintains a resource inventory.
- Documents the disaster.

3.2.1.4 Emergency Management Advisory Council (EMAC)

- Members represent county departments, city, state and federal agencies, and voluntary organizations, all of whom are involved in emergency response.
- Reviews and updates the County EOP.
- Develops response plans.
- Participates in and/or designs, as required, disaster exercises.

3. Roles and Responsibilities

- Monitors conditions that may lead to an emergency.
- Recommends EOC equipment.
- Creates and reviews emergency management regional policies.
- Presents information about the emergency management system to the public and other agencies.
- Reviews past events and exercises and determines how to improve EOC activities.
- Acts as a first response team to the EOC.

3.2.2 Emergency Services by Function

Certain important functions must be accomplished during an emergency. This section identifies those major functions, their related tasks and responsible parties. The roles of agencies involved in emergency services generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources are employed in both cases. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of the disaster. Resources for these functions may be redirected to support the emergency operation by the agency concerned.

3.2.2.1 Transportation

Airport/Roads & Parks Department/Planning

- Provides access to airport runways for provisioning of emergency supplies.
- Provides hangar for storage and sorting of supplies, as requested.
- Plan for and identify high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including special needs populations);
- Identify emergency traffic routes;
- Determine optimal traffic flow and movement priority from residences to highways;
- Confirm and manage locations of staging areas and pick-up points for evacuees requiring public transportation;
- Coordinate transportation services, equipment, and personnel using emergency routes;

3. Roles and Responsibilities

- Provide guidance on commuting arrangements for essential workers during the evacuation period;
- Propose locations of roadblocks and patrols for evacuation movement;
- Provide patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period; and
- Support the preparation and maintenance of ESF 1 - Transportation, supporting Standard Operating Procedures (SOPs) and annexes.

3.2.2.2 Communications

Alert and Warning

EMPC/National Weather Services

- Prescribes emergency alert system and public service announcements.
- Alerts and warns the public.
- Implements the public warning system.
- Activates EOC staff.
- Notifies appropriate emergency response agencies and public officials.
- Supports the preparation and maintenance of ESF 2 – Communications, as appropriate.

Emergency Communications

ECSO Director

- Acts as a liaison for coordinating information and resources between the Citizen Hotline Arena and EOC Command.
- Acts as a liaison for coordinating information and resources between 9-1-1/dispatch operations and the Citizen Hotline Arena.
- Coordinates ECSO personnel who have been assigned duties or are acting as resource specialists in EOC Command or the Citizen Hotline Arena.
- Supports the preparation and maintenance of ESF 2 – Communications, as appropriate.

3.2.2.3 Public Works and Engineering

Roads and Parks Department

- Inspects and restores roads and bridges.

3. Roles and Responsibilities

- Assists transportation routing, sign placement and barricading road and bridge hazards.
- Removes debris.
- Provides traffic control.
- Coordinates with the Sheriff's Department on all matters concerning evacuation and establishing a security perimeter.
- Keeps up-to-date all information on conditions.
- Coordinates resources with cooperating jurisdictions, state agencies, and volunteers.
- Supports the preparation and maintenance of ESF 1 – Transportation and ESF 3 – Public Works and Engineering, as appropriate.

3.2.2.4 Firefighting

County Fire Defense Board Chief

- Conducts fire and rescue operations.
- Performs fire hazards inspections.
- Supports the preparation and maintenance of ESF 4 – Firefighting and ESF 9 – Search and Rescue, as appropriate.

3.2.2.5 Emergency Management

County Administrator/EMPC

- Direct and control local operating forces;
- Maintain contact with neighboring jurisdictions, and the State ECC as appropriate;
- Maintain the EOC in an operating mode at all times or be able to convert EOC space into an operating condition;
- Assign representatives (by title) to report to the EOC and develop procedures for crisis training; and
- Develop and identify duties of staff, use of displays and message forms, and procedures for EOC activation.

3.2.2.6 Mass Care, Emergency Assistance and Housing

American Red Cross

- Directs emergency housing and feeding programs.

3. Roles and Responsibilities

- Conducts shelter registration program.
- Coordinates assisting volunteer agencies and organizations.
- Trains volunteers about mass care and shelter operations.
- Provides food to disaster workers and emergency responders.
- Coordinates welfare inquiries for shelter residents.
- Supports the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance and Housing, as appropriate.

3.2.2.7 Logistics Management and Resource Support

EMPC/Finance Department

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

- Establish procedures for employing temporary personnel for disaster operations;
- Establish and maintain a staffing reserve;
- Coordinate deployment of reserve personnel to County departments requiring augmentation;
- Establish emergency purchasing procedures and/or a disaster contingency fund;
- Maintain records of emergency related expenditures for purchases and personnel; and
- Supports the preparation and maintenance of ESF 7 – Resource Support, supporting SOPs and annexes.

3.2.2.8 Public Health

Public Health

Health and Human Services Department

- Evaluates and informs the public about health hazards.
- Coordinates with the State Public Health Division on all matters requiring massive public immunizations.
- Takes actions to prevent communicable diseases.
- Facilitates assistance to special needs populations.

3. Roles and Responsibilities

- Shelters companion animals.
- Provides assistance to the Medical Examiner.
- Evaluates water systems for use during emergencies.

Medical Services

Supervising Physician/Area Hospitals

- Provides medical rescue and ambulance transport services.
- During a Mass Casualty Incident, coordinates services with all area hospitals, rescue units and ambulances in southern Oregon.
- Establishes temporary morgue facilities in the event of numerous fatalities.
- Supports the preparation and maintenance of ESF 8 – Public Health

3.2.2.9 Search and Rescue

Sheriff's Office

- Coordinate available resources to search for and rescue persons lost in the out of doors;
- Cooperate with and extend assistance to surrounding jurisdictions on request and as resources allow;
- Establish and monitor training standards for certification of Search and Rescue (SAR) personnel; and
- Supports the preparation and maintenance of ESF 9 – Search and Rescue, supporting SOPs and annexes.

3.2.2.10 Oil and Hazardous Materials Response

Region 8 HAZMAT Team

- Maintains a well-trained and equipped, multi-jurisdictional HAZMAT team and response vehicle.
- Responds to any spill, release, or abandonment of any oil, gasoline, or other petroleum product, any hazardous substance, or radioactive material.
- Serves as a technical resource to the Incident Commander.
- Initiates actions to protect responders and the public.
- Contains the hazardous materials

3. Roles and Responsibilities

- Supports the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as appropriate.

3.2.2.11 Agriculture and Natural Resources**Animal and Livestock Refuge****Fairgrounds**

- Provides space for livestock and other domestic animals, as required.
- Serves as the primary shelter for drivers with large vehicles during an I-5 closure.
- Provides evacuees with space for Recreational Vehicle Parking.
- Supports the preparation and maintenance of ESF 11 – Agriculture and Natural Resources and SA 1 – Evacuation, as appropriate.

Environmental Health**Environmental Health Services, Health and Human Services Department**

- Inspects public shelters.
- Monitors air and water quality.
- Provides shelter for companion animals.
- Distributes or coordinates distribution of potable water.
- Inspects food facilities.
- Provides recommended updates to ESF 8 – Public Health, as appropriate.

3.2.2.12 Energy and Utilities*EMPC/Public Utilities*

- Works with local energy facilities in restoration of damaged energy utility infrastructure and accompanying systems;
- Coordinates 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; and
- Supports the preparation and maintenance of ESF 12 - Energy, supporting SOPs and annexes.

3. Roles and Responsibilities**3.2.2.13 Public Safety and Security****Sheriff's Office**

- Maintains law and order.
- Secures restricted areas.
- Protects vital facilities.
- Provides traffic and crowd control.
- Directs evacuation operations.
- Deploys the Mobile EOC.
- Provides search and rescue.
- Assists with public warning.
- Supports the preparation and maintenance of ESF 2 – Communications, ESF 9 – Search and Rescue, ESF 13 – Public Safety and Security and SA 1 - Evacuation, as appropriate.

3.2.2.14 Long-Term Community Recovery**EMPC/County Administrator/BOC**

- Provides for the removal, temporary storage and disposal of disaster-related debris, including hazardous and other contaminated materials.
- Provides for social and psychological counseling for disaster victims, emergency service workers, and disaster recovery workers.
- Provides for relocation of displaced citizens and ensures that emergency, temporary and long-term housing is available throughout the recovery period.
- Provides policies and procedures for and information concerning federal, state, local, private and non-profit disaster assistance programs.
- Provides policies and procedures to facilitate the re-establishment of normal commercial business activities following a disaster.
- Facilitates and coordinates efforts to fully restore utility services (phone, power, water, cable and sanitation) following a disaster.

3. Roles and Responsibilities

- Supports the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance and Housing, ESF 12 – Energy and ESF 14 – Long-Term Community Recovery, as appropriate.

3.2.2.15 External Affairs

Public Information Officer

- Coordinates information with affected jurisdictions and agencies.
- Disseminates emergency public information.
- Provides information and educational materials to the public that will help them during disasters.
- Establishes alternate methods of distributing emergency information to the public.
- Develops and maintains an emergency public information plan with the media.
- Supports the preparation and maintenance of ESF 15 – External Affairs, as appropriate.

3.2.2.16 Evacuation

Sheriff's Office

- Directs evacuation operations.
- Provides information to the public about the need to evacuate and instructs them on procedures that they should follow.
- Manages road closure, traffic control, and transportation activities.
- Coordinates emergency shelter needs with the American Red Cross.
- Provides recommended updates to ESF 6 – Mass Care, Emergency Assistance and Housing and SA C – Evacuation, as appropriate.

3.2.2.17 Damage Assessment

County Auditor/Finance Director

- Coordinates the damage assessment process conducted by several county departments, cities, the American Red Cross, and special districts.
- Tracks and reports estimated damages during the event.
- Collects and compiles individual business, public infrastructure, and agricultural damage information.

3. Roles and Responsibilities

- Provides damage assessment and financial information to OEM and other agencies responsible for recovery assistance.
- Provides damage assessment and financial information necessary to support a state or federal disaster declaration.
- Provides recommended updates to SA 2 – Damage Assessment and SA 2 – Financial, as appropriate.

3.2.2.18 Financial Tracking

Finance Director/Finance Department

- Assists with evaluating the need for and supporting augmented financial tracking in support of incident documentation.
- Activates emergency purchasing procedures and/or disaster contingency fund.
- Maintains records of emergency-related expenditures for purchases and personnel.
- Provides recommended updates to SA 3 – Financial, as appropriate.

3.2.2.19 Legal Services

County Counsel

- Provides legal counsel to the EMO.
- Assists in the development of emergency policies, guidelines, and procedures.
- Provides legal advice to the County.
- Resolves legal issues.
- Reviews County contracts.

3.2.2.20 Volunteer and Donations Management

Rogue Valley Community Organizations Active in Disaster (RVCOAD)

- Provides information to citizens about where they can volunteer or make donations during an emergency.
- Acts as liaison with human services and community service organizations.
- Staffs the county's phone bank for coordinating volunteerism and donated goods.

3. Roles and Responsibilities

- Following an emergency, conducts outreach to affected citizens to determine their circumstances and needs.
- Acts as the County's Unmet Needs Committee.

3.2.2.21 Information Services

Information Services Department

- Makes maps and aerial photographs available, as required.
- Assists overall process with automated information services and expertise.
- Provides computer support to the EOC.
- Updates the county website with emergency information and supports information online.

3.3 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector. A list of supporting local and regional agencies can be found in the individual ESF Annexes to this EOP as well as Appendix E - Agency/Organization-to-ESF Cross-Reference Matrix.

3.3.1 Private Sector

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

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

3. Roles and Responsibilities

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

3.3.2 Nongovernmental Organizations

Nongovernmental Organizations (NGOs) play enormously important roles before, during, and after an incident. In the County, 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 need supplies;
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup; and
- Identifying those whose needs have not been met and helping coordinate the provision of assistance.

3.3.3 Individuals and Households

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

- Reducing hazards in their homes;
- Preparing an emergency supply kit and household emergency plan;
- Monitoring emergency communications carefully;
- Volunteering with an established organization; and
- Enrolling in emergency response training courses.

3.4 State Response Partners

Under the provisions of ORS 401, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-Declared Emergency. The administrator of OEM is delegated authority to coordinate all activities and

3. Roles and Responsibilities

organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

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

3.5 Federal Response Partners

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

3.6 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 Jackson County State and Federal Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	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 	Roads & Parks Department Rogue Valley Transportation District	Dept. of Transportation	Dept. 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 	Sheriff's Office Emergency Management Emergency Communications of Southern Oregon	Office of Emergency Management	Dept. of Homeland Security (National Communications System)
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 	Roads & Parks Department Emergency Management	Dept. of Transportation	Dept. of Defense (U.S. Army Corps of Engineers)
ESF 4 Firefighting	<ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations 	Local Fire Agencies Fire Defense Board	Dept. of Forestry, State Fire Marshal	Dept. of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	<ul style="list-style-type: none"> ■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management 	Emergency Management Emergency Management Advisory Committee	Office of Emergency Management	Dept. of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance and Housing	<ul style="list-style-type: none"> ■ Mass care ■ Emergency assistance ■ Disaster Housing ■ Human services 	American Red Cross	Dept. of Human Services	Dept. of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Jackson County State and Federal Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 7 Logistics Management & Resource Support	<ul style="list-style-type: none"> Comprehensive, national incident logistics planning, management, and sustainment capability Resource support (facility space, office equipment and supplies, contracting services, etc.) 	County Administration Roads & Parks Emergency Management	Dept. of Administrative Services	General Services Administration & Dept. of Homeland Security (FEMA)
ESF 8 Public Health	<ul style="list-style-type: none"> Public health Mass fatality management 	Health and Human Services Department	Dept. of Human Services – Public Health Division	Dept. of Health and Human Services
ESF 9 Search & Rescue	<ul style="list-style-type: none"> Life-saving assistance Search and rescue operations 	Sheriff's Office	Office of Emergency Management, State Fire Marshal	Dept. of Homeland Security (FEMA)
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 	Region 8 HAZMAT Team Emergency Management	Dept. of Environmental Quality, State Fire Marshal	Environmental Protection Agency
ESF 11 Agriculture & Natural Resources	<ul style="list-style-type: none"> Nutrition assistance Animal and plant disease and pest response Food safety and security Natural and cultural resources and historic properties protection Safety and well-being of household pets 	Fairgrounds Extension Office Health and Human Services	Dept. of Agriculture	Dept. of Agriculture
ESF 12 Energy	<ul style="list-style-type: none"> Energy infrastructure assessment, repair, and restoration Energy industry utilities coordination Energy forecast 	Roads & Parks Public Utilities	Dept. of Administrative Services, Dept. of Energy, Public Utility Commission	Dept. 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 	Sheriff's Office	Dept. of Justice, Oregon State Police	Dept. of Justice

3. Roles and Responsibilities

Table 3-1 Jackson County State and Federal Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 14 Long-Term Community Recovery	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	Planning Department County Administration Emergency Management Advisory Committee	Economic and Community Development, Office of Emergency Management	Dept. of Homeland Security (FEMA)
ESF 15 External Affairs	<ul style="list-style-type: none"> ■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs 	County PIO	Office of Emergency Management	Dept. of Homeland Security

4

Concept of Operations

4.1 General

Local government has primary responsibility for first response to an emergency and for managing emergency operations in its jurisdiction. A city must exhaust its resources before requesting assistance from the county or mutual aid sources.

Once county resources have been expended, the Jackson County BOC may make an emergency declaration in accordance with County Ordinance Chapter 244.15 and request assistance from the State. If granted, the Governor of Oregon will declare a state of emergency within the county and provide the assistance requested.

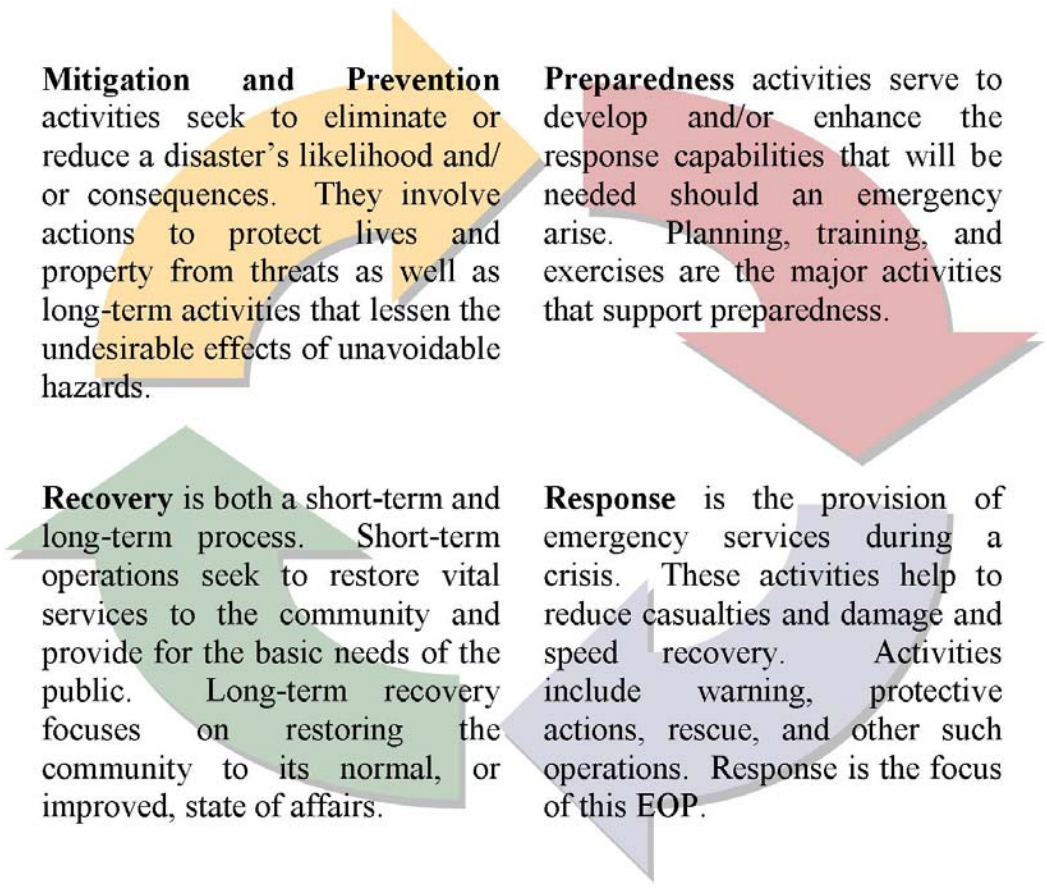
Cities must coordinate their requests for state or federal assistance through the county. All requests for state or federal support, including support by the Oregon National Guard or other military services, will be made by the County Administrator or by another official, duly authorized by the County Administrator. These requests will be made to the Oregon Emergency Management office in Salem.

If the state's resources are exceeded, the state may make a disaster declaration in accordance with ORS 401.055, and request assistance from the President of the United States or from a variety of federal agencies.

4.2 Phases of Emergency Management

This plan follows an all-hazards approach, and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. This plan accounts for activities before, during and after emergency operations. The phases of emergency management are described below:

4. Concept of Operations



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 Emergency Levels

There are three levels of emergency situations. In general, the County's response depends on the severity of the event and the potential threat to lives and property.

4.2.1 Routine Emergency

A routine emergency is a type that occurs frequently. It is small and localized in nature, and does not have a significant impact on the health and well being of citizens outside of the confined area of the emergency. The incident may involve several responding agencies.

Routine emergencies do not typically involve County Emergency Management. Most often, they are managed at the scene using the Incident Command System.

Examples of routine emergencies include motor vehicle accidents, small hazardous materials (hazmat) spills, and residential fires.

4.2.2 Major Emergency

Major emergencies are unusual incidents that directly affect a small portion of a community or the county. Conditions exceed normal resource utilization and require well-coordinated public information. The potential for the incident to escalate is minimal.

4. Concept of Operations

The Emergency Operations Center may be activated on a limited basis to assist with logistics and public information needs. The County Administrator, BOC, and cooperating agencies, such as the American Red Cross are notified.

A major emergency may involve evacuating a neighborhood, commercial area or small numbers of people from several separate locations. Examples of major emergencies include hazardous materials spills in populated areas, apartment fires and localized flooding in several areas of the county.

4.2.3 Disaster

During a disaster, a consolidated, centralized response is needed to ensure public safety. County resources are insufficient to meet incident demands, so outside assistance is sought and integrated into the overall response. Coordination of public information is essential. A disaster often affects an entire community or region of the county. Critical infrastructure or services are disrupted or fail. Ongoing public information is essential.

The potential for the situation to escalate may be unknown. A lengthy recovery period is likely. Affected jurisdictions and responding agencies will work together under a unified command concept to determine incident objectives, prioritize resources and coordinate public information.

Examples of disasters include severe winter storms, regional floods, and commercial airline accidents. The most severe disasters are termed catastrophic; they include dam failures, earthquakes and pandemics.

4.4 Response Priorities

1. **Self-Preservation:** Protection of County employees (including dependents) from the effects of a disaster would be the first priority. The expectation would be that the employee's family would be sufficiently prepared to be self-reliant after the initial incident for the employee to provide timely lifesaving services and other critical operations as effectively and with as little interruption as possible. Self-preservation includes actions taken immediately before, during and after an event.
2. **Lifesaving/Protection of Property:** This is a focus on efforts to save lives of persons other than County 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.
3. **Unit Reconstitution:** Unit reconstitution is the recall of critical employees (if the incident occurs during non-working hours, off-duty), and the collection, inventory, temporary repair and allocation of County assets to provide maximum prompt, sustained operations in response to a disaster. This would include activation of the County EOC for the purpose of coordinating emergency response activities.

4. Concept of Operations

4. **Emergency Food and Temporary Housing Plan:** Provision of food and temporary housing for disaster victims would become an immediate priority and would be coordinated through the County EMO with support from the American Red Cross.
5. **Restoration of Infrastructure:** Restoration of the County's critical infrastructure (utilities, roads, buildings, etc.) would be a prime concern that would require the coordination of local, County, State, and Federal agencies with the private sector.
6. **Statutory Response:** This includes provision of a partial or full range of County services beyond that of lifesaving and security, law enforcement, during a disaster. Included under statutory response (ORS 401.305) is County support to other units of local government in their assigned missions, i.e., coordinating additional resources, declaring a state of emergency, and requesting County, State, and Federal assistance.
7. **Recovery:** Restoration of lost or impaired capabilities caused by the effects of the disaster or other emergency; return to normal operating conditions and providing non-emergency services to the public are key recovery goals.

4.5 Incident Management

4.3.1 Activation

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

4.3.2 Initial Actions

Upon activation of all or part of this EOP, the EMPC or designee will implement the following actions immediately:

- Alert threatened populations and initiate evacuation as necessary in accordance with Annex ESF 2 – Communications;
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated. Refer to Annex ESF 6 – Mass Care, Emergency Services, Housing and Human Services, for more detailed information and specific procedures associated with sheltering, mass care, and related human services;

4. Concept of Operations

- Instruct appropriate County emergency services to activate necessary resources;
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies. Refer to Annex ESF 2 – Communications for more detailed information and specific procedures;
- When local resources will not meet the need of local and County emergency operations, request the BOC to prepare and submit a formal declaration of emergency to OEM. The official declaration may be preceded by a verbal statement. Refer to Annex ESF 7 - Logistics Management and Resource Support for more detailed information and specific procedures;
- Prepare to staff the County EOC on 12-hour shifts.

4.3.3 Communications, Notification and Warning

Traditional communication lines, such as landline telephones, cellular phones, faxes, pagers, internet/e-mail, and radio, will be used by the County response personnel throughout the duration of response activities. Specific information regarding the County's communications is provided in ESF 2 – Communications.

A public warning and broadcast system is established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster. The EMPC shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. ESF 2 provides detailed information on how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. External partners can be activated and coordinated through the County EOC.

4.3.4 Direction and Control

Direction and control of County emergency operations will be via the Incident Command System and the Multi-Agency Coordination System as described in Section 5, Command and Control.

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

4. Concept of Operations

4.4 Inter-jurisdictional Coordination**4.4.1 Municipalities**

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

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

4.4.2 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.

4.4.3 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The EMPC will coordinate response efforts with the private sector, to include providing assistance as appropriate. Schools, hospitals, assisted living facilities, and other institutional facilities are required by Federal, State, or local regulations to have disaster plans.

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

Finally, the EMPC shall provide the public with educational and instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster.

4. Concept of Operations

4.4.4 State Government

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

4.4.5 Federal Government

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

4.5 Transition to Recovery

4.5.1 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 near- and long-term recovery operations.

4.5.2 Recovery

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

Annex ESF-14, Long-Term Community Recovery, summarizes specific procedures and plans to support recovery, mitigation, and economic stabilization for the County following a disaster.

4. Concept of Operations

5

Command and Control

5.1 General

The Jackson County BOC is ultimately responsible for emergency management operations within the county's jurisdiction.

The County Administrator, as Emergency Director, is responsible for the organization, administration and operation of the Emergency Management Program, subject to the direction and control of the County governing body and County Ordinance Chapter 244. The County Administrator is responsible for assuring that coordinated and effective emergency response systems are developed and maintained. The County Administrator appoints an EMPC to be responsible for the program's day-to-day operations.

During an emergency, the County Administrator or designee performs the duty of Emergency Manager/Incident Commander.

5.2 Emergency Authority

5.2.1 Extraordinary Measures

In accordance with Jackson County Administrative Code Section 244.16, the BOC or those persons so authorized in Section 244.15, may take extraordinary measures during a declared state of emergency, in the interest of effective emergency management. These powers include, but are not limited to, establishing:

- Wage, price and rent controls and other economic stabilization measures,
- Curfews, blockades and limitations on utility usage,
- Rules governing ingress and egress for the affected area,
- Other security measures.

5.2.2 Use of Public and/or Private Resources during an Emergency

When deemed necessary by the BOC or other authorized persons, Jackson County may utilize private personnel and privately owned equipment to support county resources during a declared state of emergency. Jackson County may assume no

5. Command and Control

financial or civil liability for the use of such resources. Accurate records of such use will be maintained to ensure proper reimbursement to the property owner for those resources.

5.2.3 Mutual Aid Agreements

On behalf of the county and during a declared state of emergency, the BOC or County Administrator has the authority to enter into mutual aid agreements between the county and cities within the county, or between the county and neighboring counties.

These agreements may provide for the support of the activities of these other jurisdictions during a state of emergency. However, they may not provide for the assumption of control over non-county personnel, equipment or resources.

5.3 Command Structures

5.3.1 Incident Command System

The Incident Command System (ICS) allows emergency organizations to function in a multi-agency environment. The ICS applies to emergency situations in which the county independently responds to an event. The ICS provides a generic structure with five functional areas. Those functions are Command, Operations, Planning, Logistics, and Finance. See below for a more detailed discussion of the Incident Command System.

5.3.2 Unified Command

The unified command is the method by which local, state and federal agencies work with the incident commander to:

- Determine roles and responsibilities for a given incident;
- Determine their overall objectives for management of an incident;
- Select a strategy to achieve agreed upon objectives;
- Deploy resources to achieve agreed upon objectives.

5.3.3 Multi-Jurisdictional Scenarios

The Unified Command Concept is applied during major emergencies or disasters affecting two or more jurisdictions. Such scenarios vary, but there are three basic types, described below.

- **A City and the County.** In a scenario involving both a city and the county, a unified command system may be implemented either from one EOC facility or from two. If two EOCs are maintained, each jurisdiction stations a liaison in the EOC of the other to ensure inter-agency communication and coordination. In this situation, the city maintains responsibility for its citizens. The county is responsible for

5. Command and Control

requests for assistance to and communications with state, federal and other agencies with which the city has no pre-existing agreements.

- **Multiple Cities and the County.** If several cities and the county are responding to the same widespread disaster, a cooperative/unified command applies. As in the previous scenario, each city maintains responsibility for response in its own area. However, when the cities request outside assistance and resources from outside agencies with whom they have no pre-existing agreements/contracts, Jackson County Emergency Management coordinates the efforts of outside agencies, as well as the distribution of incoming resources on behalf of the cities. Jackson County Emergency Management becomes the conduit for requests from the cities and resources from outside.
- **A City, the County, and a Federal Agency.** Certain disasters, such as acts of terrorism, call for the direct involvement of federal agencies such as the Federal Bureau of Investigation (FBI). Local emergency services from the affected community provide immediate response to the event. The county provides backup response, as well as assistance with media, logistics and other coordination. The federal agency has legal authority to act as lead agency under such a scenario and relies on the cooperation of local EMOs.

5.4 Emergency Operations Center

5.4.1 General

The Emergency Operations Center (EOC) provides a central location for the management of a countywide disaster or emergency. The EOC setting allows for face-to-face communication among the members of the EOC team and others asked to participate in the decision making process. It also provides a setting in which all decision-makers receive the most current status on the emergency situation.

5.4.2 EOC Facilities

The **primary EOC** is located at:

Jackson County Emergency Communications Center
400 Pech Road
Medford, OR 97502

It is equipped such that County officials can receive relevant information on the emergency and provide coordination, direction, and control of emergency operations. The EOC has auxiliary power and is easily secured against intrusion.

Coordination and control of county emergency operations will take place from the EOC as long as environmental and incident conditions allow.

5. Command and Control

Should it be necessary to relocate, the **secondary EOC** is located in the office of:

Community Justice Building
West Main Facility, Second Floor
1101 W. Main
Medford, OR 97504

If environmental conditions do not allow direction and control functions to be conducted from either of the above County facilities, alternate locations will be identified, selected, and announced.

5.4.3 EOC Activation

There are three levels of EOC activation, responding to the levels of emergencies described below. They are Standby, Partial Activation and Full Activation. EOC procedures and checklists are included in the Appendices to this plan and in ESF 5 – Emergency Management.

5.4.3.1 Standby

- This is the lowest level of activation. The EMPC will advise EOC members of a situation that could develop into an emergency requiring EOC partial or full activation. They monitor the situation and are ready to report to and staff the EOC, if needed.
- Examples of situations that trigger standby are: issuance of a flood watch; severe winter storm watch; level orange risk of terrorism; and a wildland fire with no risk to structures.

5.4.3.2 Partial Activation

- Partial activation occurs when the emergency situation is one that reoccurs on a relatively regular basis and requires response by multiple agencies.
- Examples of emergencies that trigger partial activation are: closures of Interstate 5 during snowstorms; apartment fires; minor flooding; severe storm warnings; and the evacuation of multiple residences.

5.4.3.3 Full Activation

- Full activation occurs when the emergency requires the participation of multiple and outside agencies, performing the full range of emergency service functions.
- Full activation is triggered by disasters, such as fire in the urban interface, an earthquake, a major flood, or a commercial aircraft accident.

5. Command and Control

5.5 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. The NIMS is a comprehensive, national approach to incident management applicable to all jurisdictional levels and across functional disciplines. ICS, a standardized, flexible, scalable all-hazard incident management system, is designed to be active from the time an incident occurs until the requirement for management and operations no longer exists.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. ICS positions 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 ICS allows agencies to communicate using common terminology and operating procedures and allow for effective coordination and allocation of resources throughout an incident's duration.

The ICS organization is built around an Incident Commander (IC) and the command and general staff positions. The four primary general staff positions are: Operations, Logistics, Planning, and Finance, which apply in a routine emergency, organizing for a major event, or managing a major response to a disaster. In small incidents, these general staff positions may be managed by the IC. Larger incidents usually require being set up as separate sections within the ICS organization, with each section overseen by a general staff member (commonly referred to as a "Section Chief") who reports directly to the IC. The County EOC has established a command structure, supporting activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is available through the EMPC and is located at the EOC in hardcopy format. A typical ICS organizational chart for County is presented in Figure 5-1.

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

Additional information regarding the County's EMO command structure is provided in Annex ESF-5, Emergency Management.

Plain language will be used during any multi-jurisdictional emergency response occurring in the County 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

5. Command and Control

and effectively coordinate response activities, regardless of the size, scope, or complexity of the incident. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their abilities to communicate with each other.

Current training and operational requirements set forth under NIMS has been adopted and implemented by County. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle managers, and command and general staff. See Chapter 6 for a list of identified positions and training requirements.

5.5.1 Command Staff

5.5.1.1 Incident Commander

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

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

5.5.1.2 Safety Officer

The Safety Officer is generally responsible for:

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

5. Command and Control

5.5.1.3 Public Information Officer

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

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

5.5.1.4 Liaison Officer

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

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

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

5.5.2 General Staff**5.5.2.1 Operations Chief**

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

5. Command and Control

operations. Thus, typical agencies included in the Operations Section are: fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials), law enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations), public health officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health), and public works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse). Private entities, companies, and non-governmental organizations may also support the Operations section. The Operations Chief is responsible for:

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

5.5.2.2 Planning Chief

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

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

5.5.2.3 Logistics Chief

The Logistics section is typically supported by units including: 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;

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

5.5.2.4 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 which can be staffed by a technical specialist in the Planning section. Potential units assigned to this section include: Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

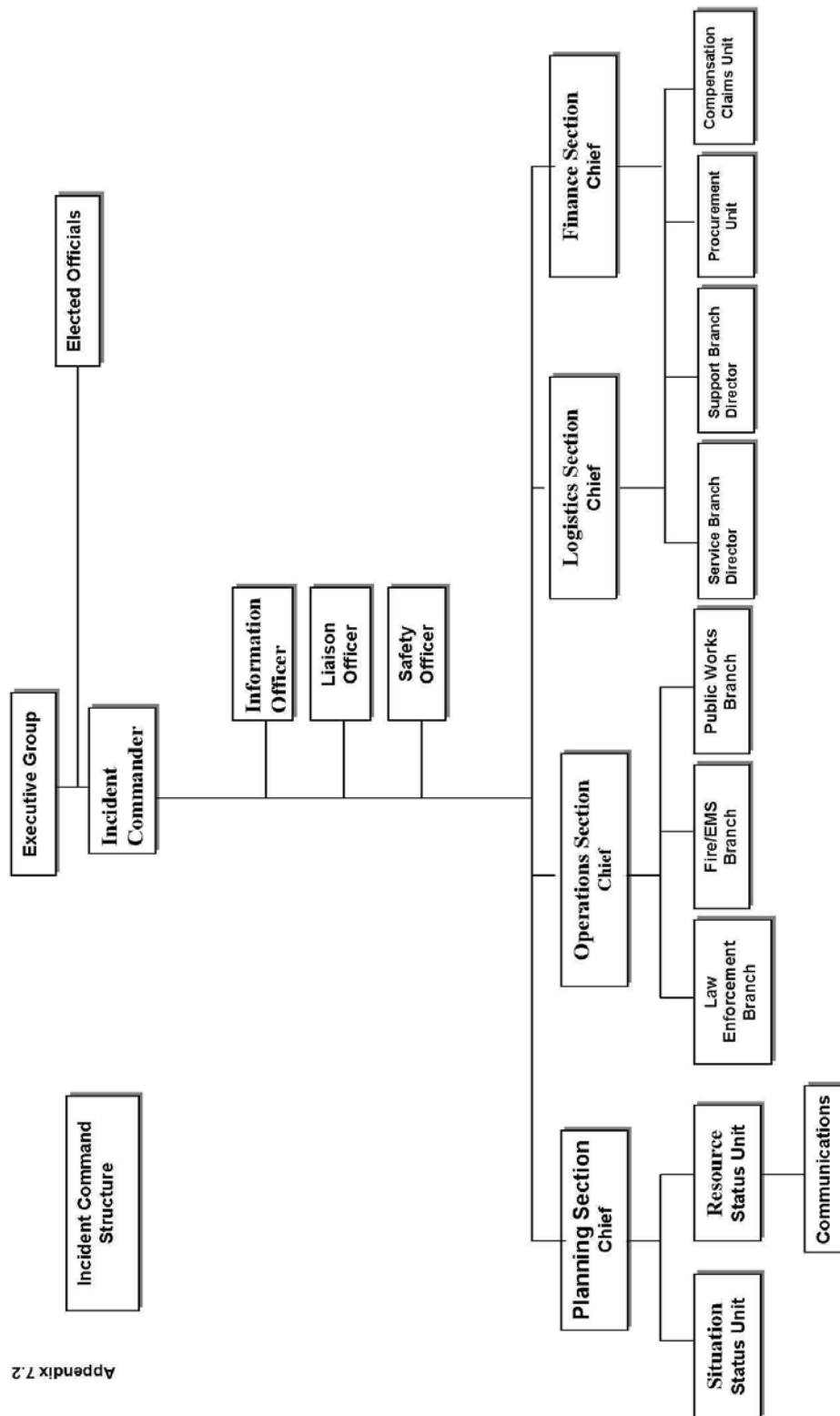
- Monitoring costs related to the incident;
- Maintaining accounting, procurement, and personnel time records; and
- Conducting cost analyses.

5.5.3 Unified Command

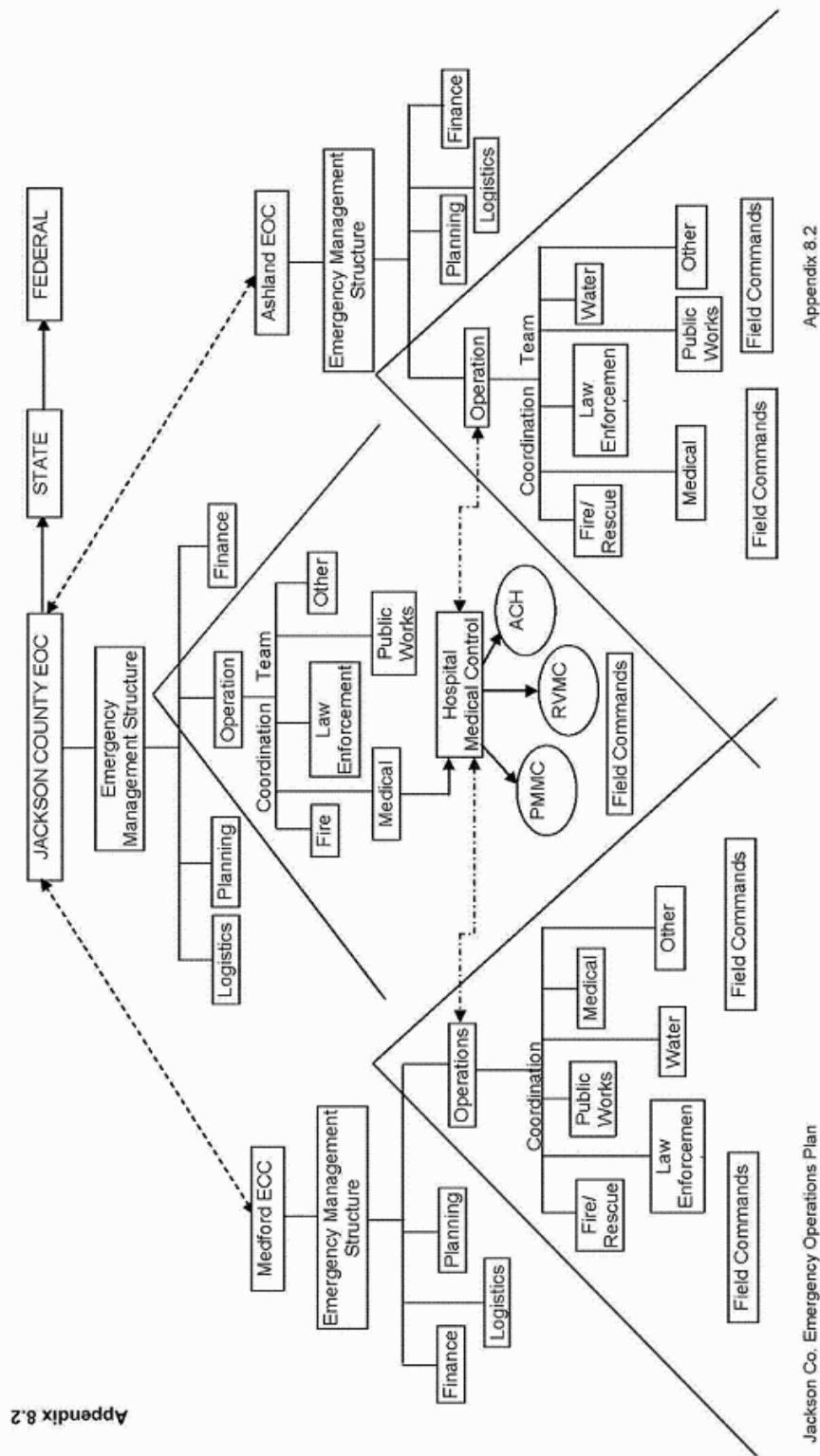
In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, county, regional, state, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure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

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

5. Command and Control

Figure 5-1 Jackson County Sample ICS Structure

5. Command and Control

Figure 5-2 Jackson County Sample Unified Command Structure

6

Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

6.1.1 Plan Development

Members of the Emergency Management Advisory Council (EMAC) developed this Emergency Operations Plan under the direction of the County Administrator. EMAC includes representatives from local, state and federal agencies and voluntary organizations that perform emergency service functions.

6.1.2 Role of the EMP Coordinator

The Emergency Management Program Coordinator (EMP Coordinator) provides emergency service agencies with information concerning their role in emergency management and ensures proper distribution of the plan and any revisions. The EMPC coordinates the development and maintenance of the Emergency Operations Plan among all emergency service agencies.

6.1.3 Plan Review

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 County EMPC and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

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

6. Plan Development, Maintenance and Implementation

Recommended changes should be forwarded to:

Mike Curry, Emergency Management
Jackson County Courthouse
10 South Oakdale, Room 214
Medford, Oregon 97501

6.1.4 Previous Plan Editions

This Plan supersedes and rescinds all previous editions of the Jackson County Emergency Operations Plan.

6.1.5 Separability

If any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of the plan.

6.2 Training Program

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

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

- Emergency Medical Service (EMS) personnel;
- Firefighters;
- Law enforcement personnel;
- Public works/utility personnel;
- Skilled support personnel;
- Other emergency management response personnel; and
- Support/volunteer personnel at all levels.

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

6. Plan Development, Maintenance and Implementation

Table 6-1 Minimum Training Requirements

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

6.3 Exercise Program

The County will conduct exercises throughout the year to continually test and evaluate this EOP. Whenever feasible, the County 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 County will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information on the HSEEP program can be found at <http://hseep.dhs.gov>.

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

6.4 Event Critique and After Action Reporting

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

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

6.5 Community Outreach and Preparedness Education

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

6. Plan Development, Maintenance and Implementation

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

<http://www.co.jackson.or.us/SectionIndex.asp?SectionID=28>

A

**Jackson County Code, Chapter
244**

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CHAPTER 244
Organization for Emergency Management

244.01	Repealed.
244.02	Repealed.
244.03	Repealed.
244.04	Repealed.
244.05	Repealed.
244.06	Repealed.
244.07	Repealed.
244.08	Repealed.
244.09	Repealed.
244.10	Repealed.
244.11	Repealed.
244.12	Repealed.
244.13	Statement of purpose and authority.
244.14	Definitions.
244.15	Declaration of state of emergency.
244.16	Authority, control, and management of resources during state of emergency.
244.17	Scope and effect of rules and orders during a state of emergency.
244.18	Responsibility for Emergency Management within Jackson County.
244.19	Jackson County Emergency Operations Plan.
244.20	Emergency Operations Center.
244.21	Termination of state of emergency.
244.22	Penalties.
244.23	Separability.

CROSS REFERENCES

State emergency operations center - see ORS 401.270
Local government emergency services - see ORS 401.305 et seq.
Reciprocal emergency aid and resources, State, counties and cities - see ORS 401.480
Nuclear accidents and catastrophes - see ORS 469.535
Emergency medical services plans - see ORS 682.205
Ambulance Service Advisory Committee - see ADM. Ch. 253
Mass gatherings - see GEN. OFF. Ch. 620
Emergency medical care for prisoners - see S.U. & P.S. 1072.01
Ambulance service areas - see S.U. & P.S. Ch. 1075

Appendix A. Jackson County Code, Chapter 244

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244.01 (Ord. 84-13. Passed 5-30-84; REPEALED by E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86.)

244.02 (Ord. 84-13. Passed 5-30-84; REPEALED by E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86.)

244.03 (Ord. 84-13. Passed 5-30-84; REPEALED by E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86.)

244.04 (Ord. 84-13. Passed 5-30-84; REPEALED by E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86.)

244.05 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.06 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.07 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.08 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.09 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.10 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.11 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.12 (E. Ord. 86-28. Passed 11-17-86; P. Ord. 86-3. Passed 11-17-86; REPEALED by E. Ord. 92-12. Passed 7-1-92; P. Ord. 92-11. Passed 7-15-92.)

244.13 STATEMENT OF PURPOSE AND AUTHORITY.

It is the policy of the State of Oregon that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local government level. Pursuant to State statute, the executive officer or governing body of each county or city is responsible for the emergency services system within the respective jurisdiction. It is the purpose of this

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ordinance to comply with these State requirements and to set out procedures for emergency response so that the County is better able to protect the health and welfare of its citizens.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.14 Definitions.

As used in Sections 244.13 to 244.22:

- (a) "Board" means the Jackson County Board of Commissioners.
- (b) "Disaster" means an actual or potential emergency that exceeds the capacity of either local government or the emergency services system to effectively respond and that requires immediate action in order to protect life and property.
- (c) "Disaster response" means a response by organizational units of local government exceeding mutual aid directed toward any emergency in an attempt to mitigate the effects of the emergency upon the public welfare. The effects of the emergency, either actual or potential, must be of such magnitude that available resources must be directed to the response effort.
- (d) "Emergency" means any manmade or natural event or circumstances causing or threatening loss of life, injury to person or property, human suffering, or financial loss and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, and war.
- (e) "Emergency response" means prompt action directed at safeguarding the public's welfare through procedures designed to minimize danger to life, health, property loss, or related impacts. The level of response is a function of the severity of the emergency, the impact or potential impact upon persons or property, and the ability of government to respond given limitations of budget, personnel, and equipment.
- (f) "Emergency Service Agency" means an organization within a local government that performs essential services for the public's benefit prior to, during, or following an emergency. Emergency service agencies include:
 - (1) Primary response organizations which are organizations within local governments that provide law enforcement, fire suppression, responses to spills or releases of oil or hazardous material as defined in ORS 466.605, medical treatment, and medical transportation; and
 - (2) Secondary response organizations which are organizations within local governments that provide for public works, road engineering and repair, and public health.

Appendix A. Jackson County Code, Chapter 244

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(g) "Incident Command System (ICS)" means an all risk system enabling emergency organizations to function in a multi-agency environment through the use of standardized organization, terminology, procedures, and communications. It provides a generic organizational structure with the five functional areas of command, operations, planning, logistics and finance.

(h) "Mutual aid" is a concept that allows resource sharing between two or more response organizations that are separately funded and whose jurisdictional areas do not overlap. Use of the resources is based upon written operational agreements (Mutual Aid Agreements) between two or more response organizations through which resources are shared and the functions of command and control have been agreed upon beforehand.

(i) "State of emergency" is an operational condition of government declared pursuant to Section 244.15 wherein the usual and customary procedures of government may be suspended to enable immediate resource deployment to safeguard life and property in accordance with the Jackson County Emergency Operations Plan.

(j) "Unified Command Concept" means the method by which local, State, and Federal agencies will work with the incident commander to:

- (1) Determine their roles and responsibilities for a given incident.
- (2) Determine their overall objectives for management of an incident.
- (3) Select a strategy to achieve agreed upon objectives.
- (4) Deploy resources to achieve agreed upon objectives.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.15 DECLARATION OF STATE OF EMERGENCY.

(a) The authority to declare a state of emergency rests with the Board of County Commissioners. If the chairman of the Board finds that circumstances prohibit timely action of the Board, the chairman of the Board is empowered to declare a state of emergency. In the event the chairman of the Board is unavailable or unable to perform his/her duties under this section, the duties shall be performed by the following individuals in the order listed: the vice-chair of the Board, the third member of the Board, or the County Administrator or the County Administrator's designee as set out in writing and filed with the Jackson County Emergency Operations Plan.

(b) A declaration of a state of emergency made other than by majority vote of the Board shall be deemed to be affirmed by the Board unless the Board, by majority vote, sets aside the declaration within forty-eight hours after the declaration was made.

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(c) When, in the judgment of the person or persons authorized under subsection (a) hereof, a state of emergency exists, or when a state of emergency has been declared by the President of the United States or the Governor of Oregon, the person or persons thus authorized may declare and publicize the existence of such state of emergency by any means that are deemed appropriate and will achieve notice throughout the County.

(d) Any declaration of a state of emergency must specify the geographical area covered by the declaration and shall state the factors that necessitate such action.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.16 AUTHORITY, CONTROL, AND MANAGEMENT OF RESOURCES DURING STATE OF EMERGENCY.

When a state of emergency has been declared, the Board or those persons then in the position of authority under Section 244.15(a) are empowered, to the extent otherwise authorized by statute, to order and enforce emergency measures, including, but not limited to, the power to:

- (a) Redirect County funds for emergency use;
- (b) Suspend standard County procurement procedures;
- (c) Extend governmental authority to nonpublic resources (i.e. personnel and equipment) required to support regular County resources. When property is taken under such power, the owner of the property is entitled to reasonable compensation.
- (d) Enter into mutual aid agreements and agreements with other public and private agencies for use of resources, including police and law enforcement;
- (e) Establish a curfew for the emergency area;
- (f) Evacuate persons from the emergency area;
- (g) Limit the number of persons who may congregate in public within the emergency area;
- (h) Restrict and regulate vehicular and pedestrian traffic to, from, and within the emergency area;
- (i) Curtail or suspend commercial activity within the emergency area;
- (j) Direct all rescue and salvage work, and do all things deemed advisable and necessary to alleviate the immediate condition;

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(k) Designate persons to coordinate the work of public and private relief agencies operating in such area and exclude from such area any person or agency refusing to cooperate with and work under such coordinator or to cooperate with other agencies engaged in emergency work;

(l) Control, restrict, and regulate the distribution and use of food, feed, fuel, clothing, other commodities, materials, goods, and services by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation, or other means;

(m) Direct activities in connection with the use, conservation, and salvage of essential materials, services, and facilities. These materials, services, and facilities may include production, transportation, power and/or communication facilities, the training and supply of labor, health and medical care, housing, rehabilitation, education, child care, recreation, and consumer protection; and

(n) Take any other action that may be necessary for the management of resources following an emergency.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.17 SCOPE AND EFFECT OF RULES AND ORDERS DURING A STATE OF EMERGENCY.

(a) The authority to issue or promulgate rules and orders under this chapter may be exercised with respect to the entire area over which the Board has jurisdiction or to any specified part thereof.

(b) All rules and orders issued under authority conferred by this chapter shall have the full force and effect of law during a declared state of emergency. All previously existing ordinances, rules, and orders inconsistent with this chapter shall be inoperative during the period of time and to the extent such inconsistencies exist.

(c) The County Administrator, on behalf of the County, shall have the authority to enter into mutual aid agreements between the County and cities within the County or neighboring counties. These agreements may provide for the support of the activities of these other jurisdictions during a state of emergency but may not provide for the assumption of control over non-Jackson County personnel, equipment, or resources.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.18 ADMINISTRATION CODE 110

244.18 RESPONSIBILITY FOR EMERGENCY MANAGEMENT WITHIN JACKSON COUNTY.

There is hereby formed in Jackson County an Emergency Management Program. The County Administrator has responsibility for the organization, administration, and operation of the Jackson County Emergency Management Program, subject to the direction and control of the County governing body (ORS 401.305), and this chapter.

The County Administrator shall appoint a Manager to administer the Emergency Management Program. The appointed manager shall be responsible for day-to-day operations defined in ORS 401.025(6).

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.19 JACKSON COUNTY EMERGENCY OPERATIONS PLAN.

The Emergency Management Program shall be responsible for the preparation of an emergency operations plan, hereinafter referred to as "plan." This plan shall be a written document detailing mitigation, preparedness, response, and recovery processes for use in dealing with actual or potential disasters, and shall provide a framework within which emergency response agencies may function to safeguard life and property. The plan is intended to be used only as a guide and does not carry the force of law. All County departments are authorized to take immediate action outside of the plan when human life is threatened. Nothing within this section requires the County to provide services to a city exceeding provisions of the Emergency Operations Plan.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.20 EMERGENCY OPERATIONS CENTER.

(a) To facilitate emergency response, an Emergency Operations Center (EOC) may be established as needed. The EOC will be staffed and equipped to enable radio communications with field units and on-site command posts, and with the State of Oregon Emergency Operations Center, the State of Oregon Emergency Management (OEM), and Emergency Management Program.

(b) The EOC shall be established in one of the following locations:

- (1) The Southern Oregon Regional Communications (SORC) board room on the fourth floor of the Jackson County Courthouse;
- (2) The State Police Office located at 2700 North Pacific Highway, Medford.

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(c) A mobile EOC will be deployed to field locations as needed. The Sheriff's Department shall be responsible for the deployment of the mobile EOC.

(d) The EOC shall be operated pursuant to the Incident Command System. The County Administrator or his/her designee appointed pursuant to Section 244.15(a) shall perform the duty of incident commander and shall make all personnel assignments according to need. Whenever an emergency affects two or more political subdivisions, the concept of Unified Command shall be put into effect.

(e) The EOC will be staffed by personnel from County government and other public and private entities as needed.

(f) The Emergency Management Program Manager will schedule quarterly training for EOC personnel.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.21 TERMINATION OF STATE OF EMERGENCY.

The Board shall declare the termination of the existence of a state of emergency. A state of emergency shall be terminated at the earliest date conditions warrant. The Board shall publicize said termination throughout the County. Upon such declaration of termination, all emergency rules and orders and extraordinary authority and controls allowed by this chapter shall have no further force or effect and shall cease to exist.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.22 PENALTIES.

Any person, firm, corporation, association or entity that violates any emergency measure taken under authority of this ordinance shall be subject to all of the penalties and provisions of Section 202.99 of these Codified Ordinances.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

244.23 SEPARABILITY.

If any section, subsection, sentence, clause, phrase or portion of this ordinance is, for any reason, held invalid or unconstitutional by a court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions of this ordinance.

(E. Ord. 94-1. Passed 1-12-94; P. Ord. 94-2. Passed 1-26-94.)

B

**Oregon Revised Statutes: Chapter
401 – Emergency Management
and Services**

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Chapter 401 — Emergency Management and Services

2009 EDITION

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401.015 [1983 c.586 §1; 2009 c.718 §28; renumbered 401.032 in 2009]

401.020 [Amended by 1975 c.379 §8; repealed by 1983 c.586 §49]

DEFINITIONS

401.025 Definitions. As used in this chapter:

(1) “Emergency” means a human created or natural event or circumstance that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss, including but not limited to:

(a) Fire, explosion, flood, severe weather, landslides or mud slides, drought, earthquake, volcanic activity, tsunamis or other oceanic phenomena, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, acts of terrorism and war; and

(b) A rapid influx of individuals from outside this state, a rapid migration of individuals from one part of this state to another or a rapid displacement of individuals if the influx, migration or displacement results from the type of event or circumstance described in paragraph (a) of this subsection.

(2) “Emergency service agency” means an organization within a local government that performs essential services for the public’s benefit before, during or after an emergency, such as law enforcement, fire control, health, medical and sanitation services, public works and engineering, public information and communications.

(3) “Emergency services” means activities engaged in by state and local government agencies to prepare for an emergency and to prevent, minimize, respond to or recover

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from an emergency, including but not limited to coordination, preparedness planning, training, interagency liaison, fire fighting, oil or hazardous material spill or release cleanup as defined in ORS 466.605, law enforcement, medical, health and sanitation services, engineering and public works, search and rescue activities, warning and public information, damage assessment, administration and fiscal management, and those measures defined as “civil defense” in 50 U.S.C. app. 2252.

(4) “Local government” has the meaning given that term in ORS 174.116.

(5) “Major disaster” means any event defined as a “major disaster” under 42 U.S.C. 5122(2). [1983 c.586 §2; 1985 c.733 §21; 1987 c.373 §84; 1989 c.361 §8; 1991 c.418 §1; 1991 c.956 §10; 1993 c.187 §1; 1999 c.935 §29; 2005 c.825 §9; 2007 c.97 §10; 2007 c.223 §5; 2007 c.740 §20; 2009 c.718 §17]

401.030 [Amended by 1967 c.595 §1; 1969 c.80 §8; 1975 c.379 §9; 1975 c.624 §1; repealed by 1983 c.586 §49]

RESPONSIBILITY FOR EMERGENCY SERVICES

401.032 Statement of policy and purpose. (1) The general purpose of this chapter is to reduce the vulnerability of the State of Oregon to loss of life, injury to persons or property and human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of emergencies.

(2) It is declared to be the policy and intent of the Legislative Assembly that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local level. The state shall prepare for emergencies, but shall not assume authority or responsibility for responding to an emergency unless the appropriate response is beyond the capability of the city and county in which the emergency occurs, the city or county fails to act, or the emergency involves two or more counties. [Formerly 401.015]

401.035 Responsibility for emergency services systems. (1) The emergency services system is composed of all agencies and organizations involved in the coordinated delivery of emergency services. The Governor is responsible for the emergency services system within the State of Oregon. The executive officer or governing body of each county or city of this state is responsible for the emergency services system within that jurisdiction.

(2) In carrying out their responsibilities for emergency services systems, the Governor and the executive officers or governing bodies of the counties or cities may delegate any administrative or operative authority vested in them by this chapter and provide for the subdelegation of that authority. [1983 c.586 §3; 2009 c.718 §24]

401.039 [2007 c.740 §19; 2009 c.718 §29; renumbered 401.198 in 2009]

401.040 [Amended by 1963 c.528 §1; 1967 c.419 §33; 1969 c.80 §9; 1975 c.379 §10; 1975 c.624 §2; 1981 c.615 §4; repealed by 1983 c.586 §49]

401.041 [2002 s.s.1 c.7 §1; renumbered 402.100 in 2009]

401.043 [2002 s.s.1 c.7 §2; renumbered 402.105 in 2009]

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401.045 [1983 c.586 §18; 1993 c.187 §2; repealed by 2002 s.s.1 c.7 §3]

401.050 [Amended by 1963 c.528 §2; 1967 c.419 §34; 1967 c.595 §2; 1969 c.80 §10; 1969 c.314 §32; 1981 c.615 §5; repealed by 1983 c.586 §49]

EMERGENCY MANAGEMENT BY THE STATE

(Office of Emergency Management)

401.052 Responsibilities of Office of Emergency Management. (1) The Office of Emergency Management is established in the Oregon Military Department.

(2) The office shall be responsible for:

(a) Coordinating and facilitating private sector and governmental efforts to prevent, prepare for, respond to and recover from emergencies; and

(b) Coordinating exercises and training, planning, preparedness, response, mitigation and recovery activities with state and local emergency services agencies and organizations.

(3) The office shall prepare a statewide emergency management plan and update the plan from time to time as necessary. [Formerly 401.257]

401.054 Agency liaison with Office of Emergency Management. (1) The following state agencies shall designate a person within each agency to act as a liaison with the Office of Emergency Management:

(a) The Department of Transportation;

(b) The State Department of Agriculture;

(c) The Department of Environmental Quality;

(d) The Department of Human Services;

(e) The State Department of Energy;

(f) The Oregon Department of Administrative Services;

(g) The Department of State Police;

(h) The State Department of Geology and Mineral Industries;

(i) The Oregon Health Authority; and

(j) The Oregon Military Department.

(2) Each person designated as a liaison under subsection (1) of this section shall assist in the coordination of the functions of the person's agency that relate to emergency preparedness and response with similar functions of the Office of Emergency Management. [Formerly 401.259]

401.055 [1983 c.586 §4; 1991 c.605 §1; 1993 c.187 §3; 2007 c.408 §1; 2007 c.740 §21; renumbered 401.165 in 2009]

401.060 [Amended by 1963 c.528 §4; 1967 c.595 §3; 1969 c.80 §11; repealed by 1983 c.586 §49]

401.062 Office of Emergency Management; appointment of director. (1) The Office of Emergency Management is under the supervision and control of a director, who is responsible for the performance of the duties, functions and powers of the office.

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(2) The Adjutant General, with the approval of the Governor, shall appoint the Director of the Office of Emergency Management, who holds office at the pleasure of the Adjutant General.

(3) The director shall be paid a salary as provided by law or, if not so provided, as prescribed by the Adjutant General, with the approval of the Governor.

(4) For purposes of administration, subject to the approval of the Adjutant General, the director may organize and reorganize the office as the director considers necessary to properly conduct the work of the office.

(5) The director may divide the functions of the office into administrative divisions. Subject to the approval of the Adjutant General, the director may appoint an individual to administer each division. The administrator of each division serves at the pleasure of the director and is not subject to the provisions of ORS chapter 240. Each individual appointed under this subsection must be well qualified by technical training and experience in the functions to be performed by the individual. [Formerly 401.261]

401.064 [1975 c.379 §3; repealed by 1983 c.586 §49]

401.065 [1983 c.586 §5; 2009 c.718 §39; renumbered 401.168 in 2009]

401.066 [1975 c.379 §2; 1977 c.248 §3; repealed by 1983 c.586 §49]

401.068 [1975 c.379 §4; repealed by 1983 c.586 §49]

401.070 [Repealed by 1983 c.586 §49]

401.072 Appointment of deputy director. (1) The Director of the Office of Emergency Management may, by written order filed with the Secretary of State, appoint a deputy director. The deputy director serves at the pleasure of the director, has authority to act for the director in the absence of the director and is subject to the control of the director at all times.

(2) Subject to any applicable provisions of ORS chapter 240, the director shall appoint all subordinate officers and employees of the Office of Emergency Management, prescribe their duties and fix their compensation. [Formerly 401.263]

401.074 [1983 c.586 §6; 2009 c.718 §40; renumbered 401.185 in 2009]

401.075 [1977 c.248 §2; repealed by 1983 c.586 §49]

401.076 Rules. In accordance with applicable provisions of ORS chapter 183, the Director of the Office of Emergency Management may adopt rules necessary for the administration of the laws that the Office of Emergency Management is charged with administering. [Formerly 401.265]

401.080 [Amended by 1953 c.6 §4; 1967 c.595 §4; 1975 c.379 §11; repealed by 1983 c.586 §49]

401.082 Advisory and technical committees. (1) To aid and advise the Director of the Office of Emergency Management in the performance of the functions of the Office of Emergency Management, the director may establish such advisory and technical

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committees as the director considers necessary. The committees may be continuing or temporary. The director shall determine the representation, membership, terms and organization of the committees and shall appoint their members. The director is an ex officio member of each committee.

(2) Members of the committees are not entitled to compensation, but in the discretion of the director may be reimbursed from funds available to the office for actual and necessary travel and other expenses incurred by them in the performance of their official duties in the manner and amount provided in ORS 292.495. [Formerly 401.267]

401.085 [1983 c.586 §7; 2009 c.718 §41; renumbered 401.188 in 2009]

401.088 Interagency agreements. The Director of the Office of Emergency Management may enter into interagency agreements with other state agencies that the director determines are necessary to carry out the duties of the Office of Emergency Management. [Formerly 401.269]

401.090 [Repealed by 1983 c.586 §49]

401.092 Duties of director; rules. The Director of the Office of Emergency Management shall be responsible for coordinating and facilitating exercises and training, emergency planning, preparedness, response, mitigation and recovery activities with the state and local emergency services agencies and organizations, and shall, with the approval of the Adjutant General or as directed by the Governor:

- (1) Make rules that are necessary and proper for the administration and implementation of this chapter;
- (2) Coordinate the activities of all public and private organizations specifically related to providing emergency services within this state;
- (3) Maintain a cooperative liaison with emergency management agencies and organizations of local governments, other states and the federal government;
- (4) Have such additional authority, duties and responsibilities authorized by this chapter or as may be directed by the Governor;
- (5) Administer grants relating to emergency program management under ORS 401.305, seismic rehabilitation, emergency services for the state and the statewide 2-1-1 system as provided in ORS 403.430;
- (6) Provide for and staff a State Emergency Operations Center to aid the Governor and the Office of Emergency Management in the performance of duties under this chapter;
- (7) Serve as the Governor's authorized representative for coordination of certain response activities and managing the recovery process;
- (8) Establish training and professional standards for local emergency program management personnel;
- (9) Establish task forces and advisory groups to assist the office in achieving mandated responsibilities;
- (10) Enforce compliance requirements of federal and state agencies for receiving funds and conducting designated emergency functions;
- (11) Oversee the design, implementation and support of a statewide 2-1-1 system as provided under ORS 403.415; and
- (12) Coordinate the activities of state and local governments to enable state and local governments to work together during domestic incidents as provided in the National

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Incident Management System established by the Homeland Security Presidential Directive 5 of February 28, 2003. [Formerly 401.270]

401.094 System for notification of emergencies; emergency management coordinators; rules. (1)(a) The Department of State Police shall maintain a system for the notification and interagency coordination of state resources in response to emergencies involving multijurisdictional cooperation between the various levels of government and private business entities.

(b) The department shall provide the Office of Emergency Management with a service level agreement that describes the continued daily operations and maintenance of the system, the services and supplies needed to maintain the system 24 hours a day, every day of the year, and the policies and procedures that support the overall notification system.

(2) The notification system shall be managed by the Office of Emergency Management as a continuously available communications network and a component of the state's emergency operations center.

(3) The notification system shall be the primary point of contact by which any public agency provides the state notification of an emergency or disaster, or requests access to state and federal resources.

(4) Each department of state government, and those agencies of state government identified in the statewide emergency management plan prepared under ORS 401.052 as having emergency service or administrative responsibilities, shall appoint an emergency management coordinator as their representative to work with the Office of Emergency Management on the development and implementation of emergency plans and procedures.

(5) The Office of Emergency Management shall adopt rules relating to the planning, administration and operation of the notification system maintained under this section. [Formerly 401.275]

401.095 [1983 c.586 §8; renumbered 401.192 in 2009]

401.096 Federal grants for emergency management and services; authority of office. (1) The Office of Emergency Management is designated as the sole agency of the State of Oregon for the purpose of negotiating agreements with the United States Department of Homeland Security or other appropriate federal agency, on behalf of the state, for the acquisition of federal funds for the purpose of providing emergency program management and emergency services. All city or county emergency management programs, emergency service agencies and state agencies applying for such funds shall coordinate with the office on development of proposals and shall submit applications to the department to be reviewed or processed, or both.

(2) The office is authorized to accept and receive on behalf of the state, counties and cities federal funds for the purposes of emergency program management and emergency services. [Formerly 401.280]

401.100 [Repealed by 1983 c.586 §49]

401.105 [1983 c.586 §9; renumbered 401.204 in 2009]

401.106 [2007 c.223 §1; renumbered 401.962 in 2009]

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401.107 [2007 c.223 §3,4; renumbered 401.965 in 2009]

401.108 [2007 c.223 §7(3); renumbered 401.970 in 2009]

401.109 Oregon Homeland Security Council. (1) The Oregon Homeland Security Council is created within the Office of Emergency Management. The council shall:

(a) Receive briefings on security matters for which the office is responsible at least annually from state agencies and organizations as determined by the council; and

(b) Advise state agencies with responsibility for security matters on the future direction of the office's planning, preparedness, response and recovery activities.

(2) The membership of the council shall consist of:

(a) Four members from the Legislative Assembly appointed as follows:

(A) Two members from the Senate appointed by the President of the Senate; and

(B) Two members from the House of Representatives appointed by the Speaker of the House of Representatives;

(b) The Governor;

(c) The Adjutant General;

(d) The Superintendent of State Police;

(e) The Director of the Office of Emergency Management; and

(f) Additional members appointed by the Governor who the Governor determines necessary to fulfill the functions of the council, including state agency heads, elected state officials, local government officials, a member of the governing body of an Indian tribe and representatives from the private sector.

(3) Each member appointed to the council under subsection (2)(a) and (f) of this section serves at the pleasure of the appointing authority. The membership of a public official ceases upon termination of the office held by the official at the time of appointment to the council.

(4) The Governor shall be chairperson of the council.

(5) Members of the council are not entitled to compensation but, at the discretion of the director, may be reimbursed, in the manner and amount provided in ORS 292.495, from funds available to the office for actual and necessary travel and other expenses incurred in the performance of their duties as members of the council. [Formerly 401.881]

Note: 401.109 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.110 [Amended by 1975 c.379 §12; repealed by 1983 c.586 §49]

401.115 [Formerly 401.530; renumbered 401.175 in 2009]

401.120 [Repealed by 1983 c.586 §49]

401.125 [Formerly 401.630; renumbered 401.232 in 2009]

401.130 [Repealed by 1983 c.586 §49]

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401.135 [Formerly 401.640; 1997 c.14 §1; renumbered 401.234 in 2009]

401.140 [Repealed by 1983 c.586 §49]

401.145 [Formerly 401.650; renumbered 401.178 in 2009]

401.150 [Repealed by 1983 c.586 §49]

401.155 [Formerly 401.660; 2009 c.718 §43; renumbered 401.236 in 2009]

401.160 [Amended by 1953 c.6 §4; 1955 c.451 §1; repealed by 1983 c.586 §49]

(Declaration of State of Emergency)

401.165 Declaration of state of emergency; procedures. (1) The Governor may declare a state of emergency by proclamation at the request of a county governing body or after determining that an emergency has occurred or is imminent.

(2) All requests by a county governing body that the Governor declare an emergency shall be sent to the Office of Emergency Management. Cities must submit requests through the governing body of the county in which the majority of the city's property is located. Requests from counties shall be in writing and include the following:

(a) A certification signed by the county governing body that all local resources have been expended; and

(b) A preliminary assessment of property damage or loss, injuries and deaths.

(3)(a) If, in the judgment of the Adjutant General, the Governor cannot be reached by available communications facilities in time to respond appropriately to an emergency, the Adjutant General shall notify the Secretary of State or, if the Secretary of State is not available, the State Treasurer that the Governor is not available.

(b) After notice from the Adjutant General that the Governor is not available, the elected state official so notified may declare a state of emergency pursuant to the provisions of subsections (1) and (2) of this section.

(c) If the Adjutant General is unavailable to carry out the duties described in this subsection, such duties shall be performed by the Director of the Office of Emergency Management.

(4) Any state of emergency declared by the Secretary of State or State Treasurer pursuant to this section has the same force and effect as if issued by the Governor, except that it must be affirmed by the Governor as soon as the Governor is reached. However, if the Governor does not set aside the proclamation within 24 hours of being reached, the proclamation shall be considered affirmed by the Governor.

(5) Any proclamation of a state of emergency must specify the geographical area covered by the proclamation. Such area shall be no larger than necessary to effectively respond to the emergency.

(6) The governing body of each county shall establish a procedure for receiving, processing and transmitting to the Office of Emergency Management, in a timely manner, a request submitted by a city that the Governor declare an emergency. [Formerly 401.055]

401.168 Governor's powers during state of emergency; suspension of agency rules. (1) During a state of emergency, the Governor has complete authority over all

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executive agencies of state government and the right to exercise, within the area designated in the proclamation, all police powers vested in the state by the Oregon Constitution in order to effectuate the purposes of this chapter.

(2) During a state of emergency, the Governor has authority to suspend provisions of any order or rule of any state agency, if the Governor determines and declares that strict compliance with the provisions of the order or rule would in any way prevent, hinder or delay mitigation of the effects of the emergency.

(3) During a state of emergency, the Governor has authority to direct any agencies in the state government to utilize and employ state personnel, equipment and facilities for the performance of any activities designed to prevent or alleviate actual or threatened damage due to the emergency, and may direct the agencies to provide supplemental services and equipment to local governments to restore any services in order to provide for the health and safety of the citizens of the affected area. [Formerly 401.065]

401.170 [Amended by 1963 c.179 §1; 1971 c.766 §1; repealed by 1983 c.586 §49]

401.175 Additional powers during emergency. During the existence of an emergency, the Governor may:

(1) Assume complete control of all emergency operations in the area specified in a proclamation of a state of emergency issued under ORS 401.165, direct all rescue and salvage work and do all things deemed advisable and necessary to alleviate the immediate conditions.

(2) Assume control of all police and law enforcement activities in such area, including the activities of all local police and peace officers.

(3) Close all roads and highways in such area to traffic or by order of the Governor limit the travel on such roads to such extent as the Governor deems necessary and expedient.

(4) Designate persons to coordinate the work of public and private relief agencies operating in such area and exclude from such area any person or agency refusing to cooperate with and work under such coordinator or to cooperate with other agencies engaged in emergency work.

(5) Require the aid and assistance of any state or other public or quasi-public agencies in the performance of duties and work attendant upon the emergency conditions in such area. [Formerly 401.115]

401.178 Removal of disaster debris or wreckage; unconditional authorization of community; liability for injury or damage. (1) Whenever the Governor has declared a disaster emergency to exist under the laws of this state, or the President of the United States, at the request of the Governor, has declared a major disaster or emergency to exist in this state, the Governor is authorized:

(a) Through the use of state departments or agencies, or the use of any of the state's instrumentalities, to clear or remove from publicly or privately owned land or water, debris and wreckage which may threaten public health or safety, or public or private property.

(b) To accept funds from the federal government and utilize such funds to make grants to any political subdivision for the purpose of removing debris or wreckage from publicly or privately owned land or water.

(2) Authority under subsection (1) of this section shall not be exercised unless the affected political subdivision, corporation, organization, or individual shall first present

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an unconditional authorization for removal of such debris or wreckage from public and private property and, in the case of removal of debris or wreckage from private property, shall first agree to indemnify the state government against any claim arising from such removal.

(3) Whenever the Governor provides for clearance of debris or wreckage pursuant to subsections (1) and (2) of this section, employees of the designated state agencies or individuals appointed by the Governor are authorized to enter upon private lands or waters and perform any tasks necessary to the removal or clearance operation.

(4) Except in cases of willful misconduct, gross negligence or bad faith, any state employee or individual appointed by the Governor authorized to perform duties necessary to the removal of debris or wreckage shall not be liable for death of or injury to persons or damage to property. [Formerly 401.145]

401.180 [Repealed by 1983 c.586 §49]

401.185 Providing temporary housing during emergency. Whenever the Governor has declared a state of emergency or the President of the United States has declared an emergency or a major disaster to exist in this state, the Governor, with the concurrence of the Joint Committee on Ways and Means or the Emergency Board, if the Legislative Assembly is not in session, is authorized:

(1) To enter into purchase, lease or other arrangements with any agency of the United States for temporary housing units to be occupied by disaster victims and to make the units available to local governments of the state.

(2) To assist any local government of this state which requires temporary housing for disaster victims following the declaration of a state of emergency to acquire and prepare a site to receive and utilize temporary housing units by:

(a) Advancing or lending funds available to the Governor from any appropriation made by the Legislative Assembly or from any other source; and

(b) Passing through funds made available by any public or private agency. [Formerly 401.074]

401.186 Waiver of waiting period for unemployment benefits. If the Governor by proclamation has declared a state of emergency under ORS 401.165, the Governor may waive the one-week waiting period required by ORS 657.155 for persons making a claim for unemployment benefits who reside within the geographical area subject to the proclamation and specified by the Governor. [2008 c.23 §2]

Note: Section 4, chapter 23, Oregon Laws 2008, provides:

Sec. 4. Sections 1 and 2 [401.186] of this 2008 Act and the amendments to ORS 657.155 by section 3 of this 2008 Act become operative when federal law permits without penalty a waiver under section 2 of this 2008 Act of the one-week waiting period required by ORS 657.155. [2008 c.23 §4]

401.188 Management of resources during emergency; rules. Whenever the Governor has declared a state of emergency, the Governor may issue, amend and enforce rules and orders to:

(1) Control, restrict and regulate by rationing, freezing, use of quotas, prohibitions on shipments, price fixing, allocation or other means, the use, sale or distribution of food, feed, fuel, clothing and other commodities, materials, goods and services;

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(2) Prescribe and direct activities in connection with use, conservation, salvage and prevention of waste of materials, services and facilities, including, but not limited to, production, transportation, power and communication facilities training, and supply of labor, utilization of industrial plants, health and medical care, nutrition, housing, rehabilitation, education, welfare, child care, recreation, consumer protection and other essential civil needs; and

(3) Take any other action that may be necessary for the management of resources following an emergency. [Formerly 401.085]

401.190 [Amended by 1963 c.528 §5; repealed by 1983 c.586 §49]

401.192 Effect of rules and orders during emergency; scope; effect; termination.

(1) All rules and orders issued under authority conferred by ORS 401.165 to 401.236 shall have the full force and effect of law both during and after the declaration of a state of emergency. All existing laws, ordinances, rules and orders inconsistent with ORS 401.165 to 401.236 shall be inoperative during the period of time and to the extent such inconsistencies exist.

(2) The authority exercised under ORS 401.165 to 401.236 may be exercised with respect to the entire territory over which the Governor has jurisdiction, or to any specified part thereof.

(3) When real or personal property is taken under power granted by ORS 401.188, the owner of the property shall be entitled to reasonable compensation from the state.

(4) The powers granted to the Governor by ORS 401.165 to 401.236 shall continue until termination of the state of emergency. The powers granted to the Governor by ORS 401.185 may continue beyond the termination of the state of emergency and shall be terminated by proclamation of the Governor or by joint resolution of the Legislative Assembly. [Formerly 401.095]

401.195 [1981 c.763 §2; repealed by 1983 c.586 §49]

401.198 Seizure of firearms during emergency. (1) As used in this section, “unit of government” means any department or agency of the federal government and any public body as defined by ORS 174.109.

(2) Notwithstanding ORS 401.165 to 401.236, a unit of government may not seize a firearm from an individual who lawfully possesses the firearm during a state of emergency declared under ORS 401.165.

(3) If a unit of government seizes a firearm from an individual during a state of emergency in violation of this section, the individual may recover from the unit of government that seized the firearm all costs incurred in the recovery of the firearm, including attorney fees, court costs and any other costs incurred in the recovery of the firearm. [Formerly 401.039]

401.200 [1981 c.763 §3; 1983 c.586 §27; renumbered 401.355]

401.204 Termination of state of emergency. (1) The Governor shall terminate the state of emergency by proclamation when the emergency no longer exists, or when the threat of an emergency has passed.

(2) The state of emergency proclaimed by the Governor may be terminated at any time by joint resolution of the Legislative Assembly. [Formerly 401.105]

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401.205 [1981 c.763 §4; 1983 c.586 §28; renumbered 401.365]

401.210 [Formerly 401.820; 1983 c.586 §29; renumbered 401.375]

401.215 [Formerly 401.830; 1983 c.586 §30; renumbered 401.385]

401.220 [1981 c.763 §5; 1983 c.586 §31; renumbered 401.395]

401.225 [1981 c.763 §6; 1983 c.586 §32; renumbered 401.405]

401.230 [1981 c.763 §7; 1983 c.586 §33; renumbered 401.415]

(Declaration of Major Disaster)

401.232 Federal financial assistance to political subdivision. Whenever, at the request of the Governor, the President of the United States has declared a major disaster to exist in this state, the Governor is authorized:

(1) Upon determination that a political subdivision of the state will suffer a substantial loss of tax and other revenues from a major disaster and has demonstrated a need for financial assistance to perform its governmental functions, to apply to the federal government, on behalf of the political subdivision, for a loan; and to receive and disburse the proceeds of any approved loan to any applicant political subdivision.

(2) To determine the amount needed to restore or resume its governmental functions, and to certify the same to the federal government, provided, however, that no application amount shall exceed 25 percent of the annual operating budget of the applicant political subdivision for the fiscal year in which the major disaster occurs.

(3) To recommend to the federal government, based upon the review of the Governor, the cancellation of all or any part of repayment when, in the first three full fiscal year period following the major disaster, the revenues of the political subdivision are insufficient to meet its operating expenses, including additional disaster-related expenses of a municipal operation character. [Formerly 401.125]

401.234 Federal financial assistance to individuals or families. Whenever the President of the United States, at the request of the Governor, with the concurrence of the Emergency Board or Joint Ways and Means Committee of the Legislative Assembly, has declared a major disaster to exist in this state, the Governor is authorized:

(1) Upon determination that financial assistance is essential to meet disaster-related necessary expenses or serious needs of individuals or families adversely affected by a major disaster that cannot be otherwise adequately met from other means of assistance, to accept a grant by the federal government to fund such financial assistance, subject to such terms and conditions as may be imposed upon the grant.

(2) To enter into an agreement with the federal government, or any officer or agency thereof, pledging the state to participate in the funding of the assistance authorized in subsection (1) of this section in an amount not to exceed 25 percent thereof.

(3) To make financial grants to help meet disaster-related necessary expenses or serious needs of individuals or families adversely affected by a major disaster which cannot otherwise adequately be met from other means of assistance. [Formerly 401.135]

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401.235 [1981 c.763 §8; 1983 c.586 §34; renumbered 401.425]

401.236 Rules. The Governor is authorized to make rules and regulations necessary to carry out the purposes of ORS 401.165 to 401.236. [Formerly 401.155]

401.240 [1981 c.763 §9; 1983 c.586 §35; renumbered 401.435]

401.245 [1981 c.763 §10; 1983 c.586 §36; renumbered 401.445]

401.250 [1981 c.763 §11; 1983 c.586 §37; renumbered 401.455]

401.255 [1981 c.763 §12; 1983 c.586 §38; renumbered 401.465]

401.257 [2007 c.740 §2; 2009 c.718 §35; renumbered 401.052 in 2009]

401.259 [2007 c.740 §8; 2009 c.595 §224; renumbered 401.054 in 2009]

401.260 [1983 c.586 §10; 1993 c.187 §4; repealed by 2007 c.740 §42]

401.261 [2007 c.740 §3; renumbered 401.062 in 2009]

401.263 [2007 c.740 §4; renumbered 401.072 in 2009]

401.265 [2007 c.740 §5; renumbered 401.076 in 2009]

401.267 [2007 c.740 §6; renumbered 401.082 in 2009]

401.269 [2007 c.740 §7; renumbered 401.088 in 2009]

401.270 [1983 c.586 §11; 1993 c.187 §5; 2003 c.556 §2; 2005 c.526 §10; 2005 c.813 §3; 2005 c.825 §10; 2007 c.740 §22; 2009 c.718 §42; renumbered 401.092 in 2009]

401.271 [2007 c.98 §1; renumbered 401.975 in 2009]

401.272 [2007 c.98 §3; 2009 c.718 §30; renumbered 401.977 in 2009]

401.273 [2007 c.98 §4; renumbered 404.350 in 2009]

401.274 [2007 c.98 §5; 2009 c.718 §31; renumbered 401.978 in 2009]

401.275 [1993 c.187 §8; 2007 c.740 §23; 2009 c.718 §36; renumbered 401.094 in 2009]

401.280 [1983 c.586 §22; 1993 c.187 §6; 2007 c.740 §24; 2008 c.18 §8; renumbered 401.096 in 2009]

401.282 [2005 c.526 §1; renumbered 403.400 in 2009]

401.284 [2005 c.526 §3; renumbered 403.405 in 2009]

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401.286 [2005 c.526 §4; renumbered 403.410 in 2009]

401.288 [2005 c.526 §5; renumbered 403.415 in 2009]

401.290 [2005 c.526 §6; renumbered 403.420 in 2009]

401.292 [2005 c.526 §7; renumbered 403.425 in 2009]

401.294 [2005 c.526 §8; renumbered 403.430 in 2009]

401.296 [2005 c.526 §9; renumbered 403.435 in 2009]

401.300 [2005 c.813 §2; 2007 c.740 §25; 2009 c.595 §225; renumbered 401.910 in 2009]

EMERGENCY MANAGEMENT BY CITIES AND COUNTIES

(Emergency Management Agency)

401.305 Emergency management agency of city or county; emergency program manager; coordination of emergency management functions. (1) Each county of this state shall, and each city may, establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the county or city.

(2) The executive officer or governing body of each county and any city which participates shall appoint an emergency program manager who shall have responsibility for the organization, administration and operation of such agency, subject to the direction and control of the county or city.

(3) The local governing bodies of counties and cities that have both city and county emergency management programs shall jointly establish policies which provide direction and identify and define the purpose and roles of the individual emergency management programs, specify the responsibilities of the emergency program managers and staff and establish lines of communication, succession and authority of elected officials for an effective and efficient response to emergency conditions.

(4) Each emergency management agency shall perform emergency program management functions within the territorial limits of the county or city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the county or city.

(5) The emergency management functions shall include, as a minimum:

(a) Coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities;

(b) Establishment of an incident command structure for management of a coordinated response by all local emergency service agencies; and

(c) Coordination with the Office of Emergency Management to integrate effective practices in emergency preparedness and response as provided in the National Incident Management System established by the Homeland Security Presidential Directive 5 of February 28, 2003. [1983 c.586 §12; 1993 c.187 §9; 2005 c.825 §11]

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401.307 Emergency management agency appropriation; tax levy. (1) Each county and city may make appropriations, in the manner provided by law for making appropriations for the expenses of the county or city, for the payment of expenses of its emergency management agency and may levy taxes upon the taxable property within the county or city.

(2) An appropriation made under subsection (1) of this section shall be budgeted so that it is possible to identify it as a distinguishable expense category. [Formerly 401.325]

(Declaration of State of Emergency)

401.309 Declaration of state of emergency by city or county; procedures; mandatory evacuations. (1) The governing body of a city or county in this state may declare, by ordinance or resolution, that a state of emergency exists within the city or county. The ordinance or resolution must limit the duration of the state of emergency to the period of time during which the conditions giving rise to the declaration exist or are likely to remain in existence.

(2) A city or county in this state may, by ordinance or resolution, establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. The ordinance or resolution shall describe the conditions required for the declaration of a state of emergency within the jurisdiction.

(3) An ordinance or resolution adopted under subsection (2) of this section may designate the emergency management agency, if any, or any other agency or official of the city or county as the agency or official charged with carrying out emergency duties or functions under the ordinance.

(4) A city or county may authorize an agency or official to order mandatory evacuations of residents and other individuals after a state of emergency is declared under this section. An evacuation under an ordinance or resolution authorized under subsection (2) of this section shall be ordered only when necessary for public safety or when necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency.

(5) Nothing in this section shall be construed to affect or diminish the powers of the Governor during a state of emergency declared under ORS 401.165. The provisions of ORS 401.165 to 401.236 supersede the provisions of an ordinance or resolution authorized by this section when the Governor declares a state of emergency within any area in which such an ordinance or resolution applies. [1997 c.361 §2; 2009 c.718 §32]

401.310 [Amended by 1953 c.394 §10; 1969 c.80 §12; repealed by 1983 c.586 §49]

401.315 City or county authorized to incur obligations for emergency services; county determination of emergency. In carrying out the provisions of this chapter, counties or cities may enter into contracts and incur obligations necessary to mitigate, prepare for, respond to or recover from an emergency or major disaster. A county shall assess whether an emergency exists. [1983 c.586 §13; 1991 c.418 §2; 2009 c.718 §44]

401.320 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.325 [1983 c.586 §14; renumbered 401.307 in 2009]

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401.330 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.335 Temporary housing for disaster victims; political subdivision's authority. Any political subdivision of this state is expressly authorized to acquire, temporarily or permanently, by purchase, lease, or otherwise, sites required for installation of temporary housing units for disaster victims, and to enter into arrangements necessary to prepare or equip such sites to utilize the housing units. [Formerly 401.620]

401.337 [1991 c.956 §2; 1993 c.187 §10; 1995 c.511 §1; 1997 c.520 §§1,1a; 2007 c.740 §26; renumbered 401.915 in 2009]

401.340 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.343 [1991 c.956 §4; 1997 c.520 §2; 2005 c.813 §4; renumbered 401.918 in 2009]

401.345 [1991 c.956 §§5,6,7; 1995 c.511 §2; 1997 c.520 §3; renumbered 401.920 in 2009]

401.347 [1991 c.956 §8; 2007 c.740 §27; 2009 c.595 §226; renumbered 401.922 in 2009]

401.350 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.353 [1991 c.956 §9; renumbered 401.925 in 2009]

401.355 [Formerly 401.200; repealed by 2009 c.718 §6]

EMERGENCY SERVICE VOLUNTEERS

401.358 Definitions. As used in ORS 401.358 to 401.368:

(1) "Emergency service activities" means:

(a) The provision of emergency services; and

(b) Engaging in training under the direction of a public body, whether by reason of the training being conducted or approved by a public body, for the purpose of preparing qualified emergency service volunteers to perform emergency services.

(2) "Qualified emergency service volunteer" means a person who is:

(a) Registered with the Office of Emergency Management or other public body to perform emergency service activities;

(b) Acknowledged in writing as a qualified emergency service volunteer, at the time the person offers to volunteer during an emergency, by the Office of Emergency Management or by another public body; or

(c) A member of the Oregon State Defense Force. [2009 c.718 §2]

401.360 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.362 Application. ORS 401.358 to 401.368 apply only to a qualified emergency service volunteer who is performing emergency service activities under the direction of a

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public body without compensation from the public body other than reimbursement for food, lodging, costs of transportation and other expenses. [2009 c.718 §3]

401.364 Coverage under Oregon Tort Claims Act. (1) A qualified emergency service volunteer is an agent of a public body under ORS 30.260 to 30.300 for the purpose of acts and omissions of the volunteer that are within the course and scope of the volunteer's duties if the acts or omissions occur:

(a) While the volunteer is performing emergency service activities under the direction of the public body during a state of emergency declared under this chapter, or during a state of public health emergency proclaimed under ORS 433.441; or

(b) While the volunteer is engaged in training being conducted or approved by a public body for the purpose of preparing the volunteer to perform emergency services.

(2) A public body shall defend, save harmless and indemnify a qualified emergency service volunteer as required by ORS 30.285 for any tort claim arising out of an act or omission described in subsection (1) of this section. [2009 c.718 §4]

401.365 [Formerly 401.205; repealed by 2009 c.718 §6]

401.368 Workers' compensation benefits. (1) The Office of Emergency Management shall provide workers' compensation coverage for qualified emergency service volunteers who are injured in the course and scope of performing emergency service activities under the direction of a public body if the injury occurs:

(a) While the volunteer is performing emergency service activities under the direction of the public body during a state of emergency declared under this chapter, or during a state of public health emergency proclaimed under ORS 433.441; or

(b) While the volunteer is engaged in training being conducted or approved by a public body for the purpose of preparing the volunteer to perform emergency services.

(2) Workers' compensation coverage shall be provided under this section in the manner provided by ORS 656.039. [2009 c.718 §5]

401.370 [Amended by 1953 c.394 §10; repealed by 1983 c.586 §49]

401.375 [Formerly 401.210; repealed by 2009 c.718 §6]

401.378 Leaves of absence for certified disaster relief volunteers; requirements; maximum period; effect on status of employees. (1) State agencies and political subdivisions described in ORS 243.325 (2) to (6) may grant leaves of absence to any public employee who is a certified disaster services volunteer of the American Red Cross to participate in disaster relief services in the State of Oregon. Cumulative leave granted shall not exceed 15 work days in any 12-month period. Such leave granted shall not result in a loss of compensation, seniority, vacation time, sick leave or accrued overtime for which the employee is otherwise eligible. Compensation to an employee granted leave under this section shall be at the employee's regular rate of pay for those regular work hours during which the employee is absent from work.

(2) As used in this section, "disaster" means those disasters designated at level II and above by the American Red Cross. [Formerly 401.485]

401.380 [1953 c.394 §8; 1959 c.403 §1; 1983 c.586 §39; renumbered 401.535]

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401.385 [Formerly 401.215; 1989 c.361 §9; 1993 c.187 §11; repealed by 2009 c.718 §6]

401.395 [Formerly 401.220; 1993 c.187 §12; 2007 c.70 §157; repealed by 2009 c.718 §6]

401.405 [Formerly 401.225; repealed by 2009 c.718 §6]

401.410 [1967 c.480 §1; repealed by 1983 c.586 §49]

401.415 [Formerly 401.230; repealed by 2009 c.718 §6]

401.420 [1967 c.480 §2; repealed by 1983 c.586 §49]

401.425 [Formerly 401.235; 1993 c.187 §13; 2007 c.740 §28; repealed by 2009 c.718 §6]

401.430 [1967 c.480 §3; repealed by 1983 c.586 §49]

401.435 [Formerly 401.240; 1993 c.187 §14; repealed by 2009 c.718 §6]

401.440 [1967 c.480 §4; repealed by 1983 c.586 §49]

401.445 [Formerly 401.245; 1993 c.187 §15; 2007 c.740 §29; repealed by 2009 c.718 §6]

401.450 [1967 c.480 §5; repealed by 1983 c.586 §49]

401.455 [Formerly 401.250; repealed by 2009 c.718 §6]

401.460 [1967 c.480 §6; repealed by 1983 c.586 §49]

401.465 [Formerly 401.255; 1993 c.187 §16; repealed by 2009 c.718 §6]

401.470 [1967 c.480 §7; repealed by 1983 c.586 §49]

401.480 [1983 c.586 §15; renumbered 402.010 in 2009]

401.485 [1995 c.70 §1; renumbered 401.378 in 2009]

401.490 [1983 c.586 §16; 2009 c.718 §45; renumbered 402.015 in 2009]

401.500 [1983 c.586 §17; renumbered 402.020 in 2009]

FUNDING OF EMERGENCY SERVICES

401.505 Acceptance of aid for emergency services. Whenever any organization, agency, person, firm, corporation or officer thereof offers to the state or to any county or city, services, equipment, supplies, material or funds by way of gift, grant or loan for

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purposes of emergency program management or emergency services, the state, acting through the Governor, or the county or city, acting through its executive officer or governing body, may accept the offer. Upon acceptance, the Governor or executive officer or governing body of a county or city, as the case may be, may authorize any officer thereof to receive the services, equipment, supplies, materials or funds on behalf of the state, county or city, subject to the terms of the offer and any rules of the agency making the offer. [1983 c.586 §19]

401.510 [Repealed by 1983 c.586 §49]

401.515 [1983 c.586 §20; 2005 c.825 §12; repealed by 2009 c.718 §6]

401.520 [Repealed by 1983 c.586 §49]

401.525 Use of moneys and property for emergency services authorized. (1) The expenditure of necessary money and use of state property by any agency in performing duties in an emergency is authorized. Moneys so expended shall be deemed an administrative expense of the agency.

(2) If the Governor finds that funds regularly appropriated to state and local governments are not sufficient to cope with a particular emergency, the Governor may, with the concurrence of the Joint Committee on Ways and Means or the Emergency Board, when the Legislative Assembly is not in session, transfer and expend moneys appropriated for other purposes. [1983 c.586 §21]

401.530 [Amended by 1983 c.586 §39a; renumbered 401.115]

401.532 Oregon Pre-Disaster Mitigation Fund; rules. (1) The Oregon Pre-Disaster Mitigation Fund is established in the State Treasury, separate and distinct from the General Fund. Moneys received from federal grants for pre-disaster mitigation efforts shall be deposited into the Oregon Pre-Disaster Mitigation Fund. Moneys in the fund are continuously appropriated to the Oregon Military Department to be used to:

(a) Help state agencies and local government units with Federal Emergency Management Agency approved mitigation plans in this state prior to the occurrence of natural disasters; and

(b) Ensure, to the extent possible, that state and local agencies and officials are prepared to respond to threats of human-caused disaster, including but not limited to acts of terrorism.

(2) The Oregon Pre-Disaster Mitigation Fund may receive gifts, grants, bequests, endowments and donations from public and private sources for purposes related to the fund.

(3) The Oregon Military Department shall adopt rules for the disbursement of moneys from the Oregon Pre-Disaster Mitigation Fund. [2008 c.18 §4]

Note: 401.532 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.534 Oregon Disaster Response Fund; rules. (1) The Oregon Disaster Response Fund is established in the State Treasury, separate and distinct from the General Fund.

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Moneys received from federal grants for disaster response efforts shall be deposited into the Oregon Disaster Response Fund. Moneys in the fund are continuously appropriated to the Oregon Military Department to be used to:

(a) Help state agencies and local government units with immediate disaster response and recovery efforts related to federally declared disasters in this state; and

(b) Implement long-term hazard mitigation measures after a federally declared disaster in this state during the period of immediate recovery from the disaster.

(2) The Oregon Disaster Response Fund may receive gifts, grants, bequests, endowments and donations from public and private sources for purposes related to the fund.

(3) The Office of Emergency Management of the Oregon Military Department shall adopt rules for the disbursement of moneys from the Oregon Disaster Response Fund.

(4) If there are expenditures from the Oregon Disaster Response Fund, the Adjutant General of the Oregon Military Department shall report to the Emergency Board, or to the Legislative Assembly if it is in session, on:

(a) The nature and severity of the disaster;

(b) The actual and projected deposits into the fund;

(c) The sources of actual and projected expenditures from the fund;

(d) The nature of in-kind donations received; and

(e) The rationale for expenditures and allocation of payments to state agencies and local government units.

(5) Following the final expenditure for a particular disaster, the Adjutant General of the Oregon Military Department shall issue a final report to the Emergency Board, or to the Legislative Assembly if it is in session. The report must include an aggregate description of the factors described in subsection (4) of this section. [2008 c.18 §5]

Note: 401.534 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.535 [Formerly 401.380; 1993 c.187 §17; 2005 c.755 §30; 2007 c.740 §30; repealed by 2008 c.18 §7]

401.536 Oregon Local Disaster Assistance Loan Account; Local Disaster Assistance Review Board. (1) The Oregon Local Disaster Assistance Loan Account is established as an account in the Oregon Disaster Response Fund. The account consists of moneys appropriated by the Legislative Assembly and any other moneys deposited into the account pursuant to law.

(2) Moneys in the account are continuously appropriated to the Oregon Military Department for:

(a) Providing loans to local governments, as defined in ORS 174.116, and school districts to match, either in full or in part, moneys from federal programs for federally declared disaster relief that require a match; and

(b) Subject to subsection (4) of this section, paying the department's expenses for administering the account.

(3) The department shall deposit into the account any amounts repaid on loans made under this section.

(4) The department may not charge the account more than five percent of the maximum amount in the account during a biennium for administrative expenses.

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(5) An applicant may apply to the department for a loan from the account. The department shall consider the application, make a recommendation and submit the application and recommendation to the Local Disaster Assistance Review Board established under subsection (6) of this section.

(6) The department shall establish a Local Disaster Assistance Review Board to:

- (a) Review the recommendations of the department regarding loans from the account;
- (b) Approve, by a majority vote of members, the amount of any loan; and
- (c) Approve, by a majority vote of members, the terms and conditions of any loan.

(7) The review board shall include:

(a) Three members of county governing bodies, with at least one member representing a county from east of the crest of the Cascade Mountains, with membership determined by the Association of Oregon Counties;

(b) Three members of city governing bodies, with at least one member representing a city from east of the crest of the Cascade Mountains, with membership determined by the League of Oregon Cities;

(c) A representative of the office of the State Treasurer;

(d) A representative of the Oregon Military Department;

(e) A representative of school districts, with membership determined by the Oregon School Boards Association;

(f) A representative of special districts, with membership determined by the Special Districts Association of Oregon;

(g) A representative of the Oregon Department of Administrative Services; and

(h) Two additional members determined jointly by the department, the Association of Oregon Counties and the League of Oregon Cities.

(8) The Office of Emergency Management of the Oregon Military Department shall adopt rules establishing:

(a) A loan application process and application forms;

(b) Reasonable financial terms and conditions for loans, including interest and the repayment of the loans;

(c) Eligibility requirements for loan applicants;

(d) The maximum amount an applicant for a loan may receive;

(e) The methodology the department will use for charging the account for administrative expenses; and

(f) Procedures for submission of loan recommendations to the review board.

(9) The Oregon Military Department shall provide staff support for the review board.
[2008 c.18 §6]

Note: 401.536 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.537 [1991 c.310 §4; renumbered 455.448 in 1995]

401.538 [2001 c.366 §1; renumbered 401.900 in 2009]

401.539 [1991 c.310 §5; renumbered 455.449 in 1995]

401.540 [Repealed by 1983 c.586 §49]

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401.543 [2001 c.366 §2; renumbered 401.902 in 2009]

401.546 [2001 c.366 §3; renumbered 401.904 in 2009]

401.550 [1983 c.586 §23; 1993 c.18 §93; 2009 c.718 §25; renumbered 404.100 in 2009]

401.555 [Formerly 835.075; 2007 c.740 §31; renumbered 404.105 in 2009]

401.560 [1983 c.586 §25; 1993 c.187 §18; 2007 c.530 §1; 2009 c.718 §21; renumbered 404.110 in 2009]

401.570 [1983 c.586 §24; 1993 c.187 §19; 2009 c.718 §22; renumbered 404.115 in 2009]

401.573 [1985 c.470 §2; 1993 c.18 §94; 1993 c.187 §20; 2007 c.530 §2; renumbered 404.120 in 2009]

401.576 [1985 c.470 §3; 1993 c.187 §21; 2007 c.530 §3; renumbered 404.125 in 2009]

401.580 [1983 c.586 §26; 1993 c.187 §22; 2009 c.718 §46; renumbered 404.130 in 2009]

401.582 [2007 c.530 §4; renumbered 404.135 in 2009]

401.584 [2007 c.530 §5; renumbered 404.250 in 2009]

401.590 [1995 c.570 §1; 2009 c.718 §33; renumbered 404.270 in 2009]

401.600 [1975 c.624 §4; repealed by 1983 c.586 §49]

401.605 [1987 c.915 §1; 1993 c.18 §95; renumbered 404.300 in 2009]

401.610 [1975 c.624 §5; repealed by 1983 c.586 §49]

401.615 [1987 c.915 §2; renumbered 404.305 in 2009]

401.620 [1975 c.624 §6; renumbered 401.335]

401.625 [1987 c.915 §4; renumbered 404.310 in 2009]

401.627 [1987 c.915 §3; 2007 c.530 §8; renumbered 404.315 in 2009]

401.630 [1975 c.624 §7; renumbered 401.125]

401.635 [1987 c.915 §5; 1993 c.18 §96; repealed by 2007 c.530 §7]

401.638 [2005 c.651 §1; renumbered 401.930 in 2009]

401.639 [2005 c.651 §2; renumbered 401.932 in 2009]

401.640 [1975 c.624 §11; renumbered 401.135]

401.641 [2005 c.651 §3; 2009 c.718 §47; renumbered 401.935 in 2009]

401.643 [2005 c.651 §4; renumbered 401.938 in 2009]

401.645 [2005 c.651 §5; renumbered 401.940 in 2009]

401.650 [1975 c.624 §§8,9,10; renumbered 401.145]

EMERGENCY HEALTH CARE SERVICES

401.651 Definitions. As used in ORS 401.651 to 401.670:

(1) “Health care facility” means a health care facility as defined in ORS 442.015 that has been licensed under ORS chapter 441.

(2) “Health care provider” means an individual licensed, certified or otherwise authorized or permitted by the laws of this state or another state to administer health care services in the ordinary course of business or practice of a profession. [2003 c.298 §2; 2009 c.382 §1]

401.654 Registry of emergency health care providers. (1) The Oregon Health Authority may establish a registry of emergency health care providers who are available to provide health care services during an emergency or crisis. The authority may require training related to the provision of health care services in an emergency or crisis as a condition of registration.

(2) The authority shall issue identification cards to health care providers included in the registry established under this section that:

(a) Identify the health care provider;

(b) Indicate that the health care provider is registered as an Oregon emergency health care provider;

(c) Identify the license or certification held by the health care provider; and

(d) Identify the health care provider’s usual area of practice if that information is available and the authority determines that it is appropriate to provide that information.

(3) The authority by rule shall establish a form for identification cards issued under subsection (2) of this section.

(4) The authority shall support and provide assistance to the Office of Emergency Management in emergencies or crises involving the public health or requiring emergency medical response.

(5) The authority may enter into agreements with other states to facilitate the registry of out-of-state health care providers in the registry established under this section. [2003 c.298 §3; 2009 c.595 §227; 2009 c.828 §1]

401.655 Practice by out-of-state health care provider during emergency. During a state of emergency declared under ORS 401.165 or a state of public health emergency proclaimed under ORS 433.441, a health care provider who is licensed, certified or otherwise authorized or permitted by the laws of another state to administer health care

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services and who is registered under ORS 401.654 may administer health care services in this state as if the health care provider were licensed in this state. [2009 c.382 §4]

401.656 Provision of health care services by members of Oregon National Guard during emergency. When the Governor declares a state of emergency under ORS 401.165 or a public health emergency under ORS 433.441, the Governor, as part of the declaration of emergency, may authorize members of the Oregon National Guard on active state duty or Title 32 orders to provide health care services in Oregon without being subject to the Oregon licensing requirements for health care providers, provided that each member is qualified by virtue of the member's military duty position, training and qualifications to perform the same or similar functions as an Oregon licensed health care provider for the Armed Forces of the United States under either state or federal status. [2009 c.346 §1]

Note: 401.656 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.657 Emergency health care facility; emergency operations plan; credentialing plan; rules. (1) The Oregon Health Authority may designate all or part of a health care facility or other location as an emergency health care center. If the Governor declares a state of emergency under ORS 401.165, or proclaims a state of public health emergency under ORS 433.441, emergency health care centers may be used for:

- (a) Evaluation and referral of individuals affected by the emergency;
- (b) Provision of health care services; and
- (c) Preparation of patients for transportation.

(2) The Oregon Health Authority may enter into cooperative agreements with local public health authorities that allow local public health authorities to designate emergency health care centers under this section.

(3) An emergency health care center designated under this section must have an emergency operations plan and a credentialing plan that governs the use of emergency health care providers registered under ORS 401.654 and other health care providers who volunteer to perform health care services at the center under ORS 401.651 to 401.670. The emergency operations plan and credentialing plan must comply with rules governing those plans adopted by the Oregon Health Authority. [2003 c.298 §4; 2007 c.445 §39; 2009 c.595 §228; 2009 c.718 §7]

401.660 [1975 c.624 §12; 1983 c.586 §40; renumbered 401.155]

401.661 Provision of health care services after declaration of emergency. If the Governor declares a state of emergency under ORS 401.165 or proclaims a state of public health emergency under ORS 433.441:

(1) The Oregon Health Authority, in conjunction with the Department of Human Services for facilities licensed by the department, may direct emergency health care providers registered under ORS 401.654 who are willing to provide health care services to proceed to any place in this state where health care services are required by reason of the emergency or crisis; and

(2) Any emergency health care provider registered under ORS 401.654 or other health care provider may volunteer to perform health care services described in ORS

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401.657 at any emergency health care center or health care facility in the manner provided by ORS 401.664. [2003 c.298 §5; 2007 c.445 §40; 2009 c.595 §229; 2009 c.718 §8]

401.664 Emergency operations plan; credentialing plans. (1) Emergency health care providers registered under ORS 401.654 and other health care providers who volunteer to perform health care services under ORS 401.651 to 401.670 must provide those services in accordance with the emergency operations plan and credentialing plan adopted by the emergency health care center or by the health care facility at which the services are rendered.

(2) An emergency health care center or health care facility may determine the services to be provided by any emergency health care provider registered under ORS 401.654 or other health care provider who volunteers to perform health care services under ORS 401.651 to 401.670. [2003 c.298 §6]

401.667 Coverage under Oregon Tort Claims Act. (1) If the Governor declares a state of emergency under ORS 401.165, or proclaims a state of public health emergency under ORS 433.441, emergency health care providers registered under ORS 401.654 and other health care providers who volunteer to perform health care services under ORS 401.651 to 401.670 are agents of the state under ORS 30.260 to 30.300 for the purposes of any claims arising out of services that are provided under ORS 401.651 to 401.670 pursuant to directions from a public body and that are within the course and scope of the health care provider's duties, without regard to whether the health care provider is compensated for the services.

(2) If the Governor declares a state of emergency under ORS 401.165, or proclaims a state of public health emergency under ORS 433.441, health care facilities designated under ORS 401.657 and other persons operating emergency health care centers designated under ORS 401.657 are agents of the state under ORS 30.260 to 30.300 for the purposes of any claims arising out of services that are provided through those centers or facilities under ORS 401.651 to 401.670 pursuant to directions from a public body and that are within the course and scope of the duties of the health care facility or other person, without regard to whether the health care facility or other person is compensated for the services.

(3) An emergency health care provider registered under ORS 401.654 participating in training authorized by the Oregon Health Authority under ORS 401.651 to 401.670 is an agent of the state under ORS 30.260 to 30.300 for the purposes of any claims arising out of that training.

(4) The provisions of subsection (2) of this section apply only to emergency health care centers or health care facilities that have adopted emergency operations plans and credentialing plans that govern the use of emergency health care providers registered under ORS 401.654 and other health care providers who volunteer to perform health care services under ORS 401.651 to 401.670. An emergency operations plan and a credentialing plan must comply with rules governing those plans adopted by the authority. [2003 c.298 §7; 2009 c.595 §230; 2009 c.718 §9]

401.670 Rules. The Oregon Health Authority shall adopt all rules necessary for the implementation of ORS 401.651 to 401.670. [2003 c.298 §8; 2009 c.595 §231]

401.706 [2003 c.556 §1; 2009 c.203 §1; renumbered 403.100 in 2009]

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401.710 [1981 c.533 §1; 1987 c.447 §125; 1987 c.525 §5; 1987 c.671 §15; 1989 c.793 §2; 1991 c.743 §1; 1993 c.187 §23; 1995 c.276 §1; 1999 c.1093 §13; 2007 c.70 §158; 2007 c.740 §32; 2009 c.203 §2; renumbered 403.105 in 2009]

401.715 [1989 c.793 §5; 1991 c.743 §2; 2009 c.203 §3; renumbered 403.110 in 2009]

401.720 [1981 c.533 §2; 1989 c.793 §8; 1991 c.743 §3; 1999 c.241 §1; 2009 c.203 §4; renumbered 403.115 in 2009]

401.730 [1981 c.533 §3; 1989 c.793 §9; 1991 c.743 §4; 2009 c.203 §5; renumbered 403.120 in 2009]

401.733 [1991 c.743 §24; 1993 c.808 §5; repealed by 1995 c.79 §205]

401.735 [1989 c.793 §9a; 1991 c.742 §12; repealed by 2009 c.203 §37]

401.740 [1981 c.533 §4; repealed by 1989 c.793 §17]

401.750 [1981 c.533 §5; 1987 c.447 §127; repealed by 1989 c.793 §17]

401.755 [1989 c.793 §4; 1991 c.743 §8; 2009 c.203 §7; renumbered 403.130 in 2009]

401.760 [1981 c.533 §6; 1989 c.793 §10; repealed by 1991 c.743 §22]

401.765 [1991 c.751 §2; 1999 c.1093 §14; 2003 c.382 §1; 2009 c.203 §8; renumbered 403.135 in 2009]

401.770 [1981 c.533 §7; 1985 c.633 §6; 1989 c.793 §11; 2009 c.203 §9; renumbered 403.140 in 2009]

401.773 [1989 c.793 §6; 1995 c.276 §11; 2007 c.70 §159; 2009 c.203 §10; renumbered 403.145 in 2009]

401.775 [1989 c.793 §7; 1991 c.743 §10; 2009 c.203 §11; renumbered 403.150 in 2009]

401.780 [1981 c.533 §8; 1989 c.793 §12; 1991 c.743 §11; 2009 c.203 §12; renumbered 403.155 in 2009]

401.785 [1991 c.743 §9; 1995 c.781 §42; 2003 c.598 §43; 2007 c.740 §33; 2009 c.203 §13; renumbered 403.160 in 2009]

401.790 [1981 c.533 §9; 1987 c.447 §128; 1989 c.793 §13; 2009 c.203 §14; renumbered 403.165 in 2009]

401.792 [1981 c.533 §10; 1989 c.793 §1; 1991 c.743 §12; 1993 c.808 §1; 1995 c.276 §2; 2001 c.740 §2; 2002 s.s.1 c.5 §1; 2009 c.203 §15; renumbered 403.200 in 2009]

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401.794 [1981 c.533 §11; 1995 c.276 §3; renumbered 403.205 in 2009]

401.796 [1981 c.533 §12; 1991 c.743 §13; 1995 c.276 §4; renumbered 403.210 in 2009]

401.798 [1981 c.533 §13; 1991 c.743 §14; 1993 c.808 §2; 1995 c.276 §5; 2009 c.203 §16; renumbered 403.215 in 2009]

401.800 [1981 c.533 §14; 1982 s.s.1 c.16 §22; 1991 c.743 §15; 1993 c.808 §3; 1995 c.276 §6; 2009 c.203 §17; renumbered 403.220 in 2009]

401.802 [1981 c.533 §15; 1991 c.743 §16; 1995 c.276 §7; 2005 c.22 §268; 2009 c.203 §18; renumbered 403.225 in 2009]

401.804 [1981 c.533 §16; 1991 c.743 §17; 1995 c.276 §8; 1995 c.650 §53; 2009 c.203 §19; 2009 c.797 §7; renumbered 403.230 in 2009]

401.805 [1955 c.679 §1; 1967 c.595 §5; 1969 c.247 §3; 1975 c.379 §13; repealed by 1980 c.19 §6]

401.806 [1981 c.533 §17; 1991 c.743 §18; 1993 c.808 §4; 1995 c.276 §9; 2001 c.740 §2a; 2009 c.203 §20; 2009 c.885 §47; renumbered 403.235 in 2009]

401.807 [1987 c.671 §1; 1989 c.793 §21; renumbered 401.818 in 2003]

401.808 [1981 c.533 §18; 1987 c.218 §1; 1989 c.793 §14; 1991 c.743 §19; 1993 c.707 §11; 1995 c.276 §10; 2001 c.740 §2b; 2009 c.203 §21; 2009 c.758 §3; renumbered 403.240 in 2009]

401.810 [1955 c.679 §§2,3; repealed by 1980 c.19 §6]

401.812 [1987 c.671 §2; 1989 c.793 c.22; 1989 c.1063 §1; 1993 c.441 §1; renumbered 401.821 in 2003]

401.814 [1981 c.533 §20; 1989 c.793 §16; 1991 c.743 §21; 2001 c.740 §2c; 2009 c.203 §22; renumbered 403.245 in 2009]

401.815 [1955 c.679 §11; repealed by 1980 c.19 §6]

401.816 [2001 c.740 §6; renumbered 403.250 in 2009]

401.817 [1987 c.671 §5; renumbered 401.823 in 2003]

401.818 [Formerly 401.807; renumbered 403.300 in 2009]

401.820 [1955 c.679 §5; 1980 c.19 §3; renumbered 401.210]

401.821 [Formerly 401.812; 2009 c.203 §23; renumbered 403.305 in 2009]

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401.822 [1987 c.671 §3; 1989 c.1063 §2; renumbered 403.310 in 2009]

401.823 [Formerly 401.817; renumbered 403.315 in 2009]

401.825 [1955 c.679 §18; 1967 c.595 §6; repealed by 1980 c.19 §6]

401.827 [1987 c.671 §6; 2009 c.203 §24; renumbered 403.320 in 2009]

401.830 [1955 c.679 §20; 1967 c.595 §7; 1980 c.19 §4; renumbered 401.215]

401.832 [1987 c.671 §4; 1989 c.1063 §3; 2009 c.203 §25; renumbered 403.325 in 2009]

401.833 [1989 c.1063 §5; 2009 c.203 §26; renumbered 403.330 in 2009]

401.834 [1989 c.1063 §6; 2009 c.203 §27; renumbered 403.335 in 2009]

401.835 [1955 c.679 §4; 1957 c.353 §1; 1973 c.466 §1; repealed by 1980 c.19 §6]

401.836 [1989 c.1063 §7; 2009 c.203 §28; renumbered 403.340 in 2009]

401.837 [1987 c.671 §7; renumbered 401.857]

401.838 [1989 c.1063 §8; 2009 c.203 §29; renumbered 403.345 in 2009]

401.839 [1989 c.1063 §9; 1995 c.79 §206; 1995 c.534 §17; 2009 c.203 §30; renumbered 403.350 in 2009]

401.840 [1955 c.679 §9; repealed by 1980 c.19 §6]

401.841 [1989 c.1063 §10; 2009 c.203 §31; renumbered 403.355 in 2009]

401.842 [1987 c.671 §8; 1989 c.793 §23; 2001 c.104 §139; 2003 c.802 §111; 2009 c.203 §32; renumbered 403.360 in 2009]

401.844 [1995 c.333 §36; 2007 c.783 §180; 2009 c.203 §33; renumbered 403.365 in 2009]

401.845 [1955 c.679 §10; repealed by 1980 c.19 §6]

401.847 [1987 c.671 §9; 1991 c.459 §396; 1995 c.333 §33; 2009 c.203 §34; renumbered 403.370 in 2009]

401.850 [1955 c.679 §§6,7; 1965 c.285 §80; repealed by 1980 c.19 §6]

401.852 [1989 c.1063 §11; 2001 c.138 §26; renumbered 403.375 in 2009]

401.855 [1955 c.679 §17; repealed by 1980 c.19 §6]

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401.857 [Formerly 401.837; 2009 c.203 §36; renumbered 403.380 in 2009]

401.860 [1955 c.679 §8; repealed by 1980 c.19 §6]

401.861 [2005 c.819 §1; renumbered 401.950 in 2009]

401.863 [2005 c.819 §2; renumbered 401.952 in 2009]

401.864 [2005 c.819 §4; renumbered 401.955 in 2009]

401.865 [1955 c.679 §12; 1967 c.335 §48; 1967 c.637 §§9,9a; repealed by 1980 c.19 §6]

401.870 [1955 c.679 §15; repealed by 1980 c.19 §6]

401.871 [2005 c.825 §3; 2007 c.740 §34; 2009 c.454 §1; 2009 c.595 §232; renumbered 403.450 in 2009]

401.872 [2005 c.825 §4; 2007 c.740 §35; renumbered 403.455 in 2009]

401.874 [2005 c.825 §5; 2007 c.740 §36; renumbered 403.460 in 2009]

401.875 [1955 c.679 §21; repealed by 1980 c.19 §6]

401.880 [1955 c.679 §19; repealed by 1980 c.19 §6]

401.881 [2005 c.825 §8; renumbered 401.109 in 2009]

401.885 [1955 c.679 §16; repealed by 1980 c.19 §6]

401.890 [1955 c.679 §14; repealed by 1980 c.19 §6]

EARTHQUAKES

(Drills)

401.900 State and local agency earthquake drills. (1) Each state or local agency shall drill agency employees working in office buildings on emergency procedures so that the employees may respond to an earthquake emergency without confusion or panic. The agencies shall conduct the drills in accordance with Office of Emergency Management rules. The drills must include familiarization with routes and methods of exiting the building and methods of “duck, cover and hold” during an earthquake. An agency shall conduct the drills annually. The Office of Emergency Management may, by rule or on application, grant exemptions from the drill requirement for good cause.

(2) As used in this section, “state or local agency” means a state or local office, department, division, bureau, board or commission that is assigned, renting, leasing, owning or controlling office space for carrying out its duties. “State or local agency” includes the Legislative Assembly when in regular session. [Formerly 401.538]

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401.902 Private employer earthquake drills; exemptions. A person employing 250 or more full-time employees within this state shall drill employees working in office buildings on emergency procedures so that the employees may respond to an earthquake emergency without confusion or panic. The person shall conduct the drills in accordance with Office of Emergency Management rules. The drills must include familiarization with routes and methods of exiting the building and methods of “duck, cover and hold” during an earthquake. The employer shall conduct the drills annually during the month of April. The Office of Emergency Management may, by rule or on application, grant exemptions from the drill requirement for good cause. [Formerly 401.543]

401.904 Rules. The Office of Emergency Management, in consultation with the State Department of Geology and Mineral Industries, shall adopt rules governing the conduct of earthquake emergency drills required by ORS 401.900 and 401.902. In addition to the office submitting the rules for publication pursuant to ORS 183.360, the office and the department shall each post the rules on an electronic bulletin board, home page or similar site. [Formerly 401.546]

(Seismic Rehabilitation)

401.910 Grant program for seismic rehabilitation of certain facilities. (1) The Director of the Office of Emergency Management, pursuant to the authority to administer grant programs for seismic rehabilitation provided in ORS 401.092, shall develop a grant program for the disbursement of funds for the seismic rehabilitation of critical public buildings, including hospital buildings with acute inpatient care facilities, fire stations, police stations, sheriffs’ offices, other facilities used by state, county, district or municipal law enforcement agencies and buildings with a capacity of 250 or more persons that are routinely used for student activities by kindergarten through grade 12 public schools, community colleges, education service districts and institutions of higher education. The funds for the seismic rehabilitation of critical public buildings under the grant program are to be provided from the issuance of bonds pursuant to the authority provided in Articles XI-M and XI-N of the Oregon Constitution.

(2) The grant program shall include the appointment of a grant committee. The grant committee may be composed of any number of persons with qualifications that the director determines necessary. However, the director shall include persons with experience in administering state grant programs and representatives of entities with responsibility over critical public buildings. The director shall also include as permanent members representatives of:

- (a) The Department of Human Services;
- (b) The State Department of Geology and Mineral Industries;
- (c) The Seismic Safety Policy Advisory Commission;
- (d) The Oregon Department of Administrative Services;
- (e) The Department of Education;
- (f) The Oregon Health Authority;
- (g) The Oregon Fire Chiefs’ Association;
- (h) The Oregon Association Chiefs of Police; and
- (i) The Oregon Association of Hospitals and Health Systems.

(3) The director shall determine the form and method of applying for grants from the grant program, the eligibility requirements for grant applicants, and general terms and conditions of the grants. The director shall also provide that the grant committee review

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grant applications and make a determination of funding based on a scoring system that is directly related to the statewide needs assessment performed by the State Department of Geology and Mineral Industries. Additionally, the grant process may:

(a) Require that the grant applicant provide matching funds for completion of any seismic rehabilitation project.

(b) Provide authority to the grant committee to waive requirements of the grant program based on special circumstances such as proximity to fault hazards, community value of the structure, emergency functions provided by the structure and storage of hazardous materials.

(c) Allow an applicant to appeal any determination of grant funding to the director for reevaluation.

(d) Provide that applicants release the state, the director and the grant committee from any claims of liability for providing funding for seismic rehabilitation.

(e) Provide separate rules for funding rehabilitation of structural and nonstructural building elements.

(4) Subject to the grant rules established by the director and subject to reevaluation by the director, the grant committee has the responsibility to review and make determinations on grant applications under the grant program established pursuant to this section. [Formerly 401.300]

(Seismic Safety Policy Advisory Commission)

401.915 Seismic Safety Policy Advisory Commission; members; term. (1) There is established a Seismic Safety Policy Advisory Commission consisting of the following members:

(a) The chief officer or the chief officer's designee of the following:

- (A) Department of Consumer and Business Services;
- (B) State Department of Geology and Mineral Industries;
- (C) Department of Land Conservation and Development;
- (D) Department of Transportation; and
- (E) Office of Emergency Management; and

(b) Thirteen members appointed by the Governor as follows:

- (A) One representative of local government;
- (B) Six members representing the public interest, including:
 - (i) One representative of a school district, community college or university;
 - (ii) Two members of the Legislative Assembly; and
 - (iii) Three members of the general public; and
- (C) Six members representing affected industries or stakeholders.

(2) The term of office of each member, except a member of the Legislative Assembly, appointed under subsection (1)(b) of this section is four years, but a member serves at the pleasure of the Governor. The term of office of a member of the Legislative Assembly expires at the end of the term for which the member is elected. Before the expiration of the term of a member, the Governor shall appoint a successor whose term begins on July 1 next following. A member is eligible for reappointment. If there is a vacancy for any cause, the Governor shall make an appointment to become immediately effective for the unexpired term. [Formerly 401.337]

401.918 Mission of commission. (1) The mission of the Seismic Safety Policy Advisory Commission shall be to reduce exposure to earthquake hazards in Oregon by:

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- (a) Developing and influencing policy at the federal, state and local levels;
- (b) Facilitating improved public understanding and encouraging identification of risk;
- (c) Supporting research and special studies;
- (d) Supporting appropriate mitigation;
- (e) Supporting response and recovery; and
- (f) Supporting and assisting in the coordination of a grant program for the disbursement of funds for seismic rehabilitation of schools and emergency facilities.

(2) The commission shall utilize and influence existing agencies and institutions in meeting its goals and is in no way intended to replace or compete with existing authorities relative to earthquakes. Emphasis shall be on coordination and linking of existing resources and authorities.

(3) To improve public understanding of earthquake hazards, reduce such hazards and mitigate the possible effects of potentially damaging earthquakes, the commission shall review and advise the Governor and the Legislative Assembly concerning all plans and proposals addressing seismic hazards in the areas of:

- (a) Any legislative proposals.
- (b) Plans and proposals of statewide impact.
- (c) Lists of recommendations for actions and potential rule changes specifically by state agency. [Formerly 401.343]

401.920 Officers; quorum; meetings; compensation and expenses. (1) The Seismic Safety Policy Advisory Commission shall select one of its members as chairperson and another as vice chairperson, for two-year terms and with duties and powers necessary for the performance of the functions of such offices as the commission determines.

(2) A majority of the members of the commission constitutes a quorum for the transaction of business.

(3) The commission shall meet at least once every two months at a place, day and hour determined by the commission. The commission also shall meet at other times and places specified by the call of the chairperson or of a majority of the members of the commission.

(4) Each member of the commission, except a member of the Legislative Assembly, appointed under ORS 401.915 (1)(b) shall receive compensation and expenses as provided in ORS 292.495. A legislative member shall receive compensation and expenses as provided in ORS 171.072. [Formerly 401.345]

401.922 Support services. The Office of Emergency Management shall provide technical, clerical and other necessary support services to the Seismic Safety Policy Advisory Commission. The Department of Consumer and Business Services, the State Department of Geology and Mineral Industries, the Department of Land Conservation and Development, the Department of Transportation, the Oregon Health Authority, the Water Resources Department and the Oregon University System shall provide assistance, as required, to the commission to enable it to meet its objectives. [Formerly 401.347]

401.925 Advisory and technical committees; expense reimbursement. (1) To aid and advise the Seismic Safety Policy Advisory Commission in the performance of its functions, the commission may establish such advisory and technical committees as it considers necessary. These committees may be continuing or temporary. The commission

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shall determine the representation, membership, terms and organization of the committees and shall appoint their members.

(2) Members of the committees are not entitled to compensation, but in the discretion of the commission may be reimbursed from funds available to the commission for actual and necessary travel and other expenses incurred by them in the performance of their official duties, subject to ORS 292.495. [Formerly 401.353]

STRUCTURAL COLLAPSE

401.930 Assignment by Governor of local resources under direction of State Fire Marshal. (1) The Governor may assign and make available for use and duty in any county, city or district, under the direction and command of the State Fire Marshal or a designee of the State Fire Marshal, any personnel or equipment resources of a county, city or district for the purpose of responding to the structural collapse, or the threat of imminent structural collapse, of a fixture to real property. This section does not authorize the Governor to assign and make available the fire-fighting resources of a fire district that possesses only one self-propelled pumping unit.

(2) The Governor may assign and make available local resources under this section without declaring a state of emergency and without regard to the criteria established in ORS 401.032 for assuming authority or responsibility for responding to an event. The State Fire Marshal, or a designee of the State Fire Marshal, may direct and command the use of the local resources made available by the Governor under this section regardless of whether the county, city or district to which the resources are made available has declared a state of emergency under ORS 401.309.

(3) The State Fire Marshal shall prepare plans for effectively carrying out this section and shall provide advice and counsel to the Governor for the most practical utilization of local resources under this section. [Formerly 401.638]

401.932 Powers and duties of local personnel acting under direction of State Fire Marshal. If county, city or district personnel are assigned and used under ORS 401.930 to respond to a structural collapse or threat of imminent structural collapse in another county, city or district, the personnel have the same powers, duties, rights, privileges and immunities as they have when performing their duties in the county, city or district in which they are normally employed. [Formerly 401.639]

401.935 Liability for expenses incurred and for loss or damage to local equipment; filing claim. (1) If county, city or district equipment is assigned and used under ORS 401.930 to respond to a structural collapse or threat of imminent structural collapse in another county, city or district, the state:

(a) Is liable for any resulting loss of, or damage to, the equipment.

(b) Shall pay any expense incurred by the responding county, city or district for transportation, performance or maintenance of the equipment.

(2) A claim for loss, damage or expense under subsection (1) of this section must be filed within 60 days after the loss, damage or expense is incurred, or within any extension of time for filing the claim granted by the Department of State Police. The claim must include an itemized notice of the claim, signed under oath, and be served by mail or personally upon the department. [Formerly 401.641]

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401.938 Liability for expenses incurred using local personnel. If county, city or district personnel are assigned and used under ORS 401.930 to respond to a structural collapse or threat of imminent structural collapse in another county, city or district and the response prevents the personnel from performing their duties in the county, city or district in which the personnel are normally employed, the state shall reimburse the county, city or district supplying the personnel for the compensation paid to the personnel during the response. The state shall also defray the actual travel and maintenance expenses for responding personnel incurred as a result of the response. [Formerly 401.643]

401.940 Immunity from liability for local personnel acting in line of duty; exception. Personnel assigned under ORS 401.930, the state or a county, city or district is not liable for any injury to person or property resulting from the performance of any duty under ORS 401.930 or an assignment, use or response under ORS 401.930. However, this section does not confer immunity from liability for injury to person or property resulting from intentional misconduct or gross negligence. The immunity from liability provided to responding personnel under this section is in addition to any immunity available to responding personnel under ORS 401.932. [Formerly 401.645]

TSUNAMI

401.950 Definitions. (1) As used in this section:

(a) “Transient lodging facility” means a hotel, motel, inn, condominium, any other dwelling unit or a public or private park that is made available for transient occupancy or vacation occupancy as those terms are defined in ORS 90.100.

(b) “Tsunami inundation zone” means an area of expected tsunami inundation, based on scientific evidence that may include geologic field data and tsunami modeling, determined by the governing board of the State Department of Geology and Mineral Industries, by rule, as required by ORS 455.446 (1)(b) and (c).

(2) The Office of Emergency Management, in consultation and cooperation with the State Department of Geology and Mineral Industries, shall:

(a) Develop and adopt by rule tsunami warning information and evacuation plans for distribution to transient lodging facilities located in a tsunami inundation zone; and

(b) Facilitate and encourage broad distribution of the tsunami warning information and evacuation plans to transient lodging facilities and other locations within tsunami inundation zones frequented by visitors to the area.

(3) The office is not required to carry out the duties assigned under subsection (2) of this section if sufficient moneys are not available under ORS 401.955. [Formerly 401.861]

Note: 401.950 to 401.955 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 401 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

401.952 Uniform tsunami warning signal; rules. (1) The Office of Emergency Management, in consultation with the State Department of Geology and Mineral Industries, shall establish by rule a uniform tsunami warning signal, including rules specifying the type, duration and volume of the warning signal and the location of warning signal delivery devices, for use on the Oregon coast.

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(2) The office is not required to carry out the duties assigned under subsection (1) of this section if sufficient moneys are not available under ORS 401.955. [Formerly 401.863]

Note: See note under 401.950.

401.955 Contributions to finance tsunami warning system. The Office of Emergency Management or the State Department of Geology and Mineral Industries may seek and accept gifts, grants and donations from any source to finance all or part of the duties assigned under ORS 401.950 and 401.952. [Formerly 401.864]

Note: See note under 401.950.

ABNORMAL DISRUPTION OF MARKET

401.960 Definitions. For the purposes of this section and ORS 401.962, 401.965 and 401.970:

(1) “Abnormal disruption of the market” means any emergency that prevents ready availability of essential consumer goods or services.

(2) “Essential consumer goods or services” means goods or services that:

(a) Are or may be bought or acquired primarily for personal, family or household purposes, including but not limited to residential construction materials or labor, shelter for payment such as a hotel room, food, water and petroleum products such as gasoline or diesel fuel; and

(b) Are necessary for the health, safety or welfare of consumers. [2009 c.718 §20]

401.962 Legislative findings. (1) The Legislative Assembly finds that during an abnormal disruption of the market, some merchants and wholesalers have taken unconscionable advantage of consumers by charging grossly excessive prices for essential consumer goods and services.

(2) To prevent merchants and wholesalers from taking unconscionable advantage of consumers during an abnormal disruption of the market, the Legislative Assembly declares that the public interest requires that charging unconscionably excessive prices be prohibited and made subject to regulation as an unlawful trade practice. [Formerly 401.106]

401.965 Abnormal disruption of market. (1) As used in subsections (1) to (4) of this section, the terms “merchant” and “wholesaler” do not include a public body as that term is defined in ORS 174.109, a public utility as defined in ORS 757.005 (1)(a)(A) or an electric utility as defined in ORS 757.600.

(2) A merchant or wholesaler may not sell or offer to sell essential consumer goods or services for an amount that represents an unconscionably excessive price during a declaration of an abnormal disruption of the market under subsections (5) to (7) of this section.

(3) It is a question of law whether a price is unconscionably excessive. Proof that a price is unconscionably excessive may be shown by evidence that:

(a) The amount charged for essential consumer goods or services exceeds by 15 percent or more the price at which the goods or services were sold or offered for sale by

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the merchant or wholesaler in the usual course of business immediately prior to or during a declaration of an abnormal disruption of the market; or

(b) The amount charged for the essential consumer goods or services exceeds by 15 percent or more the price at which the same or similar consumer goods or services were readily obtainable by other consumers in or near the geographical area covered by the declaration of an abnormal disruption of the market.

(4) Evidence described in subsection (3) of this section constitutes prima facie proof of a violation of subsections (1) to (4) of this section. Evidence described in subsection (3) of this section is not prima facie evidence of a violation of subsections (1) to (4) of this section if the amount charged by the merchant or wholesaler is:

(a) Attributable to additional costs imposed by the merchant's or wholesaler's suppliers or necessarily incurred in procuring the essential consumer goods or services immediately prior to or during the declaration of an abnormal disruption of the market; or

(b) The result of increased internal costs or expenses related to the declaration of an abnormal disruption of the market or the result of increased costs unrelated to the declaration of an abnormal disruption of the market.

(5) If the Governor determines that an abnormal disruption of the market has occurred, the Governor may declare an abnormal disruption of the market by a proclamation, as part of a state of emergency declared under ORS 401.165, or both.

(6) The Governor's declaration of an abnormal disruption of the market under subsection (5) of this section shall specify:

(a) The geographical area covered by the declaration. The area may be no larger than necessary to effectively respond to the abnormal disruption of the market.

(b) The date and time at which the abnormal disruption of the market commenced. The date of commencement of the abnormal disruption of the market may precede the date on which the declaration is made.

(c) That the declaration will terminate automatically 30 days after the date on which the Governor makes the declaration unless the Governor extends the declaration in accordance with paragraph (d) of this subsection or unless the Governor or the Legislative Assembly terminates the declaration sooner.

(d) That the Governor may extend the declaration for additional 30-day periods by subsequent declarations that the abnormal disruption of the market continues to exist.

(7) The Governor's declaration of an abnormal disruption of the market is subject to termination:

(a) By the Governor when the Governor determines that an abnormal disruption of the market no longer exists.

(b) At any time by joint resolution of the Legislative Assembly.

(c) Automatically 30 days after the date on which the Governor makes the declaration unless the Governor or the Legislative Assembly terminates the declaration sooner. The Governor may extend the declaration for subsequent 30-day periods by declaring for each such extension that the abnormal disruption of the market continues to exist. An extension the Governor declares in accordance with this paragraph also terminates 30 days after the date on which the Governor declared the extension unless the Governor declares another extension or unless the Governor or the Legislative Assembly terminates the extension sooner. [Formerly 401.107]

401.970 Applicability of remedies. The remedies provided in ORS 401.965 (1) to (4) and in the amendments to ORS 646.607 by section 6, chapter 223, Oregon Laws

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2007, are in addition to any other remedies that may exist under the law. [Formerly 401.108]

ANIMAL RESCUE

401.975 Legislative findings. The Legislative Assembly finds that:

(1) During an evacuation after a major disaster or an emergency, many pet owners are reluctant to leave their pets and are willing to risk their lives to protect their pets.

(2) Animals are important to their owners and the presence of an animal brings comfort to an owner and may enhance recovery for an owner distressed over injury or damage caused by a major disaster or an emergency.

(3) Significant loss of livestock as a result of a major disaster or an emergency would seriously threaten the economy of Oregon. Therefore, a livestock emergency operations plan will ensure that livestock are provided for during a major disaster or an emergency.

(4) It is essential that the Office of Emergency Management and the State Department of Agriculture work together to develop emergency operations plans for animals and livestock that provide for animals and livestock during a major disaster or an emergency. [Formerly 401.271]

401.977 Animal emergency operations plan. (1) As used in this section:

(a) “Companion animal” means a domestic animal commonly kept as a household pet.

(b) “Service animal” means an animal that assists or performs tasks for a person with a sensory, emotional, mental or physical disability.

(2) The Office of Emergency Management, in cooperation with the State Department of Agriculture and local governments, shall prepare a written animal emergency operations plan that provides for the evacuation, transport and temporary sheltering of companion animals and service animals during a major disaster or an emergency.

(3) The office, in developing the plan, shall emphasize the protection of human life and shall consider:

(a) Allowing owners of service animals to be evacuated, transported and sheltered with their service animals;

(b) Establishing a sufficient number of evacuation shelters equipped to temporarily shelter companion animals and service animals in close proximity to a human sheltering facility;

(c) Allowing owners and their companion animals to be evacuated together whenever possible;

(d) Establishing an identification system to ensure that owners who are separated from their companion animals or service animals during an evacuation are provided with all information necessary to locate and reclaim their animals;

(e) Transporting companion animals or service animals, in cages or carriers that safely and securely confine the animals, in an impending major disaster or emergency;

(f) Recommending that animal shelters, humane societies, veterinary offices, boarding kennels, breeders, grooming facilities, animal testing facilities and any other entity that normally houses companion animals or service animals create evacuation plans for the animals housed at their facilities;

(g) Establishing recommended minimum holding periods for companion animals or service animals that are sheltered during a major disaster or an emergency; and

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(h) Creating and promoting an educational campaign for owners of companion animals or service animals that will:

(A) Encourage owners to plan for and incorporate their animals in the owners' personal plans in the event of a major disaster or an emergency; and

(B) Inform owners of companion animals or service animals about the animal emergency operations plan prepared under this section. [Formerly 401.272]

401.978 Livestock emergency operations plan. (1) As used in this section, "livestock" means cattle, horses, sheep and any other animals designated by the State Department of Agriculture.

(2) The State Department of Agriculture, in cooperation with the Office of Emergency Management and local governments, shall prepare a written livestock emergency operations plan that provides for the evacuation, transport and temporary sheltering of livestock during a major disaster or an emergency.

(3) The department, in developing the plan, shall consider:

(a) Methods for providing adequate food and water for livestock during a major disaster or an emergency;

(b) Methods for providing livestock with adequate shelter or protection from harsh weather conditions during a major disaster or an emergency;

(c) Creating and promoting an educational campaign for owners of livestock that will:

(A) Encourage owners to plan for and incorporate their livestock in the owners' personal plans in the event of a major disaster or an emergency; and

(B) Inform owners of livestock about the livestock emergency operations plan prepared under this section; and

(d) Any other methods or arrangements that the department determines would protect livestock during a major disaster or an emergency. [Formerly 401.274]

PENALTIES

401.990 Penalties. Any person knowingly violating any provision of this chapter, or any of the rules, regulations or orders adopted and promulgated under this chapter, shall, upon conviction thereof, be guilty of a Class C misdemeanor. [1967 c.480 §8; 1977 c.248 §4; 1983 c.586 §41; 2009 c.718 §48]



Sample Disaster Declaration Forms

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Appendix C. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

BEFORE THE BOARD OF COMMISSIONERS
FOR JACKSON COUNTY, OREGON

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

RESOLUTION

This matter came before the Board of Commissioners at an emergency meeting on _____, involving an emergency situation created by _____; and

WHEREAS, _____

_____; and
(Date/time of occurrence; cause of incident)

WHEREAS, _____

_____; and
(Specify location of incident and effects)

WHEREAS, _____

_____; and
(Specify location of incident and effects)

WHEREAS, the following conditions, _____ exist in the impact area.

WHEREAS, the county EOC has been implemented and emergency service responders are _____; and

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

Appendix C. Declaration of State of Emergency

*

*

*

Dated at Salem, Oregon, this _____ day of _____

Jackson County Board of Commissioners

Commissioner

Commissioner

Commissioner

Appendix C. Declaration of State of Emergency

DECLARATION OF EMERGENCY

BEFORE THE CITY COUNCIL
FOR THE COUNTY OF JACKSON, OREGON

To: _____,
Jackson County Office of Emergency Management

From: _____,
[CITY], Oregon

At _____ (time) on _____ (date),
a/an _____ (*description
of emergency incident or event type*) occurred in the [CITY] threatening life and
property.

The current situation and conditions are:

The geographic boundaries of the emergency are:

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

Signed: _____

Title: _____ Date & Time: _____

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

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Incident Command System Forms

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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 206	Medical Plan
ICS Form 207	Organizational Chart
ICS Form 209	Incident Status Summary
ICS Form 210	Status Change Card
ICS Form 211	Check-in List
ICS Form 213	General Message
ICS Form 214	Unit Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 216	Radio Requirements Worksheet
ICS Form 217	Radio Frequency Assignment Worksheet
ICS Form 218	Support Vehicle Inventory
ICS Form 219-2	Green (Crew)
ICS Form 219-4	Blue (Helicopter)
ICS Form 219-6	Orange (Aircraft)
ICS Form 219-7	Yellow (Dozer)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 226	Individual Performance Rating
ICS Form 308-1	Resource Order Form (front)
ICS Form 308-2	Resource Order Form (back)
ICS Form 308-3	Resource Order Form (example)

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Emergency Operations Center Position Checklists

Appendix E. Emergency Operations Center Position Checklists

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Appendix E. 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 E. Emergency Operations Center Position Checklists

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Mutual Aid Agreements

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Mutual Aid Agreements

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

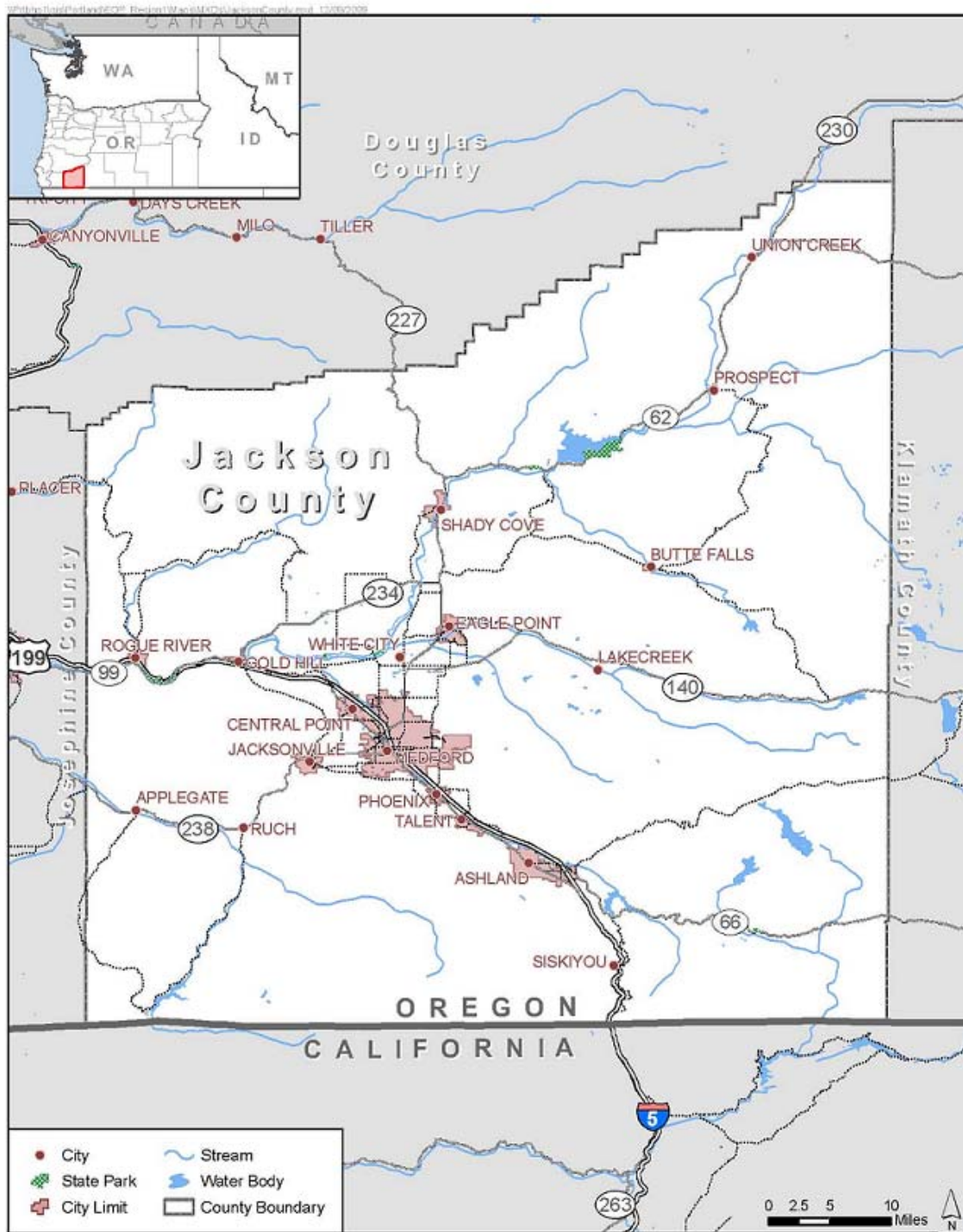
- Oregon Public Works Emergency Response Cooperative Assistance Agreement; Oregon Department of Transportation and Jackson County. Enables public works agencies to support each other during an emergency, Provides the mechanism for immediate response to the requesting agency when the responding agency determines it can provide the needed resources and expertise and Sets up the documentation needed to seek maximum reimbursement possible from appropriate federal agencies.

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Maps

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Jackson County
Emergency Operations Plan

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References

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Federal

- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973.
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
- The Code of Federal Regulations, Title 44, Part 206.
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985.
- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2009.
- National Response Framework, 2008.
- National Incident Management System, 2008.

State

- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005.
- Oregon Revised Statutes (ORS)
 - Chapter 401 – Emergency Management and Services
 - Chapter 402 – Emergency Mutual Assistance Agreements
 - Chapter 403 – Public Communications Systems
 - Chapter 404 – Search and Rescue
- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2004.

County

- Memoranda of Agreement / Understanding

Other

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

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Acronyms and Glossary

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Acronyms

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

Appendix I. Acronyms and Glossary

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

Glossary of Key Terms

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

After Action Report: The After Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The

Appendix I. Acronyms and Glossary

Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix I. Acronyms and Glossary

would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

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

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

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

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

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows States to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

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

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

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing

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situational information to the public, it also frequently provides directive actions required to be taken by the general public.

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

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

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

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

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

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

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

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

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a

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special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

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

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

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

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

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

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

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of

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emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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

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

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

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

Initial Response: Resources initially committed to an incident.

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

Interagency: An organization or committee comprised of multiple agencies.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency

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coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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qualification and certification, equipment certification, and publication management.

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

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

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

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

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

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

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

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

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

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

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Emergency Support Functions

Support Annexes

Incident Annexes

State of Oregon
EMERGENCY MANAGEMENT PLAN



VOLUME III:
EMERGENCY OPERATIONS PLAN

Publication Date: March 2017



Oregon Office of Emergency Management
3225 State Street
Salem, Oregon 97301
503-378-2911

State of Oregon Comprehensive Emergency Management Plan Overview

The Oregon Office of Emergency Management (OEM) is responsible for preparing and updating a statewide emergency management plan. This comprehensive plan consists of a set of strategic and operational documents that define principles and priorities, assign roles and responsibilities, and direct action in all phases of emergency management.

- **OEM Strategic Plan.** The OEM Strategic Plan defines the vision, mission, and core values of OEM. The Strategic Plan defines goals and objectives based on identified strategic issues. The Strategic Plan emphasizes the primary importance of protecting lives, property and the environment; providing excellent customer service; providing resources for the job to get done; and engaging partners in a collaborative approach.
- **Operational Plans.** The State of Oregon CEMP operational plans are divided into four volumes. Each volume addresses a specific phase of emergency management.

Volume I – Natural Hazard Mitigation Plan (NHMP). The NHMP identifies natural hazards and vulnerabilities in Oregon, and proposes a strategy to mitigate risk, and address recurring disasters.

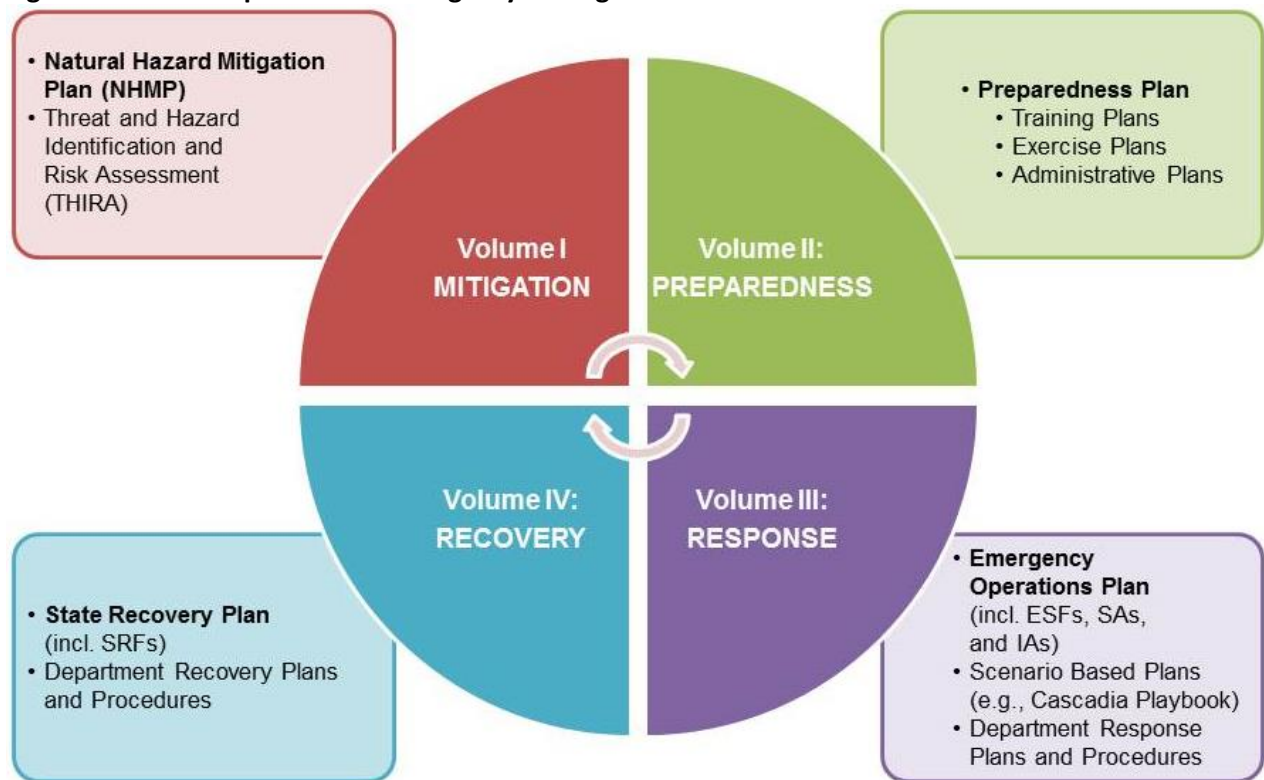
Volume II – Preparedness Plan. This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization and equipment, training, exercise, and evaluation and improvement.

Volume III –State of Oregon Emergency Operations Plan (State EOP). The State EOP describes the organization used by the state to respond to emergencies and disasters. It describes common incident management and response functions applicable in all-hazards response.

Volume IV – Recovery Plan. The Recovery Plan describes the organization used by the state to assist communities recovering from disasters. It is primarily targeted at large- and catastrophic-scale disasters but can be applied in any recovery situation.

Support Plans. OEM and partner agencies have developed operational and scenario-based documents to address specific procedures in preparing for, responding to and recovering from disasters. Examples include annexes to the State EOP and the Recovery Plan, as well as independent documents such as the Cascadia Playbook and the Oregon Disaster Housing Strategy.

Figure 0-1 Comprehensive Emergency Management Plan

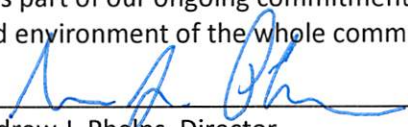


Letter of Adoption

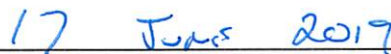
Volume III of the State of Oregon Comprehensive Emergency Management Plan, known as the *State of Oregon Emergency Operations Plan*, addresses how the State of Oregon will respond to emergencies and disasters that require response beyond local or tribal jurisdictions.

This plan supports Oregon's Revised Statute chapter 401 and is consistent with the National Response Framework published by the Federal Emergency Management Agency.

I have reviewed this updated version of the *State of Oregon Operations Plan* and am pleased to approve it as part of our ongoing commitment to develop and enhance capabilities to protect the lives, property and environment of the whole community.



Andrew J. Phelps, Director
Oregon Military Department, Office of Emergency Management



DATE

Executive Signatory Page

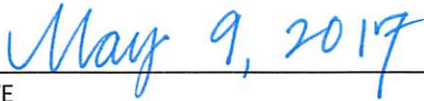
I am pleased to officially promulgate the *State of Oregon Emergency Operations Plan*, Volume III of the *State of Oregon Comprehensive Emergency Management Plan*.

Promulgation of this plan is inclusive of plan appendices and annexes. Great effort has been made to describe the roles of coordinating, primary, and supporting state agencies that play a role in disaster response.

Periodic changes to this plan will be made as the review process and events dictate.



Kate Brown
Governor
State of Oregon



DATE

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Plan Administration

Each state department/agency is expected to develop and maintain policies and procedures (e.g., department/agency emergency plans, standard operating procedures, Continuity of Operations Plans/Business Continuity Plans) in support of the State of Oregon Emergency Operations Plan.

In addition, assigned state departments/agencies are responsible for updating and maintaining their annex to the State EOP and portions of the Basic Plan, as appropriate, including new Presidential Directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events. No proposed change should contradict or override authorities or other plans contained in a statute, Executive Order, or regulation that governs the basic requirements of the State EOP.

OEM is responsible for coordinating and approving all proposed modifications to the State EOP with the assistance of primary and support agencies and other stakeholders as required. Once published, the modifications are considered part of the State EOP for operational purposes. Copies of revisions are then distributed as appropriate and required.

Record of Plan Changes

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

Date	Change No.	Summary of Changes
5/2017	n/a	Plan Promulgated
11/2018	1	Plan reviewed by OEM staff members
2/2019	2	Plan reviewed by OERS Council agencies
4/2019	3	Plan reviewed by OEM leadership
6/2019	4	Plan finalized and published

Plan Distribution List

This document will be posted on the OEM website, with electronic copies directly distributed to local, state, tribal, and federal emergency partners, including the following state agencies:

- Governor's Office
- Department of Administrative Services
- Department of Agriculture
- Department of Aviation
- Business Development Department
- Department of Consumer and Business Services
- Department of Corrections
- Department of Education
- Employment Department
- Department of Energy
- Department of Environmental Quality
- Department of Fish and Wildlife
- Department of Forestry
- Department of Geology and Mineral Industries
- Health Authority
- Housing and Community Services
- Department of Human Services
- Judicial Department
- Department of Justice
- Department of Land Conservation and Development
- Military Department
- State Marine Board
- Parks and Recreation Department
- Department of Public Safety Standards and Training
- Public Utility Commission
- Secretary of State
- Department of State Lands
- State Library
- State Police
- Office of the State Fire Marshal
- Office of the State Medical Examiner
- Department of Transportation
- Travel Information Council
- Travel Oregon
- Department of Veterans Affairs
- Water Resources Department

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IA 4	Tsunami
IA 5	Wildland Fire
IA 6	Volcano
IA 7	Severe Weather
IA 8	Terrorism
IA 9	Nuclear/Radiological
IA 10	Cyber

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1 Introduction

1.1 Summary

This plan, the State of Oregon Emergency Operations Plan (State EOP), is the third volume of a framework that protects the people, natural and cultural resources of Oregon: State Comprehensive Emergency Management Plan (CEMP). The State EOP coordinates emergency operations planning across levels of government including state, tribal, local, and federal, in order to provide a more effective response to emergency events. This coordination also engages non-governmental organizations and private-sector businesses that provide vital services before, during, and after an event.

An important part of the context for the State EOP is the tenet that disasters are managed at the smallest jurisdictional level possible for effective response. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. In most cases, state government response is brought to bear after one or more local governments have exhausted their own resources and are requesting assistance. Since it is not always clear at the outset which incidents will grow to require this assistance, however, the State EOP is an all-hazards plan that promotes scalable, flexible, and adaptable responses that complement initial response efforts.

This plan accomplishes that not only through the basic plan, but also through several types of annexes. Support annexes address broad areas of coordination across many phases of emergency management, emergency support function annexes define the execution in specific areas of action during response, and incident annexes provide relevant details for specific hazards.

In addition, there are a wide variety of situations that, while severe, do not require emergency action of the nature of this plan: the specific natures of these situations, as well as state agency response actions, are explained in more detail in various incident annexes and Emergency Support Function annexes. Crucially, however, the State EOP is intended primarily to coordinate emergency management during an event that ‘causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss.’ (ORS 401.025)

1.2 Authority and Guidance

The State EOP is developed under the authority of Oregon Revised Statutes Chapter 401, which assigns responsibility to the Governor for the emergency services system within the State of Oregon (ORS 401.035). The Governor has delegated the responsibility for coordination of the state’s emergency program, including coordination of response activities, to the Oregon Military Department, Office of Emergency Management (OEM) (ORS 401.052).

The State EOP has also been designed to be consistent with federal guidance including the National Incident Management System (NIMS), the National Response Framework (NRF), and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). Additional items of relevant federal guidance are also listed, though none have direct legal authority.

Legal Authorities (Oregon Revised Statutes 2015 edition)

- ORS 401 Emergency Management and Services
- ORS 402 Emergency Mutual Assistance Agreements

Relevant Federal Guidance

- Homeland Security Presidential Directive (HSPD) 5: Management of Domestic Incidents, 2003
- Presidential Policy Directive (PPD) 8: National Preparedness, 2011
- Public Law 93-288: Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), amended 2013
- Public Law 109-295: Post-Katrina Emergency Management Reform Act (PKEMRA), 2007
- FEMA Community Preparedness Guide (CPG) 101, 2010 edition
- US Department of Homeland Security National Incident Management System (NIMS), 2008
- USDHS National Preparedness Goal (NPG), 2011
- USDHS National Response Framework (NRF), 2016

1.3 Purpose and Scope

1.3.1 Purpose

This plan, the State of Oregon Emergency Operations Plan (State EOP), defines operational structures to perform the following functions:

- Coordinate emergency management plans at the federal, state, tribal, and local government levels.
- Activation of the state's Emergency Coordination Center (ECC) and associated functions.
- Effectively utilize government (federal, state, tribal, and local), non-governmental organizations, and private sector resources through the response mission area of emergency management.
- Enabling immediate activities that address long-term recovery consequences in the impacted areas.

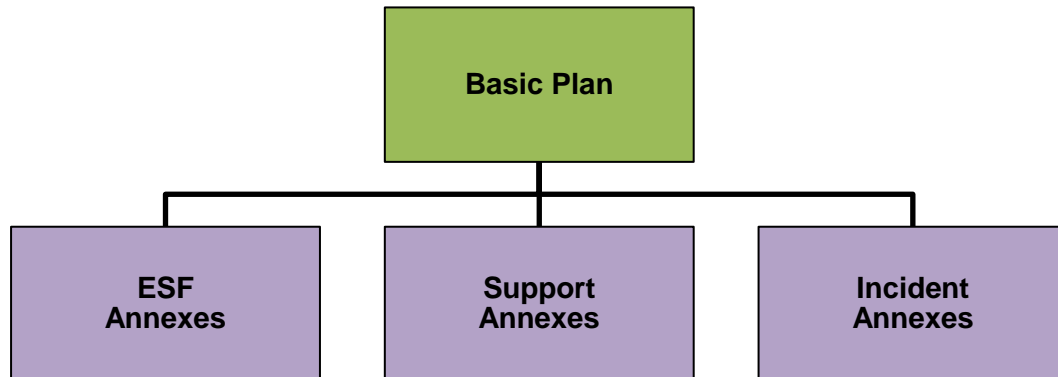
These functions will be accomplished through a basic plan, support annexes, emergency support function (ESF) annexes, and incident annexes, each of which is detailed later in this document.

1.3.2 Scope

This plan addresses a response coordinated among federal, state, local, and tribal government in responding to emergency events that cause or threaten widespread loss of life, injury to person or property, human suffering or financial loss to the people, environment, and culture of Oregon.

1.4 Plan Organization

Figure 1-1 State of Oregon Emergency Operations Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the State’s emergency management structure. Specifically, the Basic Plan consists of the following chapters:

- **Introduction** – Identifies the authority, purpose, scope, and guiding principles for the plan; describes the plan’s organizational structure; and explains the plan’s relationship to other planning efforts.
- **Situation and Planning Assumptions** – Describes the scenarios that the plan is designed to address; describes the recovery continuum; identifies special considerations for recovery in Oregon.
- **Roles and Responsibilities** – Describes the roles and responsibilities for elected officials, state agencies, and key response partners.
- **Concept of Operations** – Describes how the state will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- **Emergency Coordination** – Describes the state’s emergency response structure, including information regarding the ECC.

1.4.2 Emergency Support Function Annexes

The Emergency Support Functions (ESFs) focus on critical capabilities and resources provided by emergency response agencies across many phases of an emergency. Each ESF has its own statements of Purpose and Scope, as well as additional detail on roles and responsibilities surrounding that activity.

Those elements in the ESFs are developed and conducted by one or two lead agencies and several supporting agencies. In many cases, the capabilities of the lead agency do not correspond perfectly to the purpose and scope of the ESF, but the addition of supporting agencies provides the necessary breadth of resources and mandates to conduct the required activity.

Furthermore, in many cases the state government role in emergency management is that of supporting and coordinating local and tribal governments in direct operations. Whether those local and tribal

emergency management programs themselves have emergency support functions is immaterial—state agencies organized in this way can deliver support as needed, or identify external (from other states or from federal agencies) resources as needed.

1.4.3 Support Annexes

Support Annexes describe functions that do not fit within the scope of ESFs and identify how state agencies, private sector, and nongovernmental organizations coordinate to execute a common support function required during an incident. The actions described in the SAs are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

1.4.4 Incident Annexes

While the State EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, Incident Annexes (IAs) supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the Threat and Hazard Identification and Risk Assessment.

2 Situation and Planning Assumptions

2.1 Planning Assumptions

These are specific tenets identified during the course of preparing this plan, but they are not an exhaustive list of initial conditions.

- Hazards, both natural and human-caused, are a continual part of our landscape: when viewed at natural time scales longer than our recent memories, events such as earthquakes, floods, wildland fires, and landslides re-occur fairly often. Once-in-a-lifetime events for us may be routine occurrences across the geography of Oregon.
- Resources from within Oregon may be unable to satisfy all high priority resource requests during an emergency. Resources to meet those requests may come from other states, from federal agencies, or even from international partners, but those out-of-area resources may take several days to arrive.
- During a response by the state of Oregon to an emergency, at least one other state-level event may be occurring simultaneously in the Pacific Northwest region, placing additional constraints on resources, transportation routes, and decision-making attention.
- Inclusive planning that addresses the needs of the whole community increases the efficacy of response by improving both resource allocation and self-sufficiency.
- Communities, businesses, and government agencies will attempt to use internal resources to care for members of their own groups following an emergency.

2.2 Situation

Geographically, Oregon extends from the Pacific Coast across river valleys and the Cascade Range to high desert and rugged eastern mountains. Four million people from thirty-six counties and nine federally recognized tribes live, work, and play in this dynamic environment across nearly a hundred thousand square miles.

Variations in landscapes produce corresponding vulnerabilities to hazards: tsunamis are confined to coastal areas, whereas others occur statewide but with varying effects. Floods in rangeland take a very different form and produce very different effects than they do in coastal streams; fires in Coast Range timber burn dramatically differently than those in the central Oregon high desert; winter weather in the Columbia Gorge can be much more severe than in the Willamette Valley metropolitan areas.

Disasters occur as a predictable interaction among three broad systems: natural systems (e.g., watersheds and continental plates), the built environment (e.g., cities and roads), and social systems (community organization infrastructure that includes demographics, business climate, service provision, etc.). What is not predictable is exactly when natural hazards will occur or the extent to which they will affect communities within the state.

Several documents provide complementary analyses of hazards and risks for the state of Oregon. All of this information is used to develop Incident Annexes for the State EOP, which in turn provide detailed operational roles, responsibilities, and actions relevant to the individual hazards beyond the Basic Plan.

The Threat and Hazard Identification and Risk Analysis (THIRA) process includes both natural and human-caused hazards in a scenario- and capability-driven format, with the resulting State Preparedness Report aggregating input from local and tribal emergency managers. These documents are available from the main OEM website. (<http://www.oregon.gov/oem>)

The Hazard Vulnerability Analysis (HVA) provided by OEM for use in local and tribal emergency management plans provides a simple numerical calculation that permits comparative ranking of hazards for those jurisdictions. The summary of these comparative rankings is provided in the Natural Hazard Mitigation Plan.

The more thorough Risk Assessment in the state Natural Hazard Mitigation Plan (NHMP) uses highly detailed research by subject matter experts to produce in-depth analysis for hazards and vulnerabilities region-by-region across the state. The lead agency for the NHMP is the Department of Land Conservation and Development, and the plan is hosted on their website. (www.oregon.gov/LCD/HAZ/pages/NHMP.aspx)

Since all of these documents—including the State EOP—have disparate schedules for review and updates, information may change gradually and some inconsistencies may appear from time to time.

More specific information on government, population, economics, and related topics may therefore be obtained from some of the sources below:

Oregon Secretary of State's Office, *Oregon Blue Book*: <http://bluebook.state.or.us/default.htm>

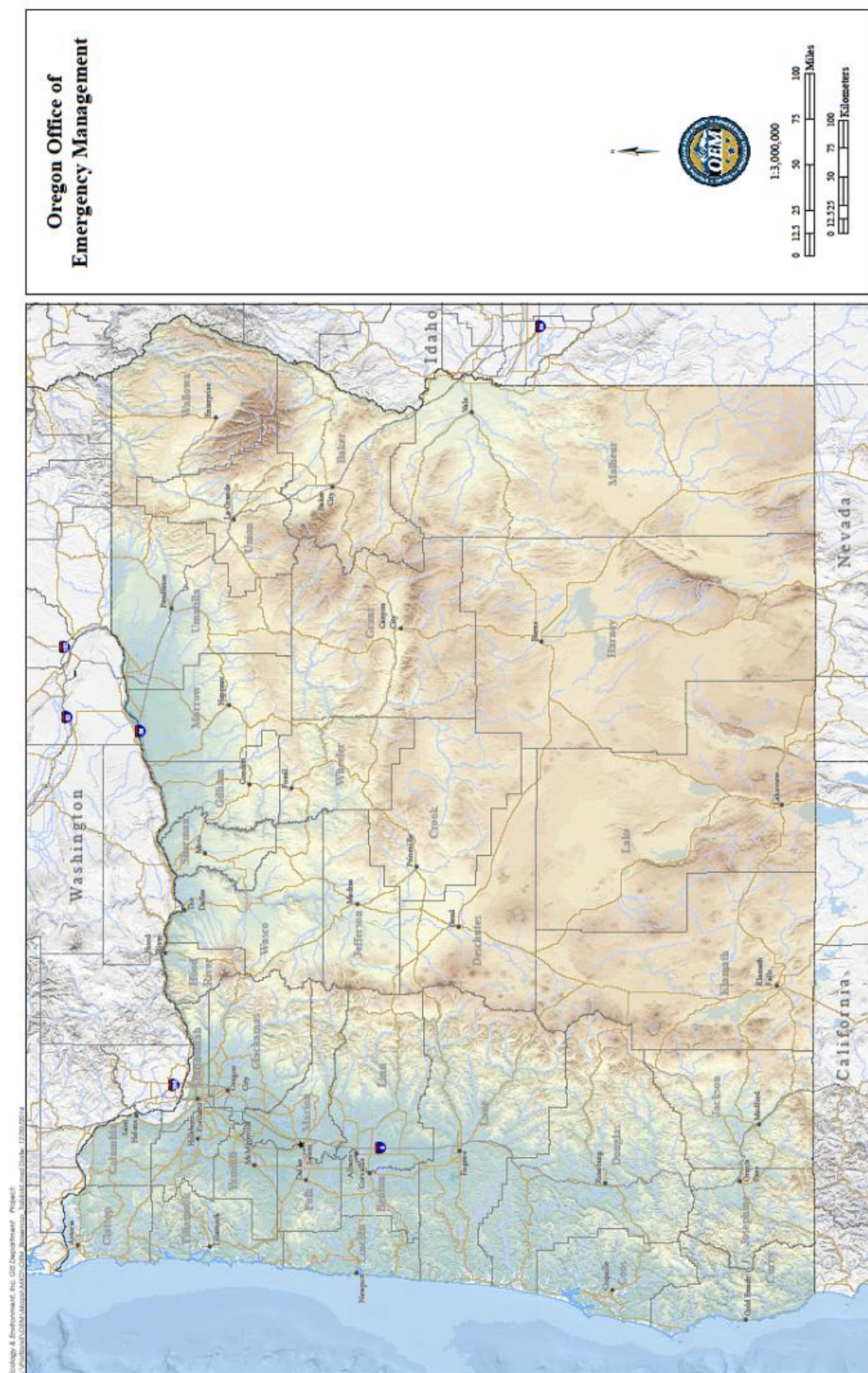
Portland State University Population Research Center: <http://www.pdx.edu/prc/annual-population-estimates>

Oregon Employment Department Workforce & Economic Research division: <https://www.qualityinfo.org/>

A map on the following page (Figure 2-1) provides an orientation to the geography and jurisdictions of Oregon.

For additional response-specific information, OEM maintains the Real-time Assessment and Planning Tool for Oregon (RAPTOR) which provides geographical information systems data services such as TripCheck from the Oregon Department of Transportation, forecasts from the National Weather Service, and hazardous materials surveys from the Oregon Department of Environmental Quality integrated with a variety of base maps. Local and tribal emergency managers are able to both review this information and populate items pertaining to the response in their jurisdiction.

<http://www.oregon.gov/oem/emops/Pages/RAPTOR.aspx>



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3 Roles and Responsibilities

3.1 Overview

Generally, emergencies are managed at the lowest jurisdictional level possible for effective response. Therefore, in most cases, the state's role is to coordinate support for local and tribal governments, including sending some requests to other states, federal agencies, or international partners as necessary.

This coordinating role will be fulfilled through the state Emergency Coordination Center (ECC). Chapter 5 has additional information regarding the organization of the ECC, but general outlines of roles and responsibilities for emergency management by the state of Oregon are found in this chapter.

Emergency management structure begins with Oregon Revised Statutes section 401.035, which establishes the Governor as responsible for the emergency services system in the state of Oregon.

3.2 Legislative Assembly

The Legislative Assembly, composed of the House of Representatives and the Senate, approves the allocation of state resources and defines in law the authorities of all state agencies in accordance with the Oregon Constitution.

The Legislative Assembly is responsible for ensuring that the state's laws and funding appropriations enable the Executive Branch to meet the needs of its citizens. In a recovery situation, the Legislative Assembly may be asked to specifically authorize and/or redirect state funds to support response efforts, or may initiate such action at its own behest.

3.3 Governor's Office and Executive Branch

As the state's chief executive, the Governor directs the state's response to an emergency. The Governor has the authority to shift state resources to respond effectively, as allowed under state law. The Governor's Office is responsible for:

- Providing strategic guidance for state resources to prevent, mitigate, prepare for, respond to and recover from incidents of all types.
- Making, amending or suspending certain orders or regulations associated with response through executive orders in accordance with state law.
- Commanding the state's National Guard personnel not in federal service.
- Requesting federal assistance including, if appropriate, a Presidential declaration under the Stafford Act, when it becomes clear that state capabilities will be insufficient.
- Coordinating with impacted tribal governments within the state and initiating requests for a Presidential declaration under the Stafford Act on behalf of impacted tribes when requested.

3.3.1 State Emergency Management Agency

During an emergency, OEM's mission is to execute the responsibility of the Governor to establish, maintain, and implement an emergency services system in the state of Oregon. This requires that OEM coordinate with local jurisdictions to develop and maintain city and county emergency operations plans, and with tribal governments to support emergency management planning.

The State EOP is a critical element of that system.

3.3.2 Oregon Emergency Response System Council

The Oregon Emergency Response System (OERS) Council is composed of approximately thirty member agencies, and chaired by OEM. The Oregon Emergency Response System that the council interacts with refers to an administrative unit of Oregon State Police that functions as the 24-hour warning point for Oregon; more information about OERS itself can be found under Oregon State Police, below.

Representatives from the agencies on OERS Council fill many of the staff positions in the ECC and execute the decisions and response priorities made there.

The OERS Council is structured by the following ORS and guidance frameworks:

- 401.052 establishes OEM as the responsible party for emergency prevention, preparation, response, and recovery.
- 401.054 requires key state agencies to establish a liaison with OEM.
- 401.168 establishes Governor's authority over all executive agencies of state government during a state of emergency, as well as authority to suspend provisions of any order or rule of any state agency.

3.3.3 State Agency Directors

All directors of state agencies are responsible for contributing their agencies' resources to state response efforts as requested by the State ECC, within the limits of their legal authorities and available resources. Generally, this includes establishing an agency operations center (AOC) during response, and sending at least one representative to the State ECC during activation.





3.3.4 Emergency Support Functions


Emergency Support Functions (ESFs) are the organizing principle behind the state's coordination of its response efforts and support to local and tribal partners.

Each ESF includes Primary and Supporting Agencies, designated as such due to the frequency and degree of involvement in the function's scope of operations. More information on the composition and function of ESFs can also be found in Chapter 5—Emergency Coordination.

See Figure 3-1 for a list of all State ESFs including a description of the function's scope, and identification of primary, supporting, and adjunct agencies.

Figure 3-1, ESFs and Corresponding Organizations

Oregon ESFs and Organizations																	
Effective Date: 13 June 2019																	
	Key:																
	 – Primary  – Support  – Adjunct																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteers and Donations	Law Enforcement	Agriculture and Animal Protection
	Business and Industry																
Administrative Services (DAS)	•	▲	•		•	•	▲	•			•	•		•	•	•	
Agriculture (ODA)					•	•	•	•			•			•			▲
Aviation (AERO)	•				•		•		•								
Business Development Dept (OBDD)		◊	•		•		•										▲
Consumer and Business Services (DCBS)			•		•		•	•		•					•		•
Corrections (DOC)	•				•		•				•					•	
Education (ODE)					•	•	•				•						
Emergency Management (OEM)		•			▲		•		▲				•	▲	▲		•
Employment Department (OED)					•		•										•
Energy (ODOE)	•				•		•			•		▲		•			
Environmental Quality (DEQ)			•		•		•			▲	•			•			•
Fire Marshal, Office of State (OSFM)		•		▲	•		•		•	▲				•			
Fish and Wildlife (ODFW)					•		•	•		•	•						•
Forestry (ODF)	•	•		▲	•		•			•	•			•			•
Geology and Mineral Industry (DOGAMI)			•		•		•										
Health Authority (OHA)					•	•	•	▲		•	•	•		•	•		•
Housing and Community Services (OHCS)					•	•	•										
Human Services (DHS)						▲	•	•		•	▲	•		•			
Judicial Department (OJD)					•		•									•	
Justice, Dept. of (DOJ)					•		•									•	
Land Conservation & Development (DLCD)					•		•										•
Marine Board (OSMB)					•		•										
Military Department (OMD)	•	•	•	•	•	•	•	•	•		•	•	▲	•		•	
Parks and Recreation Department (OPRD)					•		•										
Public Safety Standards & Training (DPSST)					•		•										
Public Utility Commission (OPUC)		▲			•		•					▲		•			
Secretary of State (SecState)					•		•										•
State Lands (DSL)	•		•		•		•			•							•
State Police (OSP)	•	•			•		•			•				•		▲	•
Tourism Commission (Travel Oregon)					•		•										
Transportation (ODOT)	▲	•	▲		•		•		•	•		•		•	•		
Travel Information Council (OTIC)					•		•										•
Veteran's Affairs (ODVA)					•	•	•										
Water Resources Department (WRD)			•		•		•				•						

Oregon ESFs and Organizations																	
Effective Date: 13 June 2019																	
 <p>Key: ▲ – Primary ● – Support ◆ – Adjunct</p>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteers and Donations	Law Enforcement	Agriculture and Animal Protection
American Red Cross (ARC)						◆		◆			◆				◆		
Amateur Radio Services		◆															
Civil Air Patrol (CAP)	◆								◆								
Coast Guard (USCG)	◆								◆								
Corps of Engineers (USACE)			◆														
Oregon Emergency Response System (OERS)					◆												
Food Bank, Oregon (OFB)						◆					◆						
Department of Homeland Security (USDHS)					◆												
National Weather Service (NWS)					◆									◆			
Poison Center, Oregon								◆									
State Data Center (SDC)		◆															
Titan Fusion Center, Oregon					◆											◆	
Voluntary Agencies Active in Disasters, Oregon (ORVOAD)						◆									◆		
Water-Wastewater Response Network, Oregon (ORWARN)			◆														

3.4 Individual State Agency Roles and Responsibilities

3.4.1 Administrative Services, Oregon Department of (DAS)

The Department of Administrative Services (DAS) is the central administrative agency of Oregon state government. As part of this effort, DAS works with private enterprise, citizens, and other government entities to develop an efficient service delivery system.

DAS incorporates numerous functions that might be utilized in the course of emergency management, including:

- providing centralized contracting and emergency procurement services
- providing network services to state agencies, including managing the state data center
- providing real estate services such as facilities lease management and negotiation
- coordinating Geographic Information Systems (GIS) data

Many of these are implemented by different divisions within the agency, but all initial requests will be made through a single point of contact via the State ECC.

3.4.2 Agriculture, Oregon Department of (ODA)

During an emergency, the Department of Agriculture advises the Governor on matters pertaining to the safety and conservation of agricultural resources. The response of the Oregon Department of Agriculture is 1) to ensure food safety, animal health, and provide consumer protection; 2) to protect the natural resource base for present and future generations of farmers and ranchers, and 3) to protect economic development and expand market opportunities for Oregon agricultural products. ODA coordinates with the State Public Health Officer and works closely with the Oregon Health Authority. Some responsibilities throughout the State EOP include:

- The Animal Health and Identification Division provides veterinary services to control and eradicate animal diseases, especially those transmissible to humans, livestock, and birds.
- The Food Safety Division's team inspects and regulates all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption.
- Laboratory facilities provide analysis for food and dairy samples, animal diseases, animal feeds, shellfish, fertilizer, water, plant pest and disease, pesticides, and market assurance analysis. Analyses are also provided for the Food Emergency Response Network (FERN) and the National Animal Health Laboratory Network (NAHLN).
- The Natural Resources Division's response mission is to conserve and protect natural resources on public and private lands.
- Additionally, Oregon Department of Agriculture cooperates with OEM and local and tribal governments to develop plans for evacuation and sheltering of animals, including companion and service animals.

3.4.3 Aviation, Oregon Department of (AERO)

The Oregon Department of Aviation supports Oregon communities by preserving and enhancing aviation resources. Key responsibilities for the Oregon Department of Aviation include:

- Provide staff members and equipment to assist in emergency airport repairs.
- Facilitate the acquisition of aviation assets in an emergency to support state requirements.

3.4.4 Business Development Department, Oregon (OBDD)

Also known as Business Oregon, OBDD is the state's economic development agency. Key responsibilities for Business Oregon include:

- Facilitate a community-driven approach to economic recovery through the Regional Solutions program.
- Coordinate business impact and damage assessment.
- Coordinate resources for small business recovery assistance.
- Identify and help coordinate assignment of volunteer staff from economic development partners to affected organizations.
- Assist local economic development organizations or major employers needing immediate assistance for displaced workers, and assist in identification of short- and long-term employment needs.

3.4.5 Consumer and Business Services, Oregon Department of (DCBS)

Department of Consumer and Business Services is Oregon's largest consumer protection and business regulatory agency, and is the parent organization of the Building Codes Division and the Oregon Occupational Safety and Health Division (OR-OSHA).

- Oregon OSHA: Coordinate and perform the actions identified within the Worker Safety & Health Support Annex of the National Response Framework, or state equivalent; provide occupational safety and health technical support to other state and local entities; assess responder safety and health resource needs, e.g., OSHA on-site assistance, incident-specific personal protective equipment protocols, training, safety and health monitoring; investigating workplace fatalities, major accidents, and safety and health complaints.
- Building Codes Division:
 - Enforce the state's building code. BCD maintains a list of individuals certified to perform post-earthquake damage assessment.
 - Certify building officials and inspectors.

3.4.6 Corrections, Oregon Department of (DOC)

ODOC mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. The ODOC is responsible for the control and custody of inmates housed in prisons throughout Oregon. Oregon houses offenders in 14 state prisons state-wide.

The ODOC provides administrative oversight and funding for the community corrections activities of the 34 Oregon counties that manage their own offenders who are subject to jail, parole, post-prison supervision and probation.

In the aftermath of a catastrophic incident causing broad geographical impact, it will be necessary for ODOC to account for staff and inmate presence and welfare. Each institution will continue to operate, or reinstate, secure and orderly operations. Initially, it may be necessary to allocate ODOC resources and request other agency assistance to achieve this objective. Once achieved, available ODOC resources can be reallocated.

- A State of Emergency declaration will enable inmate work crews to be dispatched to needed locations in support of response, prevention, or recovery efforts depending on the transportation infrastructure. Typically, the work crew will be transported, equipped and supervised by DOC personnel for assignments such as:
 - Support mass feeding operations
 - Mobile showers
 - Debris mitigation/removal
 - Wildland firefighting and mop up
 - Sandbagging
- Additionally, ODOC holds a variety of specialized equipment and contracts to support their own operations that can be re-directed during an emergency in support of a wide variety of response activities (e.g., potable water transport, power generation, or bulk distribution of emergency items).
- In support of other law enforcement agencies, small numbers of ODOC staff are trained in the following functions:
 - Inmate/high risk transport
 - Public Information Officers
 - Critical Incident Stress Management
 - Crisis Negotiations

3.4.7 Education, Oregon Department of

The Oregon Department of Education (ODE) oversees the education of over 560,000 students in Oregon's public K–12 education system. ODE is also in charge of public preschool programs, the state School for the Deaf, regional programs for children with disabilities, and education programs in Oregon youth corrections facilities.

As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (School Lunch Program).

3.4.8 Employment, Oregon Department of

OED is responsible for supporting economic stability during times of unemployment and serving businesses through workforce development and provision of workforce and economic information. Key responsibilities for OED include:

- Facilitate support and disaster unemployment insurance for workers whose jobs are impacted by a disaster.

- Provide technical assistance to business and industry partners regarding workforce development after a disaster.

3.4.9 Energy, Oregon Department of (ODOE)

ODOE's role is to provide leadership and guidance regarding energy conservation, renewable energy, and protection of the Columbia River from leaking radioactive waste at the Hanford Nuclear Site. The department also engages in energy planning and siting of energy facilities, provides an objective source of energy information, and investigates emerging energy technologies. Some responsibilities throughout the State EOP include:

- The Oregon Department of Energy is responsible for planning, preparedness, response, and recovery from petroleum disruptions (ORS 176), liquefied natural gas mishaps (496), and radiological emergencies (496).
- ODOE operates an Agency Operations Center (AOC) in Salem. The agency AOC serves as the state-wide coordination point for ODOE emergency response activities. ODOE provides a liaison to the state Emergency Coordination Center (ECC) when activated. ODOE maintains six 24/7 duty officers. ODOE is responsible for ensuring state and local emergency response organizations are trained and prepared to respond to petroleum, LNG, and radiological emergencies.
- Petroleum Emergency Preparedness and Response - ODOE maintains Oregon's Fuel Action Plan. The purpose of the plan is to ensure an effective, well-coordinated response with industry, federal, state, and local emergency response organizations to protect public health and safety, the environment, and the region's economy. The plan applies a free market approach with government intervention only when it becomes necessary to protect public health and safety.
- Lead agency for ensuring a coordinated response to severe or long-term petroleum emergencies that impact the state. ODOE developed and maintains the *Oregon Fuel Action Plan* that includes a state-wide fuel allocation program. ODOE is also the lead agency for ensuring a coordinated response to transportation, transmission and distribution emergencies involving Liquefied Natural Gas (LNG) vessels, pipelines, and facilities.
- Radiological Emergency Preparedness and Response - ODOE is the lead state agency on radiological emergency preparedness, response, and recovery. This includes incidents involving fixed nuclear facilities, Independent Spent Fuel Storage Installations (ISFSI), Research Reactors, and radioactive materials transport on Oregon highways (ORS 469). ODOE developed and maintains the Oregon CGS/Hanford Emergency Response Plan, Trojan ISFSI Plan, and the Radioactive Materials Transportation Plan. These plans define the state's role and responsibilities to prepare for, respond to, and recover from radiological emergencies that threaten the health and safety of Oregon citizens, the environment, and the region's economy. ODOE also reviews Oregon State University and Reed College Research Reactor Emergency Response Plans.

3.4.10 Environmental Quality, Oregon Department of (DEQ)

The Department of Environmental Quality (DEQ) is responsible for protecting and enhancing Oregon's water and air quality, managing the proper disposal of solid and hazardous wastes, providing assistance

in cleaning up contaminated properties, and enforcing Oregon's environmental laws. Some responsibilities throughout the State EOP include:

- Provide expertise on environmental effects of oil discharges or releases of hazardous materials, and environmental pollution control techniques.
- Provide investigative support and expertise on environmental and public health issues related to oil and hazardous material incidents
- Serve as a member of the Regional Response Team/Northwest Area Committee which Northwest Area Contingency Plan.
- DEQ may assist with hazardous materials clean up.
- DEQ also develops comprehensive plans and programs for air and water pollution control and solid and hazardous waste disposal.
- Coordinate with special teams (OSFM Hazardous Materials Teams, ODOT Incident Response Teams, USCG, EPA, local emergency responders and others).

3.4.11 Fish and Wildlife, Oregon Department of (ODFW)

ODFW is responsible for protecting the state's fish and wildlife and their habitats. Some responsibilities throughout the State EOP include:

- Serve as the point of contact for any zoonotic diseases involving wildlife.
- Assist in responding to a highly contagious/zoonotic disease, biohazard event, or other emergency involving wildlife.
- Maintain veterinary support capacity through the State Wildlife Veterinarian.
- Serve as a potential resource of feed for livestock shelter operations.
- Provide technical assistance related to the impacts of a disaster on threatened and endangered animal species.

3.4.12 Forestry, Oregon Department of (ODF)

ODF is responsible for protecting the state's forestlands and conserving forest resources. Some responsibilities throughout the State EOP include:

- Devise and use environmentally sound and economically efficient strategies which minimize the total cost to protect Oregon's timber and other forest values from loss.
- Work in conjunction as a fire protection agency with the Oregon State Fire Marshal's office and other agencies as needed.
- As described under ORS 477.005, preserve forests and the conserve forest resources through the prevention and suppression of forest fires in the state of Oregon.
- ODF operates within a complete and coordinated system of federal, state and local fire jurisdictional partners to meet its primary mission of protecting forest resources, second only to

saving lives. Structural protection, though indirect, shall not inhibit protection of forest resources.

- Through the Fire Mobilization Plan, mobilize response to emergencies including incident management teams, public information personnel, radio systems, communications trailers, kitchens, shower units, and other support services.
- Support at least three, thirty-three person Type 1 incident management teams. The teams are staffed with ODF employees across the state plus one Fire Service - structural liaison for each team.
- ODF operates the Salem Coordination Center, which is responsible to coordinate the distribution of ODF assets statewide. Area Headquarters located throughout the state direct response activities of ODF assets.

3.4.13 Geology and Mineral Industries, Oregon Department of (DOGAMI)

DOGAMI's mission is to provide earth science information and regulation to make Oregon safe and prosperous.

The department studies and maps geologic hazards, informs governments and the public about the hazards, and works actively to reduce future loss of life and property.

3.4.14 Health Authority, Oregon (OHA)

OHA is responsible for protecting the public health of all Oregonians and is responsible for the state's public health emergency preparedness programs:

- Health Security Preparedness & Response Program (HSPRP) improves public health preparedness capacity by ensuring coordination among tribes, local, regional, state and federal agencies and private health care partners before, during and after emergency events where the public's health is an issue. The Program Planning and Evaluation section manages the training of public health, hospital, and other relevant partners in various aspects of preventing and responding to public health emergencies.
- Epidemiology and Surveillance Program is responsible for the identification, investigation, and prevention of diseases caused by infectious agents. This program conducts disease surveillance; collects and analyzes surveillance data; publishes public health recommendations; develops disease prevention, preparedness and response guidelines; and investigates and helps control disease outbreaks.
- Acute and Communicable Disease Prevention Program provides epidemiologic and clinical expertise and guidance to the Incident Commander and develops guidance on disease related risks.
- Public Health Laboratory serves as a level 3 bio-safety facility for biological clinical and unknown environmental sample testing (human chemical testing is provided by state public health labs in Alaska, Washington and Idaho).

- Provides biological confirmatory testing, and chemical specimen collection and specimen referral guidance to Oregon Sentinel Laboratory Response Network (LRN) laboratories.
 - Manages the Oregon Laboratory Response Network that supports environmental and human testing of unknown biological and chemical threat agents.
- Emergency Medical Services (EMS) Section develops situational awareness of EMS resources; communicates with EMS providers; and coordinates realignment of EMS resources during a surge event. They coordinate statewide trauma system planning, ambulance service area planning, and develops standards for ambulance personnel and emergency medical technicians.
- Office of Environmental Public Health (OEPH) assures statewide control of environmental hazards through drinking water protection, radiation protection, environmental toxicology and epidemiology programs and regulation of food, pool and lodging facilities.
 - Drinking Water Program administers and enforces drinking water quality standards for public water systems. It provides guidance on prevention of and response to water system contamination.
 - Radiation Protective Service provides radiation monitoring expertise and is the state's primary radiological response organization. It also provides radiation monitoring training to local government emergency response agencies.
 - Environmental Toxicology Section protects the health and safety of the public from environmental hazards.

3.4.15 Housing and Community Services, Oregon (OHCS)

Oregon Housing and Community Services is Oregon's housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income.

OHCS administers programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. Some responsibilities throughout the State EOP include:

- Provide financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income Oregonians.
- Promote the development of a resilient affordable housing stock.
- Maintain situational awareness of post-disaster housing needs.
- Coordinate and collaborate housing recovery efforts with mass care operations.
- Lead the Oregon Disaster Housing Task Force.

3.4.16 Human Services, Oregon Department of

ODHS is the principal human services agency for the state including services for those Oregonians who are least able to help themselves. ODHS provides services for low-income Oregonians, seniors, persons with disabilities, and other populations with special needs. Some responsibilities throughout the State EOP include:

- Provide a State Individual Assistance Officer (State IAO) under a Presidential Individual Assistance declaration.
- Activate certain activities related to children's services, senior services, and disability services programs.
- As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (Supplemental Nutrition Assistance Program [SNAP]).
- As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (Temporary Emergency Food Assistance Program).

3.4.17 Judicial Department, Oregon (OJD)

Oregon state courts include the Supreme Court, Court of Appeals, Tax Court, and 36 circuit courts in 27 judicial districts. These state courts are part of the Oregon Judicial Department. The Chief Justice of the Supreme Court is the administrative head of the Oregon Judicial Department, which is a statewide, unified court system with almost 200 judges.

- Pursuant to ORS 1.177 , and at the direction of the Chief Justice, the Oregon Judicial Department (OJD) **Marshal's Office** manages personal and physical security, emergency preparedness and business continuity for the Oregon Judiciary, including related equipment. These programs are in direct support of the OJD mission to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare, and inspire public confidence.

3.4.18 Justice, Oregon Department of (ODOJ)

DOJ is responsible for general counsel and supervision of all civil actions and legal proceedings in which the state is a party or has an interest. The DOJ, through the Attorney General, also has full charge and control of all the state's legal business that requires the services of an attorney or legal counsel. Key responsibilities for the DOJ include:

- Facilitate operation of the Oregon TITAN Fusion Center.
- Develop and maintain a liaison between local, state and federal law enforcement agencies in Oregon, assisting them in the investigation and suppression of organized criminal activity and encouraging cooperation among those agencies.
- Conduct comprehensive factual studies of organized criminal activity in Oregon, outlining existing state and local policies and procedures with respect to organized crime and formulating and proposing such changes in those policies and procedures as the Department may deem appropriate.

- The Crime Victims Services Division of the DOJ hosts a statewide team of multidisciplinary trained crisis responders to assist in the aftermath of a disaster. The Crisis Response Team (CRT) has the capacity to mobilize on a county or state level to help groups of affected people to cope with immediate crisis reactions and plan for ongoing support in the aftermath of an incident of criminal mass trauma. The Division is also responsible for assisting victims in accessing emergency Crime Victims' Compensation and ensuring that victims' rights notification takes place and that victims' rights are honored. The Division works in collaboration with local Victim Assistance and non-profit victim service programs, the FBI Victim Assistance, the Red Cross, DHS Behavioral Health staff and the National Organization for Victims' Assistance (NOVA).

3.4.19 Land Conservation and Development, Oregon Department of (DLCD)

The Department of Land Conservation and Development (DLCD) administers Oregon's statewide land use planning program, and is responsible for ensuring that all cities and counties have adopted comprehensive plans that meet the state's planning goals. Some responsibilities throughout the State EOP include:

- Provide technical assistance to local and private sector partners regarding facilitation of economic recovery activities that require permits or waivers of state land use requirements
- Assist local and tribal partners in economic development activities.

3.4.20 Military Department, Oregon (OMD)

The Oregon Military Department's purpose is to administer, house, equip and train the Oregon National Guard - a ready force to support the Governor during unrest or natural disaster and as a reserve force to the United States Air Force and the United States Army.

- Activate and operate the Oregon National Guard Joint Operations Center.
- Provide support to civil authorities consistent with designated mission and capabilities.
- Direct use of state military resources.

3.4.21 Public Utility Commission, Oregon (OPUC)

PUC regulates customer services of the state's investor-owned electric, natural gas and telephone utilities; and certain water companies. Some responsibilities throughout the State EOP include:

- Serve as the liaison to the utilities and coordinate efforts for the response and restoration of impacted communications infrastructure during an incident or event.
- Facilitate the coordinated recovery of systems and applications from cyber-attacks.
- Assist in the coordination of transfer of personnel and resources from outside a disaster-affected area in accordance with existing Mutual Aid Agreements (MAAs), as needed.
- Coordinate with utility partners to evaluate needs and coordinate assets and capabilities to address shortages or outages.

- Communicate and coordinate with interstate partners to address ingress and egress amongst neighboring states.
- Communicate with federal partners to maintain situational awareness when incident impairs interstate services.
- Ensure that utilities and companies have adequate emergency preparedness plans in place.

3.4.22 Secretary of State's Office, Oregon (SecState)

The Oregon Secretary of State's Office is comprised of several divisions, including the Archives Division, Audits Division, the Office of Small Business Assistance, the Human Resources Division, the Executive Office, and two additional divisions detailed below.

The Elections Division is responsible for supervising all elections, local and statewide.

The Corporation Division is responsible for providing a one stop shop for Oregon businesses to register and start operations. Some responsibilities throughout the State EOP include:

- Maintain a statewide database of registered businesses.
- Provide technical assistance to support small businesses during response and recovery.
- Ensure adequate security measures are implemented to protect the state against cyber-attacks.

3.4.23 State Lands, Oregon Department of (DSL)

DSL is responsible for management of state-owned grazing and agricultural land as well as off-shore land, estuarine tidelands, and submerged submersible lands of the state's navigable waterway system. Some responsibilities throughout the State EOP include:

- Provide vital information to Public Utilities Commission and other primary or supporting state agencies regarding locations and access to all state-owned lands and waterways.
- Issue special permits for access across controlled or private lands and waterways.
- Administer the state's removal-fill law to protect state waterways after a disaster.

3.4.24 State Police, Oregon (OSP)

The State Police are empowered to enforce all Oregon Statutes without limitation by county or other political subdivision. During emergency incidents, however, law enforcement within the affected area remains the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.

Because OSP is often first on-scene during an emergency, it may act as an initial incident command agency until the local incident command agency is on-scene, or if no local agency is available. In addition to enforcement and specific services, OSP provides for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital state facilities and critical infrastructure. In addition, the following specific functions or divisions are a part of OSP:

- Oregon Emergency Response System (OERS): OERS is the 24-hour primary point of contact by which any public agency provides the state notification of an emergency or disaster, or requests additional resources.
- Criminal Justice Information Systems (CJIS): Law Enforcement Data Systems (LEDS). CJIS/LEDS is the focal point and “control agency” for access by law enforcement and criminal justice agencies in Oregon to the online information in the Federal Bureau of Investigations (FBI) National Crime Information Center (NCIC). Since CJIS/LEDS computer terminals are located statewide in all law enforcement agencies and most public safety agencies, the system is used to relay critical public safety information both day-to-day and during disasters.
- Medical Examiner Division: The purpose of the Medical Examiner Division is to provide direction and support to the state death investigation program. The Medical Examiner manages all aspects of the state medical examiner program and has responsibility for technical supervision of county offices in each of the 36 counties of Oregon. The main activity of the division is to certify the cause and manner of a death requiring investigation within the authority of ORS Chapter 146.

3.4.25 State Fire Marshal, Office of (OSFM)

As a division of Oregon State Police, OSFM is charged with protecting citizens, their property, and the environment from fire and hazardous materials.

- Manage the response to hazardous material spills.
- Oversee the training, equipment and response activities of the state’s 14 regional hazardous materials (HAZMAT) response teams.
- Direct the maintenance and use of the statewide Fire Net/HAZMAT microwave relay radio system.
- Responsible for the duties of the State Emergency Response Commission under SARA Title III and Oregon statute. OSFM coordinates and oversees Local Emergency Planning Committees throughout Oregon.
- Ensure that parties responsible for the incidents are billed for the cost of mitigation and that the contracted teams are compensated for the allowable expenses.
- Manage and coordinate Oregon’s firefighting activities by mobilizing firefighting resources in support of state, federal, and local wildland, rural, and urban firefighting agencies.
- As described in the *State Fire Service Mobilization Plan*, coordinate and direct the activities of all structural firefighting resources of the state through the organization of state and county fire defense boards and their respective mutual aid agreements.
- Planning and implementing response by structural firefighting forces called up by the Governor under the *Conflagration Act* (ORS 476.510 to 476-610).
- Additionally, OSFM is responsible to coordinate and direct the training, equipment and use of the state’s structural collapse resources.

3.4.26 Transportation, Department of (ODOT)

The role of ODOT is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. ODOT develops programs related to Oregon's system of highways, roads, and bridges; railways, public transportation services, transportation safety programs; driver and vehicle licensing; and motor carrier regulation. As the designated road authority for state highways (including Interstates), ODOT, in addition to the Governor, is authorized by ORS 810.030 to close state highways and re-route traffic. Oregon State Police and local law enforcement agencies assist with this activity. ODOT provides barricades and personnel to implement a closure or detour. ODOT Motor Carrier Transportation Division and the Driver and Motor Vehicle Services Division provide information about drivers, motor carriers, and vehicles to law enforcement through CJIS/LEDS. ODOT preparedness, response, and business continuity activities are described in the ODOT Emergency Operations Plan. ODOT also maintains Oregon's Emergency Highway Traffic Regulation (EHTR) Plan which contains coordination procedures for supporting military deployments while managing civilian traffic during national security emergencies.

- ODOT maintains an extensive radio network allowing direct communications with ODOT personnel in the field. The ODOT radio network is accessible from the OERS Communications Center and from the Northwest Transportation Operations Center in Salem.
- The Highway Division is responsible for maintaining Oregon's highways, bridges and other infrastructure. Since many of the Operations' personnel and equipment are permanently assigned to all areas of the state, they comprise an invaluable source of authoritative information on local conditions. ODOT personnel, to include retirees, provide essential assistance to the state in emergencies where public infrastructure is affected.
- ODOT provides receipt, storage, and staging support for and transportation of the Strategic National Stockpile when deployed in the State of Oregon.
- ODOT provides transportation of the Oregon Urban Search and Rescue Task Force equipment trailers and also provides Structural Specialist members of the Task Force.
- ODOT operates an Agency Operations Center in Salem, and five Regional Emergency Operations Centers throughout the state. The Agency Operations Center serves as the agency-wide coordination point for ODOT emergency response activities. Its duties also include coordinating ODOT activities needed under the Federal Highway Administration's Emergency Relief Program.
- The function of each Regional Operations Center is to control and direct ODOT activities within the region. The Regional Operations Centers' locations are:
 - Region 1 in Portland
 - Region 2 in Salem
 - Region 3 in Roseburg
 - Region 4 in Bend
 - Region 5 in La Grande

3.4.27 Water Resources Department (WRD)

Water Resources manages Oregon's public water supply to sustain the economy, quality of life and natural heritage. By law, all surface and groundwater in Oregon is public. WRD monitors water levels at hundreds of stream, reservoir and well gauging stations statewide, maps and studies underground aquifers, and helps design long-term water plans for river basins.

The dam safety program reviews and approves for construction, rehabilitation or modification the designs for hydraulic structures that exceed height and storage capacity defined by statute. The agency licenses well drillers, and enforces the proper construction and abandonment of all subsurface well penetrations, with few exceptions. Following a Governor's Drought Declaration, WRD may exercise emergency water rights authority by waiving or changing policies and procedures following an event that requires such action.

3.4.28 Other Agencies

Agencies respond as required by the situation or Governor Executive Order. In addition, the following non-governmental organizations may be critical partners in response:

American Red Cross (Red Cross)

Red Cross provides a representative to the State ECC when activated to serve as a liaison between the Red Cross and state agency response as well as local county efforts. Red Cross response and recovery services commonly include sheltering, feeding, health services, mental health services, spiritual care, reunification, distribution of relief supplies, information, referrals, and casework to people who have been affected following a disaster. Red Cross may also be able to assist Oregon Voluntary Agencies Active in Disaster by providing additional liaison staff for Emergency Support Function 15-Volunteers and Donations.

See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for additional information.

Amateur Radio Services

Amateur radio services groups are volunteers trained in the operation of amateur radio equipment. They are often utilized before, during and after an emergency or disaster where normal radio, phone, cellular, or internet communications are not functioning. In a disaster or event which requires activation of these systems, volunteers use the pre-positioned and mobile amateur radio equipment to provide communication support between all levels of government and agencies to support the response and recovery efforts. The operators in the State ECC facilitate communication to ensure that requests for state supplies and resources are received by emergency management personnel.

See ESF 2 – Communications for additional information.

Civil Air Patrol (CAP)

CAP is a volunteer organization that equips and staffs, as requested, a communications position for the ECC. CAP directly supports agencies by providing such services as airborne search, airborne disaster assessment, airborne and ground Electronic Locator Transmitter (ELT) tracking, transportation of officials, and assistance in a variety of ground operations. It also has an extensive communications network.

Oregon Voluntary Organizations Active in Disaster

Consisting of voluntary organizations with disaster relief roles, Oregon Voluntary Organizations Active in Disaster (ORVOAD), in partnership with the state and local governments, assists in post-disaster clean-up; shelter and mass care, water, and food; transportation; child and animal care; disaster welfare inquiry; counseling; building repair; warehousing and disbursement of donations, such as clothing, building materials, and money; as well as the provision and management of volunteers. Oregon Volunteer Organizations Active in Disaster (ORVOAD) may send a liaison to the State ECC, if requested by the ECC Manager, to staff Emergency Support Function 15-Volunteers and Donations.

ORVOAD is a member organization that operates under bylaws, and is part of a larger family of state VOADS, organized under a national umbrella known as the National Voluntary Organizations Active in Disaster (NVOAD).

In addition to its response and recovery roles, ORVOAD serves as a forum where organizations share knowledge and resources throughout the disaster cycle; it provides training to members to increase preparedness; encourages the formation of county-level VOADS; gives guidance to state and regional volunteer organizations active in disaster response; and supports appropriate legislation.

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4 Concept of Operations

4.1 General

Across Oregon, emergencies and disasters are managed at the lowest jurisdictional level possible for effective response. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. In all incidents, life safety is the top priority of state agencies and emergency response personnel.

As the state emergency management agency, OEM is designated by the governor to coordinate the state response to events that ‘causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss.’ (ORS 401.025). This includes coordination with counties and tribes on emergency management activities in their areas.

This coordination is enacted through the activation and staffing of OEM duty officers and the State Emergency Coordination Center, which is described in greater detail in Chapter 5—Emergency Coordination. The State ECC is also the designated contact for requesting resources from out of state, or from federal agencies.

The OEM Director also advises the governor on and directs the preparation of any request for a Presidential disaster declaration.

4.2 Disaster Declaration Process

The Governor can declare a state of emergency by an executive order under authority granted in Oregon Revised Statutes.

Under a declaration, the Governor has complete authority over all state agencies including personnel, equipment and facilities for response to the emergency. This authority is executed as strategic direction, enacted via the State ECC, with operational control of resources most often resting with local public safety command structures.

Likewise, in a declaration the Governor may also suspend orders or administrative rules if compliance would impede response to the emergency. There are some related but lower-order actions related to emergency response activities—including emergency medical services provider licensing and utility crew highway requirements—that can be enacted by other state officials or are already established in law. In some of those actions, a declaration by the governor may not be necessary.

Generally, state declarations of emergency are made in response to requests from local or tribal emergency management programs, and will cover a geographic area limited to the impacts of the emergency. During widespread or catastrophic disasters, however, the Governor may declare a statewide emergency specific to that event.

Further, there are several specific types of declarations available, depending on the nature of the emergency. These include fires, public health events, energy resource emergencies, and droughts. Each of them is defined by a section of the Oregon Revised Statutes, and procedures are maintained by agencies responsible for those types of events. Incident Annexes or ESF Annexes in this plan contain

additional information, as does the document ‘Declaration Guidelines for Local Elected and Appointed Officials,’ published by OEM and available on the OEM website.

4.3 Governmental Coordination

Local governments may declare a disaster, depending on their statutes, in order to effect incident response actions within their jurisdiction. If local resources are exhausted and further assistance is needed, then the executives or elected officials of those governments may request a declaration and additional state resources from the Governor.

Oregon Revised Statutes define some coordinating relationships among state and local emergency management programs. Counties must develop emergency management programs, and cities may do so, but cities must act through their contiguous counties in order to request state assistance.

Sovereignty of tribal nations introduces a different aspect of coordination, particularly since Public Law 280 and Public Law 638—and, in some cases, still-extant treaties--create a variety of relationships with state and federal government.

Thus, the Stafford Act establishes two paths for tribal nations to choose between when declaring a disaster—they may either participate with counties and request a declaration from the Governor, or they may individually declare directly to the FEMA Regional Administrator.

5 Emergency Coordination

5.1 Introduction

The State of Oregon has established a system for emergency management under the direction and control of the Governor that is coordinated by the Director of the Oregon Office of Emergency Management (OEM).

ORS 401.092 states that the Director of OEM is responsible for coordinating all public and private organizations that provide emergency services within Oregon and for staffing the Oregon Emergency Coordination Center (ECC).

This section of the Basic Plan describes the emergency management system. It describes how the state's emergency decision-makers and emergency management personnel are organized and how the state will carry out its functions in any incident that requires State ECC activation.

5.2 State Emergency Coordination Center (State ECC)

The purpose of the ECC is to provide a centralized location during emergencies and disasters where state officials may coordinate activities and implement direction from the Governor to provide an integrated state response. The primary responsibility of the ECC is to provide information, policy direction, and resource coordination in response to an emergency or disaster.

The ECC is a dual-function facility located within the day-to-day office of OEM, which is a controlled access facility at all times.

5.3 Activation

The following individuals have the authority to activate the State ECC:

- The Governor
- Governor's Policy Advisor
- The Adjutant General
- Oregon Military Department Deputy Director
- OEM Director
- OEM Deputy Director
- OEM Executive Duty Officer

Incidents within Oregon are monitored and managed in three different stages, described in greater detail below:

5.3.1 Oregon Emergency Response System (OERS)/Steady State

The OERS Communication Center serves as the 24x7 answering point for notifications of all incidents, whether natural, technological, or human-caused. Based on the situation, appropriate local, state and federal agencies may be notified.

5.3.2 OEM Duty Officer Monitoring/Enhanced Watch

If OEM's Executive Duty Officer (EDO) is notified of an event by OERS s/he may begin monitoring of the incident or assign an OEM Staff Duty Officer (SDO) to maintain situational awareness. Should the situation escalate, or it requires assistance from several State agencies, or more than one County or Tribe has been impacted by the event, the State ECC may be activated at the direction of OEM's EDO.

5.3.3 ECC Activation

During an activation, all appropriate ECC positions are filled. The ECC Manager will notify the appropriate State agencies and partners they are required to send staff to the State ECC. Representatives of the Oregon Military Department, Department of Administrative Services, Oregon Department of Transportation, Oregon Department of Environmental Quality, Oregon State Police, and the Oregon Health Authority represent a core group that is essential to handle most major emergencies. The situation may require the participation of other key agencies, depending on the nature of the incident, as well as 24x7 staffing.

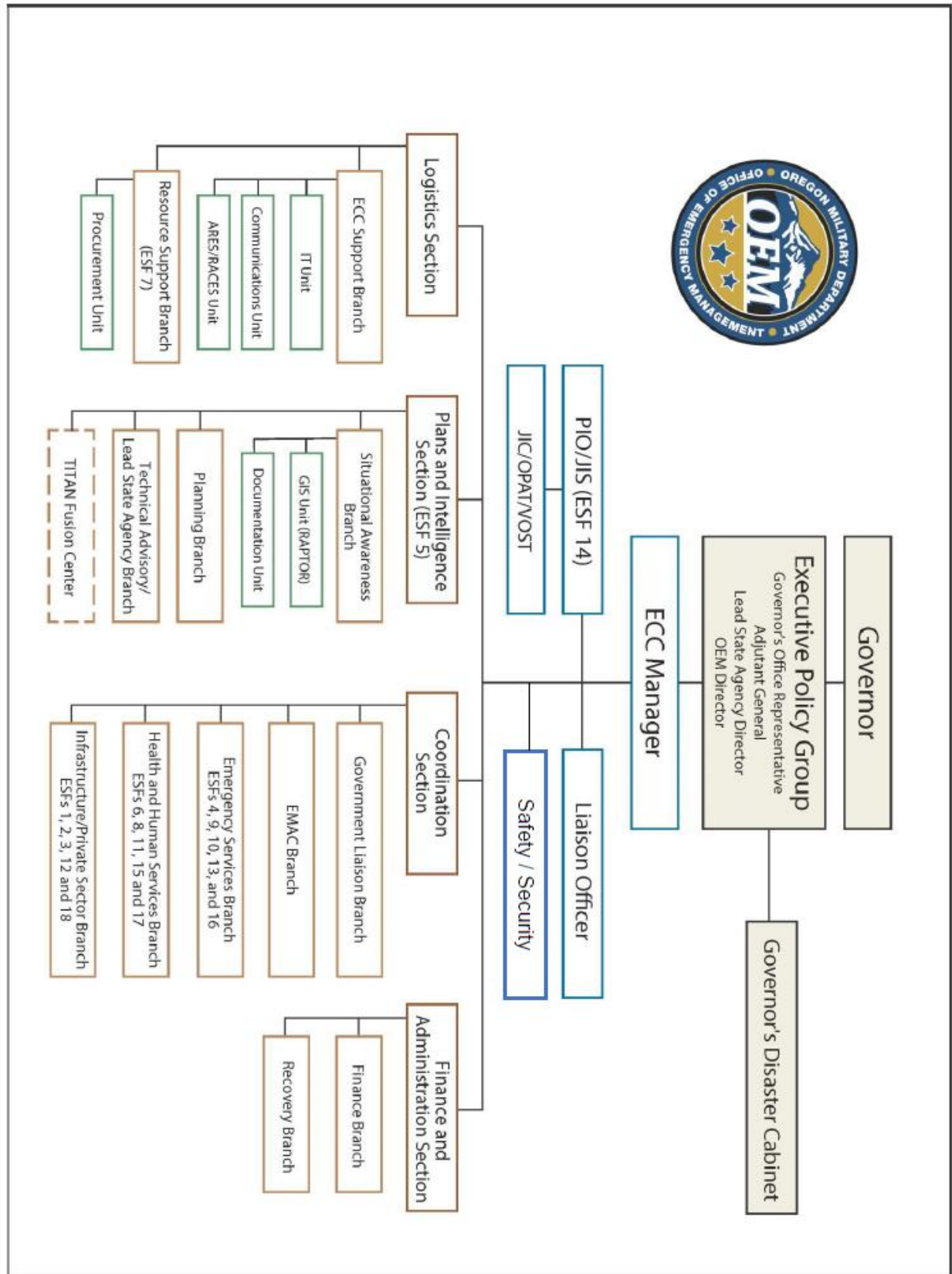
5.4 Notification

Once it is determined the State ECC will be activated, the EDO notifies the on-duty ECC Manager. The ECC Manager notifies applicable OEM staff and ensures notifications occur to the needed state agencies, based on the situation and hazard.

5.5 ECC Organization

When activated the State ECC is organized as depicted in Figure 5-1 and is intended to coordinate with the federal Emergency Support Functions (ESFs). State, federal and non-governmental agency representatives staffing the State ECC are organized as listed below. Each position described below is fully defined by position description and standard operating guidelines.

1. Executive Policy Group
2. Coordination Section
3. Plans and Intelligence Section
4. Logistics Section
5. Finance and Recovery Section



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5.6 ECC Functions

5.6.1 Executive Policy Group

This group provides direction and leadership during the incident. The Executive Policy Group includes the Governor, the Adjutant General, the OEM Director and the Lead State Agency Director and/or their respective designees. The Executive Policy Group activates, and then coordinates with, the Governor's Disaster Cabinet and Economic Recovery Council to determine actions and strategies.

ECC Manager. This position provides direction and control within the ECC and ensures appropriate ESF, state agency and non-governmental representatives are present. The position reports to the Executive Policy Group.

External Liaison. This position serves as the point of contact and information for agencies not represented in the ECC. Serves as a primary point of contact for FEMA or other federal partner representatives. This position reports to the ECC Manager.

Public Information Officer. This position provides information about emergency conditions, actions being taken to respond to the emergency and any instructions or actions that should be taken to protect or warn the public. May establish a Joint Information Center (JIC) if the emergency involves multiple jurisdictions and/or several responding state agencies. This position reports to the ECC Manager.

5.6.2 Coordination Section

The Coordination Section implements the goals and objectives of the Executive Policy Group by directing state agency response to local and tribal governments.

Coordination Section Chief. This position is responsible for assigning local and tribal requests for assistance to state agencies. In the absence of a state-owned asset, the Coordination Section Chief determines if the Logistics Section will be assigned to rent, lease, or purchase said asset; an Emergency Management Assistance Compact (EMAC) or Pacific Northwest Emergency Management Arrangement (PNEMA) request will be issued; or a request for federal assistance will be sent to FEMA. The position reports to the ECC Manager.

EMAC Unit. This unit is responsible for submitting requests for assistance to EMAC and/or PNEMA partners at the direction of the Coordination Section Chief. Negotiates the contract between Oregon and the responding State/Province. Tracks and monitors all EMAC/PNEMA assets deployed within Oregon. This position reports to the Coordination Section Chief.

Government Liaison Unit. This unit, typically staffed by OEM personnel, serves as the primary point of contact with affected county and tribal jurisdictions. They process requests for assistance, provide information to and from the ECC and collect and file important documents (such as declarations and situation reports) related to a specific jurisdiction. This position reports to the Coordination Section Chief.

ESF 1-18 and State Agencies Representatives. State agency representatives serve as a liaison between the State ECC and their respective agency operation centers (AOC). State agencies in this group are tasked with mission assignments by the Coordination Section Chief and allocate available resources from their agencies. Each agency is responsible for tracking their available and deployed resources. They coordinate with counterparts from federal and other state governments.

In the event of an activation, ESF branches may be established based on operational need or span of control; other organizations may include task forces, composed based on the circumstances of the emergency or disaster. ESFs are frequently organized as follows:

- **Emergency Services Branch**
 - ESF 4, 9, 10, 13, 16
- **Health and Human Services Branch**
 - ESF 6, 8, 11, 15, 17
- **Infrastructure/Private Sector Branch**
 - ESF 1, 2, 3, 12, 18

Non-Governmental Organizations are also sometimes included in State ECC activations.

- **ESF-6, 11 & 15:** The American Red Cross (Red Cross), Oregon Food Bank and Oregon Volunteer Organizations Active in Disasters (ORVOAD) are typically activated when sheltering, feeding, or management of volunteers or donations is imminent.
- **ESF-18:** Select private sector partners or associations may be activated based on the hazard and situation and the need for specific technical advice or assistance.

5.6.3 Plans and Intelligence Section (ESF-5)

The Plans and Intelligence Section collects, evaluates and disseminates information about developing emergencies and monitors the deployment of state resources. This section examines existing conditions and plans an appropriate response.

Planning Section Chief. This individual is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Information is needed to understand the current situation, predict the probable course of incident events and prepare alternative strategies for the incident. This position reports to the ECC Manager.

Situation/Analysis and Intel Unit. Collects information and maintains a log of significant events in the ECC. Records briefing notes and prepares the ECC Situation Report (SITREP) and ECC Action Plan (EAP) by working with ECC Section Chiefs. This position reports to the Planning Section Chief.

GIS Unit. Generates and updates maps of the affected regions and manages the RAPTOR data tool. This position reports to the Planning Section Chief.

Technical Specialists. This group consists of agency representatives who understand the technical implications of the hazard(s) at hand. State agencies that respond to hazard specific events may provide technical specialists and planners. This position reports to the Planning Section Chief.

5.6.4 Resource Management (Logistics) Section (ESF-7)

Procures resources requested by local and tribal governments in the absence of other state agencies being able to provide the assistance and provides logistical support to the State ECC.

Logistics Section Chief. This position is responsible for providing facilities, services, and material in support of the incident. This position reports to the ECC Manager.

ECC Support Branch. This is staffed primarily by OEM personnel. The Unit provides or orders the resources necessary for management of the ECC and its associated facilities, including office supplies, meals, maintenance, and facility security services. This position reports to the Logistics Section Chief.

Procurement Unit. Coordinates with state agencies on the emergency use of state credit cards for purchasing items in support of the disaster. This position reports to the Logistics Section Chief.

Auxiliary Emergency Communication Unit. Provides alternate means of communications between the ECC and affected jurisdictions. This position reports to the Logistics Section Chief.

Information Technology Unit. Maintains the local area network and computer work stations for the ECC. Provides technical assistance as required, including for systems such as OpsCenter. This position reports to the Logistics Section Chief.

5.6.5 Finance and Recovery Section

This section collects and evaluates initial damage assessment (IDA) information (including financial figures) from local, tribal, and state governments. The information is used as a basis to determine the need for a joint local-state-federal preliminary damage assessment (PDA), which is the basis for receiving a federal emergency or disaster declaration. This section determines potential funding sources for response and recovery efforts. It advises state agencies about financial aspects of their coordination with federal officials in major disasters. While OEM provides the basic staff, the section chief may request that financial managers be recruited from other agencies if necessary.

Finance and Recovery Section Chief. During the transition from response to recovery, this position serves as the primary point of contact with the Federal Emergency Management Agency (FEMA). Typically the Finance Section Chief is named as the State Coordinating Officer (SCO) once a federal Joint Field Office (JFO) is established. This position reports to the ECC Manager.

Administrative Branch. This branch collects data on costs associated with state government response to the disaster. It also tracks costs associated with the activation and staffing of the ECC.

Recovery Branch. This branch collects and analyzes initial damage assessment forms for both IDA and PDA. Staff coordinates with FEMA on the state's federal disaster declaration request. This Branch is the first to transition to a JFO once recovery is initiated.

5.7 Demobilization

As the event transitions from response to recovery, State ECC operations scale down accordingly. The ECC Manager and Coordination Section Manager release staff members as the situation dictates until the State ECC is officially de-activated for the incident.

Debriefings are scheduled and conducted by the ECC Manager or Executive Duty Officer. All logs and records are provided to the Planning Section or ECC Manager to become part of the official record of the event. An after-action report on the State ECC activation is developed and distributed by a designee from the OEM Director. Areas needing improvement or corrective action are tracked and monitored for completion by the same designated OEM staff member.

A Acronyms and Glossary

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LIST OF ACRONYMS

AERO	Department of Aviation
AOC	Agency Operations Center
CAP	Civil Air Patrol
DAS	Department of Administrative Services
DCBS	Department of Consumer and Business Services
DEQ	Department of Environmental Quality
DHS	Department of Homeland Security
DHS	Department of Human Services
DLCD	Department of Land Conservation and Development
DOC	Department of Corrections
DOGAMI	Department of Geology and Mineral Industries
DOJ	Department of Justice
DSL	Department of State Lands
ECC	Emergency Coordination Center
EMS	Emergency Medical Services
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HAZMAT	Hazardous Materials
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
JIC	Joint Information Center
JFO	Joint Field Office
LEDS	Law Enforcement Data System
NCP	National Oil and Hazardous Substance Pollution Contingency Plan
ODA	Oregon Department of Agriculture

ODE	Oregon Department of Education
ODOE	Oregon Department of Energy
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife
ODOT	Oregon Department of Transportation
OEM	Oregon Office of Emergency Management
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OHSU	Oregon Health Sciences University
OMD	Oregon Military Department
OR-OSHA	Oregon Occupational Safety and Health Division
ORS	Oregon Revised Statute
ORVOAD	Oregon Volunteer Organizations Active in Disasters
OSFM	Oregon State Fire Marshal
OSP	Oregon State Police
PDA	Preliminary Damage Assessment
PUC	Public Utility Commission
USCG	United States Coast Guard
USDA	United States Department of Agriculture
VOAD	Volunteer Organizations Active in Disasters
WRD	Water Resources Department

GLOSSARY

Adjunct Agencies: Organizations within the State ECC that may not be a part of state government but have direct interest in effective disaster recovery. Adjunct agencies may contribute expertise and assets to the response and recovery process.

Agency Operations Center (AOC): The location or locations from which individual state agencies control their resources and operations. Most state agencies have a single AOC, some have several regional AOCs.

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

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.

Damage Assessment: The appraisal or determination of estimated damage, losses, and impacts resulting from an emergency or disaster. This estimate of the damages to a geographic area is made after a disaster has occurred and may serve as the basis for the Governor's request for a Presidential Major Disaster Declaration or other request for federal assistance. It also helps local, state, and federal agencies to determine resources that may be needed for recovery in the damaged areas.

Disaster: (See Major Disaster)

Emergency Coordination Center (ECC): The State ECC is the single point of contact for an integrated state response to an emergency. The purpose of the ECC is to provide a centralized location where state officials may coordinate activities and implement direction from the Governor. The primary responsibility of the ECC is to provide information, policy direction and coordination for a major emergency or disaster. This is achieved through a unified management approach.

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 Support Functions (ESF): A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESF represent those types of federal assistance that the state would most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities or because of the specialized or unique nature of the assistance required. ESF missions are designated to supplement state and local response efforts.

Emergency: As defined by ORS 401.025: "Includes any man-made or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined by ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, and war."

Emergency: As defined by the Stafford Act (Public Law 93-288) “An emergency is any occasion or instance for which, in 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.”

Federal Coordinating Officer (FCO): The Federal Officer who is appointed to manage Federal resource activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal Disaster assistance resources and programs to the affected state and local governments, individuals affected by a disaster, and the private-sector.

Governor’s Authorized Representative (GAR): The individual empowered by the Governor, in accordance with the FEMA-State Letter of Agreement, to manage and coordinate the state’s disaster response and recovery efforts following a federal Declaration of Emergency. Under **ORS 401.270** the OEM Director is designated as the GAR for certain disaster response and recovery activities.

Hazard Mitigation Plan: As defined by **44 CFR 206.401**: “Hazard mitigation plan means the plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards present in society and includes the actions needed to minimize future vulnerability to hazards. . .”

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for federal, state, local and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO and the JIC within a single federal facility. In the event of multiple incidents, multiple JFOs may be established at the discretion of the Secretary.

Local Government: As defined in ORS [174.116](#), “local government” means all cities, counties and local service districts located in this state, and all administrative subdivisions of those cities, counties and local service districts.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122).

Mitigation: (Part of the Emergency Management Cycle) 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 developed in accordance with 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.

Preparedness (Part of the Emergency Management Cycle): 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 involving efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Presidential Declaration: A formal declaration by the President that an Emergency or Major Disaster exists based on the request for such a declaration by the Governor and with the verification of FEMA preliminary damage assessments.

Prevention: (Part of the Emergency Management Cycle) Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken 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.

Public Assistance Program: The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

Recovery: (Part of the Emergency Management Cycle) The development, coordination, and execution of service- and site-restoration plans for impacting communities and the reconstitution of government operations and services through individual, private-sector, non-governmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the efforts of future incidents.

Response: (Part of the Emergency Management Cycle) 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 incident 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 the nature and source of the threat; ongoing public health and agricultural surveillance, and testing processes; immunization, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bring them to justice.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act): Public Law (PL) 93-288, as amended, gives the President broad powers to supplement the efforts and available resources of state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from disasters.

State Coordinating Officer (SCO): The individual appointed by the Governor to act in cooperation with the Federal Coordinating Officer (FCO) to administer disaster recovery efforts. The SCO may also function as the alternate Governor's Authorized Representative.

WATER SHORTAGE CONTINGENCY PLAN

Salt Lake City Department of Public Utilities
Last Modified June 2003

SECTION I: DECLARATION OF POLICY, PURPOSE, AND INTENT

In order to conserve the available water supply and protect the integrity of water supply facilities, with particular regard for domestic water use, sanitation, and fire protection, and to protect and preserve public health, welfare, and safety, and at the same time minimize the adverse impacts of water supply shortages or other water supply emergency conditions, the Salt Lake City Department of Public Utilities (Public Utilities) hereby adopts the following Plan to address water shortages brought about by drought, service interruption, or other emergency or event.

This Plan is intended as a supplement to the Water Conservation Master Plan. For information pertaining to Public Utilities long-term water conservation plans and measures, as well as support information on water conservation, consult the appropriate section of the Water Conservation Master Plan.

SECTION II: LEGAL AUTHORITY

This Plan is adopted by Public Utilities pursuant to the direction of the City Council contained in Section 17.16.092, Salt Lake City Code (hereafter referred to as the Ordinance).

SECTION III: APPLICATION

The provisions of this Plan shall apply to all persons, customers, and property utilizing water provided by Public Utilities.

SECTION IV: DEFINITIONS

For the purposes of this Plan, the following definitions shall apply:

Acre feet (AF): A quantity of volume of water that covers one acre to a depth of one foot; equal to 43,560 cubic feet or 325,851 gallons.

Average Annual Demand: 105,000 AF as measured from supply to conduit.

Average Annual Supply: 126,900 AF, as of January 1, 2003. In 2005, Salt Lake City's average annual supply will increase by 4000 AF per year for five years as a result of additional Central Utah Project water, increasing the average annual supply by 20,000 AF in 2008.

Best Management Practices (BMPs): Applicable Best Management Practices for a particular industry (see Appendices for examples).

Conservation: Those practices, techniques, and technologies that reduce the consumption of water, reduce the loss or waste of water, improve efficiency in the use of water, or increase the recycling and reuse of water so that a supply is conserved and made available for future or alternative uses.

Culinary Water: See Municipal and Industrial Water.

Customer: Any person, company, corporation, partnership, association, organization, or other legal entity using water supplied by Public Utilities through system connections, or legal or contractual agreement.

Director: Shall mean the Director of Salt Lake City Department of Public Utilities, or his or her designee.

Even number address: Street addresses ending in 0, 2, 4, 6, or 8 and locations without addresses.

Hearing Officer: Shall mean the Director of Salt Lake City Department of Public Utilities or such other employee of Public Utilities as the Director shall designate from time to time.

Hearing Review Panel: A panel designated by the Salt Lake City Council and comprised of three (3) current members of the Public Utilities Advisory Committee.

Industrial water use: The use of water in processes designed to convert materials of lower value into forms having greater usability and value.

Landscape irrigation use: Water used for the irrigation and maintenance of landscaped areas, whether publicly or privately owned, including lawns, gardens, golf courses, parks, rights-of-way, medians, and park strips.

Municipal and Industrial Water (M&I): Water treated by Public Utilities specifically to meet Safe Drinking Water Standards as defined by the Safe Drinking Water Act. For the purpose of this Plan, M&I water is divided into the following categories: 1) *domestic use* is that water which is used in private residences, apartment houses, etc., for drinking, bathing, cleaning, landscape sprinkling, sanitary, and other purposes; 2) *commercial and industrial use* is that water used by commercial establishments and industries; and 3) *public use* includes water required for use in parks, public golf courses, civic buildings, schools, hospitals, and churches.

Odd numbered address: Street addresses ending in 1, 3, 5, 7, or 9.

Ordinance: Ordinance adopted by Salt Lake City Council, enacting Section 17.16.092 of the Salt Lake City Code, authorizing the adoption of the Plan.

Positive Pressure Nozzle: A spring-loaded nozzle attached to the end of a hose that requires positive pressure to maintain water flow.

Projected Demand: The estimated water demand at any given point in time (stated as a percentage of the average annual demand or as total gallons per day).

Projected Supply: The anticipated supply at any given point in time (stated as a percentage of the average annual supply or as total gallons per day).

Public Utilities: Salt Lake City Department of Public Utilities

Reclaimed Water: Wastewater treated by Public Utilities to levels appropriate for irrigation and industrial uses

Response Plan: Shall mean the Water Shortage Response Summary, an attachment to the Plan which identifies each Water Shortage Stage and the specific calls to action, both voluntary and restricted. This Response Summary is to be updated as the Plan is updated.

SECTION V: CRITERIA FOR INITIATION AND TERMINATION OF WATER SHORTAGE STAGES

Monitoring

All relevant components of the Salt Lake City water system will be monitored to ensure timely response to water situations by the Director. Public Utilities will monitor supply, treatment and distribution system, demand trends, and potential constraints, for the purpose of identifying potential shortages. The Director shall determine when conditions warrant initiation or termination of each stage of the Plan, that is, when specified triggers are reached.

Initiation of Water Shortage Stage

Meeting or exceeding one or more trigger conditions will be sufficient cause to initiate a corresponding Water Shortage Stage. However, the Director can decide that a stage not be initiated under these circumstances. The decision may be influenced by factors that include, but are not limited to, the time of year, weather conditions, anticipation of replenished water supplies, or anticipation that facilities will be placed on-line to meet water demand. The Director shall make a recommendation to initiate a stage or a stage change to the Mayor, who will make the final determination in accordance with the Ordinance.

It is not incumbent on the Director to implement lower steps before higher ones. If the Director judges the situation to warrant it, he can declare a higher stage of water shortage response at any time. All measures contained in the Plan for lower levels of response automatically come into action at that point.

Termination of Water Shortage Stage

Termination of the Plan stage will be announced when the trigger conditions that initiated the drought measures have subsided and the shortage no longer exists, by the determination of the Director.

Upon terminating a stage, it is not incumbent on the Director to implement the stage immediately lower. If the Director does not designate a Plan stage, then the next lower stage becomes active.

SECTION VI: NOTIFICATION AND EDUCATION

The Director shall notify the public of the initiation of the applicable Plan stage and corresponding conservation measures, or the termination of a Plan stage and corresponding conservation measures, by one or more of the following means:

- Publication of notices in a newspaper of general circulation
- Direct mail to each customer on the utility bill, as a bill insert, and/or as a special mailing
- Public service announcements
- Signs posted in public places
- Take-home fliers at schools
- Public meetings/community council meetings
- Public Utilities Water Conservation website
- Salt Lake City municipal website

Customer Agency Notification:

The Director shall endeavor to notify directly the following individuals and entities:

Salt Lake City Council
Public Utilities Advisory Committee
Fire Chief(s)
City and/or County Emergency Management Coordinator(s)
Salt Lake City Department of Public Services
State Disaster District / Department of Public Safety
Critical water users, i.e. hospitals

Additionally, Public Utilities will periodically provide customers and customer agencies with information about the Plan, including information about water conditions under which each stage of the Plan is to be initiated or terminated, the response measures to be implemented in each stage, as well as any Plan updates.

The success of any water conservation program in achieving short term and immediate water conservation targets as might be required under a water shortage is dependant on Public Utilities' ability to convey to the community the water-supply situation, the expected

response actions, and clear and measurable targets. The Response Summary and Appendices have been developed to enhance public understanding of water supply levels, response actions, and restrictions.

SECTION VII: STAGES AND RESPONSES

This Plan provides for five Water Shortage stages and responses of increasing severity, as progressively more serious conditions warrant. The triggering criteria described are based on the projected percentage of water available from a number of sources, including, but not limited to snow pack, soil moisture, surface water, ground water, stored water, and spot market water. Degrees of flexibility have been built into this Plan to allow for timely adjustments at all levels of planning and implementation.

Key elements of a successful demand management program are that the resources and hardships are shared as equitably as possible, and that customers are kept informed about the status of the shortage.

The five stages are characterized as follows:

- **STAGE 1—ADVISORY Stage:** the public is informed as early as meaningful data are available that a possible shortage may occur.
- **STAGE 2—MILD Stage:** this stage is initiated if supply conditions worsen and relies on voluntary cooperation and support of water customers to meet target consumption goals. During this stage, specific voluntary actions are suggested for all customers, and specific mandatory actions are identified for municipal customers, including parks, golf courses, schools, and other government facilities.
- **STAGE 3—MODERATE Stage:** this stage is to be initiated if the Mild Stage does not result in the reduction needed, or circumstances warrant its initiation as specified in Section V: Initiation. This stage increases the prohibition or limitation of certain actions and relies on both voluntary and mandatory actions.
- **STAGE 4—SEVERE Stage:** this stage is to be initiated if the Moderate Stage does not result in the reduction needed, or circumstances warrant its initiation as specified in Section V: Initiation. The Severe Stage has increasingly stringent prohibitions and limits on certain actions, including certain mandatory actions for residential and commercial customers.

- **STAGE 5—CRITICAL Stage:** this stage addresses the most critical need for demand reduction and increases the number of restricted water uses and mandatory actions. This could be used as a stage of a progressive situation, such as a drought of increasing severity, or to address an immediate crisis, such as a facility failure.

STAGE 1—ADVISORY

The **ADVISORY STAGE** is intended to increase the community's awareness of the potential for future water shortages. Under this stage, conservation efforts which are on-going will receive additional emphasis, and measures not pursued during normal water supply times because they are not cost-effective will be re-evaluated.

The **ADVISORY STAGE** triggers an increase in public education and information to assist all customers impacted by the shortage in order that those customers better understand the state of the water shortage condition and the need for voluntary action.

Trigger

- Total reservoir storage is not projected to be at standard operating capacity on or near April 1, due to exceptionally low snow pack, precipitation and/or lack of carryover storage from the previous year
- Total reservoir storage and predicted inflows are significantly below historical normal for the current time of year, and supply modeling indicates that expected demands may not be met if current trend continues or worsens
- Other water supplies are projected to be below standard operating capacity or historic levels

Objectives

- To prepare Public Utilities, the City, relevant agencies, and water customers for a potential water shortage thereby allowing all parties adequate time for planning and coordination
- To undertake supply management actions that forestall or minimize the need for later, more stringent supply or demand management actions
- To minimize the waste of water through carelessness, either intentional or accidental

STAGE 2—MILD

The conservation measures in this stage are focused on specific voluntary actions. However, some prohibitions on water waste are enforced with fines and/or flow restrictors or disconnection.

Trigger

- Supply levels identified in the ADVISORY STAGE have not improved
- Demand levels indicate the need for a more systematic response to manage the situation
- Water supply levels are projected to be eighty (80) percent of the Average Annual Supply.

Response

As outlined in the Response Summary.

Target: Achieve a five (5) percent reduction in total daily water use or Average Annual Demand.

Objectives:

- To maintain or reduce demand to meet target consumption levels by customer voluntary actions
- To forestall or minimize the need for later, more stringent actions
- To minimize disruption to customers' lives and businesses while meeting target consumption goals
- To maintain the highest water quality standards throughout the shortage

Termination of Stage

The Director may rescind STAGE 2 of the Plan when the conditions listed as triggering events have ceased to exist for such a period as deemed appropriate and reasonable. Upon termination of Stage 2, the ADVISORY STAGE becomes active unless otherwise stated.

STAGE 3—MODERATE

Demand reduction responses are voluntary, with the exception of Park, Golf, and other Government facilities, having some mandatory response actions.

Trigger

The Director would approve progression to this stage if the goals established in the preceding stage have not been met and additional action is needed. The specific voluntary restrictions imposed during the MODERATE STAGE would be determined based on the season of year, targeted demand levels, and other considerations.

- Projected water supply is seventy (70) percent of the Average Annual Supply
- Supply levels identified in the MILD STAGE have not improved
- Demand levels indicate the need for a more systematic response to manage the situation

Response

As outlined in the Response Summary.

Target

Achieve a fifteen (15) percent reduction in total daily demand or Average Annual Demand.

Objectives

- To achieve targeted consumption reduction goals by restricting defined water uses
- To ensure that adequate water supply will be available for the duration of the situation to protect public health and safety and to balance the need for stream flows
- To minimize the disruption to customers' lives and businesses while meeting target consumption goals
- To maintain the highest water quality standards throughout the shortage

- To promote equity amongst water customers by establishing clear restrictions that affect all customers

Termination of Stage

The Director may rescind STAGE 3 of the Plan when the conditions listed as triggering events have ceased to exist for such a period as deemed appropriate and reasonable.

STAGE 4—SEVERE

Some elements of STAGE 4 will become mandatory and be enforced, in addition to elements under previous stages. Such elements may include mandatory curtailments of water for certain types of non-essential use.

Trigger

The Director would approve progression to this stage if the goals established in the MODERATE STAGE have not been met and additional action is needed. Increasingly stringent water restrictions may be established and enforced.

- Projected water supply is sixty (60) percent of the Average Annual Supply.
- Supply levels identified in the MODERATE STAGE have not improved
- Demand levels indicate the need for a more systematic response to manage the situation, including restricted or prohibited water uses

Response

As outlined in the Response Summary.

Target

Achieve a twenty-five (25) percent reduction in total daily water use or Average Annual Demand.

Objectives

- To achieve targeted consumption reduction goals by restricting defined water uses

- To ensure that adequate water supply will be available for the duration of the situation to protect public health and safety and to balance the need for stream flows
- To minimize the disruption to customers' lives and businesses while meeting target consumption goals
- To maintain the highest water quality standards throughout the shortage
- To promote equity amongst water customers by establishing clear restrictions that affect all customers

Termination of Stage

The Director may rescind STAGE 4 of the Plan when the conditions listed as triggering events have ceased to exist for such a period as deemed appropriate and reasonable.

STAGE 5—CRITICAL

Elements under STAGE 5 are mandatory, unless otherwise stated.

Trigger

The Director would approve progression to this stage if the goals established in the SEVERE STAGE have not been met and additional action is needed. Increasingly stringent water restrictions may be established and enforced.

- Major water line breaks, or pump or system failures, which cause unprecedented loss of capability to provide water service
- Natural or man-made contamination of the water supply source(s)
- Supply levels identified in the SEVERE STAGE have not improved
- A projected water supply of fifty (50) percent of the Average Annual Supply

Response

As outlined in the Response Summary.

Target

Achieve a thirty-five (35) percent reduction in total daily water use.

Objectives

- To achieve targeted consumption reduction goals by restricting defined water uses
- To ensure that adequate water supply will be available for the duration of the situation to protect public health and safety and to balance the need for stream flows
- To minimize the disruption to customers' lives and businesses while meeting target consumption goals
- To maintain the highest water quality standards throughout the shortage
- To promote equity amongst water customers by establishing clear restrictions that affect all customers

Termination of Stage

The Director or his or her designee may rescind STAGE 4 of the Plan when the conditions listed as triggering events have ceased to exist for such a period as deemed appropriate and reasonable by the Director.

SECTION VIII: ENFORCEMENT

Provisions of the Plan and Response Summary shall be enforced as indicated in the Ordinance.

Penalties for violation of any portion of the Plan are defined in the Ordinance. A civil fine for a customer's first violation shall be imposed only after the issuance of a written warning to such customer. Any civil fine based on a violation susceptible to corrective action shall be imposed only after failure by the customer to take such corrective action within a reasonable period of time, as determined by the Director, taking into account the nature of the action needed and the anticipated cost. The time allowed will vary with the nature of the violation; for

instance, corrective measures can be taken more quickly for a violation of time-of-day restrictions than can be taken for a system repair or a pump retrofit for a fountain.

Subsequent violations will result in a formal violation notice, a fine, and/or water service shut off. Notification of a violation shall be as set forth in the Ordinance.

Customers violating any portion of the Plan as defined by Public Utilities shall be assessed a fine according to the following schedule. The violation level shall be based upon violation history for the preceding twelve (12) months.

The fines for a violation and each subsequent violation are as follows:

1st Violation \$ 100

2nd Violation \$ 250

3rd Violation \$ 500

4th Violation \$ 1000

5th Violation Flow restrictor or interruption of service until corrective action is taken and previous fines paid in full

If a service is disconnected, Public Utilities may assess and collect a fee before service is restored. That fee is in addition to other fines or charges imposed under a particular water shortage response measure.

Any customer subject to a civil fine shall be notified by the Director, in writing, of the date, nature, and circumstances of the violation, which notification shall be delivered by certified mail no more than 15 calendar days after the date of occurrence of the violation. The notice shall advise the customer of his/her right to protest the fine to the Director, or his or her designee, within ten business days after receipt of the notice. Any determination by the Director or designee may be appealed to the Water Shortage Appeals Panel, as established in the Ordinance. All decisions of the Water Shortage Appeals Panel shall be final.

The Director may grant written variances to persons who apply, on forms supplied by Public Utilities, for usage of water not in compliance with the Plan or for relief from a fine. Variances may be granted if it is found that such water use is necessary to prevent an emergency condition relating to health or safety, extreme economic hardship, or essential government services such as police, fire, and similar emergency services. Variances may also be considered for customers under irrigation targets who have already made every reasonable effort to reduce water use.

Monies collected from fines are not considered rates for the production of water revenue. Those monies will be placed in a special fund, to be administered by Public Utilities, and will be used for, but not limited to, meeting the expenses of enforcement of restrictions under this Plan,

producing educational materials relating to water conservation, promoting information related to the Plan, or augmenting water supplies.

SECTION IX: LIMITED EXEMPTION FOR RECLAIMED WATER

The Director may exempt certain uses and users of Reclaimed Water from any or all of the water use restriction requirements contained in this Plan. Users must apply for exemption on forms supplied by Public Utilities. Only the use of Reclaimed Water may be exempted from the provisions of the Plan. Users of both Reclaimed Water and M&I Water will not be exempt from restrictions on the use of M&I Water, and must comply with restrictions in effect during all stages of the Plan.

The Director, in the interest of equity and community acceptance of such exemption on the use of Reclaimed Water during a declared drought, water shortage, or other water emergency, may require exempt users to clearly post notices to the effect that the water being used is not from the public drinking water supply, and that the use conforms to restrictions in force at the time. Failure to make such posting in a timely fashion may, at the discretion of the Director, result in loss of exemption from the provisions of this Plan.

LeRoy W. Hooton, Director, Department Public Utilities

Date

WATER CONSERVATION & DROUGHT CONTINGENCY PLAN

for

WEST TRAVIS COUNTY PUBLIC UTILITY AGENCY

FIRM WATER CONTRACT

July, 2013

Amended October, 2014

Amended April, 2019

Prepared by:

West Travis County Public Utility Agency

and

Murfee Engineering Company, Inc.

Texas Registered Engineering Company No. F-353

1101 Capital of Texas Hwy., South, Building D

Austin, Texas 78746

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1.0 INTRODUCTION

The West Travis County Public Utility Agency (WTCPUA) has developed this Water Conservation and Drought Contingency Plan (Plan) for its treated water utility systems to manage public water resources efficiently and to plan appropriate responses to emergency and drought conditions. This Plan fulfills requirements of the Texas Administrative Code, Title 30, sections 288.2, 288.20 and 288.22, regarding water conservation and drought contingency planning for municipal water suppliers. Appendix A provides details on how the Water Conservation and Drought Contingency Plan adheres to the Texas Administrative Code for water conservation and drought contingency plan requirements. The Plan recognizes that conservation is a valuable tool in managing water and wastewater utility systems. Water conservation can extend available water supplies; reduce the risk of shortage during periods of extreme drought; reduce water and wastewater utility operating costs; improve the reliability and quality of water utility service; reduce customer costs for water service; reduce wastewater flows; improve the performance of wastewater treatment systems; enhance water quality and protect the environment.

1.1 Authorization and Implementation

The WTCPUA Board of Directors is authorized and directed to implement the applicable provisions of this Plan. The WTCPUA Board of Directors has the authority to initiate and terminate drought or other water supply emergency response measures as described in this Plan.

Further, the WTCPUA Board of Directors will designate an individual to act as administrator of this Plan. The administrator will oversee the implementation of the program and will be responsible for ensuring that staff keeps adequate records for program verification. LCRA water conservation staff will assist with implementation of programs and projects described in this Plan.

1.2 Public Involvement

This Plan is based on the *2014 Raw Water Conservation Plan*, the *2015 Drought Contingency Plan for Firm Water Customers*, the *2013 Drought Contingency Plan Rules for Water Sale Contracts*, and the *2015 Water Conservation Plan Rules for Water Sale Contracts*. All customers in the service area of the utilities were provided an opportunity for input through the LCRA and WTCPUA adoption processes. Any future revisions to this Water Conservation and Drought Contingency Plan will be made through a process that includes the opportunity for public participation.

1.3 Application

This Plan applies only to treated water utility systems, both wholesale and retail, owned and operated by WTCPUA.

1.4 Coordination with Regional Water Planning Groups

The service area of the WTCPUA is located within the Lower Colorado Regional Water Planning Area and WTCPUA will provide a copy of this Plan to the Lower Colorado Regional Water Planning Group (Region K).

2.0 DEFINITIONS

For the purposes of this Plan, the following definitions shall apply:

Aesthetic water use: water use for ornamental or decorative features such as fountains, reflecting pools and water gardens.

Agriculture water use: water use for fruit and vegetable gardens.

Conservation: those practices, techniques, and technologies that reduce water consumption; reduce the loss or waste of water; improve the efficiency in water use; and increase the recycling and reuse of water so that supply is conserved and made available for future use.

Customer: any person, company, or organization using water supplied by WTCPUA.

Domestic water use: use of water by an individual or a household to support its domestic activity. Such use may include consumption, washing, or cooking; irrigation of lawns, family garden or orchard; consumption by animals; and recreation including fishing, swimming, and boating. If the water is diverted, it must be diverted solely through the efforts of the user. Domestic use does not include water used to support activities for which consideration is given or received or for which the product of the activity is sold.

Industrial water use: water used in commercial processes, including commercial fish and shellfish production and the development of power by means other than hydroelectric. This does not include agricultural use.

Landscape irrigation use: water used for the irrigation and maintenance of landscaped areas, whether publicly or privately owned, including residential and commercial lawns, gardens, golf courses, parks, and rights-of-way and medians.

Livestock water use: water used for the open-range watering of livestock, exotic livestock, game animals or fur-bearing animals. For purposes of this definition, the terms “livestock” and “exotic livestock” are to be used as defined in § 142.001 of the Agriculture Code, and the terms “game animals” and “furbearing animals” are to be used as defined in §63.001 and §71.001, respectively, of the Parks and Wildlife Code.

“New landscape” means:

- a. Installed during construction of a new house, multi-family building, or commercial building;
- b. Installed as part of a governmental entity’s capital improvement project; or
- c. Alters more than one-half of the area of an existing landscape.

Non-essential water use: water uses that are not essential or are not required for the protection of public health, safety and welfare, such as:

- a. Irrigating landscape areas, including parks, athletic fields, and golf courses, except for as otherwise provided under this Plan;
- b. Washing any motor vehicle, motorbike, boat trailer, airplane, or other vehicle;
- c. Washing any sidewalks, walkways, driveways, parking lots, tennis courts, or other hard-surfaced areas;
- d. Washing buildings or structures for purposes other than immediate fire protection;
- e. Flushing gutters or permitting water to run or accumulate in any gutter or street;
- f. Filling, refilling, or adding to any indoor or outdoor swimming pools or Jacuzzi-type pools;
- g. Filling a fountain or pond for aesthetic or scenic purposes except when necessary to support aquatic life;
- h. Failure to repair a controllable leak within a reasonable period after having been directed to do so by formal notice; and
- i. Drawing from hydrants for construction purposes or any other purposes other than fire fighting or protecting public drinking water supplies.

Use of water for agriculture or livestock is not included in the definition of “non-essential water use.”

Retail Water Customer: an individual or entity that purchases water from an LCRA water utility for its consumption.

Wholesale Treated Water Customer: an individual or entity that purchases raw water from LCRA to sell to the public for consumption. The term does not include an individual or entity that supplies LCRA water to its employees, visitors, or tenants.

3.0 WATER CONSERVATION PLAN

3.1 Service Area Characteristics and Goals

The WTCPUA Water System provides water to about 8,000 commercial and residential customer accounts which represents an equivalent population of approximately 34,500. In addition, the WTCPUA Water System also provides water service for twelve wholesale water customers with an estimated equivalent population approximately 24,500 for a total population served of approximately 59,000.

The WTCPUA Water System serves mostly single-family residential homes, although the number of multi-family, mixed-use, and commercial customers has grown significantly in the past five years. The service area generally consists of residential and commercial development west of the City of Austin— in and around the City of Bee Cave, along Hamilton Pool Road, and along State Highway 290 from Austin to the City of Dripping Springs.

Appendix B includes tables that provide the baseline total water use, per capita water use and water loss for the WTCPUA Water System from 2016 through 2018. The three-year average for total gallons per capita per day water use (GPCD) was 124 which includes both wholesale and retail treated water customers. Of the 124 GPCD, 12.3 GPCD was attributable to unbilled water in 2018 (*e.g.*, losses, waterline & hydrant flushing, *etc.*), or 9.9 percent of total water use.

The water demands in this region more than triple during the summer months due to water for outdoor irrigation purposes. With this in mind, the WTCPUA has focused its conservation and demand management measures on outdoor water use, and will continue to expand this effort to meet the growing need for water in this system.

3.2 Water Conservation Goals

In accordance with Title 30 Texas Administrative Code, Chapter 288 rules, water conservation plans must have specific, quantified goals for municipal use in gallons per capita per day (GPCD). Water conservation goals for WTCPUA were established in 2014 using baseline data available at that time. Goals have been updated in 2019 per baseline data is shown in Appendix B. Conservation goals for the WTCPUA have been set for three metrics:

1. Total unit water use reduction (GPCD)
2. Peak day demand reduction (peak day/average day)
3. System-wide water loss reduction.

The five-year total unit water use reduction goal is five percent (5%), or a unit usage of 118 GPCD. The 10-year goal for total unit water use reduction is an additional five percent (5%), or a total unit usage of 112 GPCD.

The five-year, peak day demand reduction goal is ten percent (10%) or a peak day/average day ratio of 1.84. The ten-year goal for peak day demand reduction is an additional five percent, or a peak day annual average ratio of 1.74.

The water loss reduction goal is five percent (5%), or a total water loss 9.4% compared to a total water loss of 9.9% in 2018 as a percentage of total water produced at the water treatment plant (WTP).

3.3 Water Conservation Strategies

The water conservation strategies to meet these goals include measures to decrease outdoor water use, which will decrease overall water use and peak day demands, and strategies to reduce system-wide water loss. Additional strategies include expanded public education and outreach efforts.

3.3.1 Watering Schedule

In October 2014, the WTCPUA Board approved a plan to adopt a mandatory twice-weekly watering schedule for the West Travis County Regional Water System, to conserve water, and lower daily peak demand at the water treatment plant.

This schedule assumes an application rate of one inch of water per week in two half-inch applications. According to research, one inch of water per week is sufficient to sustain most residential lawns and landscapes. However, multiple applications on yards of shallow soil depth allow for less runoff and improved soil retention.

WTCPUA will continue this program, which begins on May 1 and runs through September 30. Based on data collected during summer 2018, WTCPUA's watering schedule, coupled with water conservation education and increased water rates, resulted in an estimated peak day demand savings of 0.8 MGD.

3.3.2 Increasing Block Water Rates

The West Travis County Regional Water System has a multi-tiered, increasing block water rate that reflects the cost drivers for the water systems and sends a water conservation price signal to customers.

Copies of the complete rates schedules for these systems are available on the WTCPUA web site.

3.3.3 LCRA Water Smart Rebates Program

The WTCPUA actively promotes, through its website and customer newsletters, LCRA's WaterSmart Rebates program, which can help offset the cost of upgrading irrigation systems, maintaining landscapes and pools, and installing rainwater harvesting equipment to help customers save water and money. LCRA provides rebates of 50 percent of the total cost, or up to \$600 per residential property, for irrigation evaluations, retrofitting or replacing irrigation system equipment, new pool filters and

covers, aeration, compost and mulch, and rainwater harvesting equipment. In 2018, thirteen WTCPUA customers participated in the Water Smart Rebates Program.

3.3.4 Landscape Irrigation Standards

In June 2008, the Texas Commission on Environmental Quality (TCEQ) adopted new water efficiency rules for the design, installation, and maintenance of landscape irrigation systems, effective January 1, 2009. Compliance with the rules is required of municipalities with populations of 20,000 or more, and allows water districts to adopt and enforce them.

WTCPUA will evaluate adopting and enforcing supplemental standards for the design, installation, and maintenance of landscape irrigation systems in its retail utility service area.

3.3.5 Conservation Landscape Best Management Practices

WTCPUA reviews all applications for irrigation meters to ensure meters are sized correctly, landscape irrigation complies with WTCPUA's two day a week watering restrictions, and best management practices (BMP) are followed.

3.3.6 Water Loss

WTCPUA has experienced rapid growth. In such systems, water loss typically occurs from construction flushing and theft. In addition, additional flushing is needed to maintain water quality in dead-end lines. WTCPUA evaluates the water losses for our systems and determines the best corrective actions to minimize those losses.

4.0 ADDITIONAL WATER CONSERVATION STRATEGIES

4.1 Water Monitoring and Records Management

WTCPUA maintains records of water distribution and sales through a central customer consumption tracking and billing system. The billing system provides a way to compile, present, and view water-use and billing information.

4.2 Water Metering

WTCPUA Water Contract Rules impose requirements on wholesale customers, which require all water meters to be accurate within plus or minus 5 percent of the indicated flow over the possible flow range. The meters are read on a monthly basis.

WTCPUA follows metering, leak detection and repair requirements as stated in the LCRA Water Conservation Plan Rules. Water is metered in and out of all WTCPUA water treatment plants.

The water use of all retail customers is also metered. A regularly scheduled maintenance program of meter repair and replacement is performed in accordance with the manufacturer's recommendations. Zero consumption accounts are checked to see if water is actually being used or not recorded.

4.3 Wholesale Water Conservation Plans

Wholesale treated water customers must develop a drought contingency and a water conservation plan in accordance with LCRA Water Contract Rules. The plans must include a governing board resolution, ordinance, or other official document noting that the plan has been formally adopted by the utility. Wholesale treated water customers must include in their wholesale water supply contracts the requirement that each successive wholesale customer develop and implement a water conservation and drought contingency plan.

WTCPUA provides technical assistance with the development and review of wholesale treated water customers' water conservation plans and programs. LCRA assists with the development of rules and regulations that encourage water conservation, such as adding water conservation components into landscape ordinances. Conservation education materials are available to wholesale customers for either no charge, or at a reduced rate.

WTCPUA requires drought contingency plans, which meet or exceed LCRA rules for drought contingency plans, for each of its wholesale treated water customers.

4.4 Education and Outreach

4.4.1 Water Conservation Public Awareness Program

WTCPUA posts its Water Conservation and Drought Contingency Plan, Water Conservation Tips and the LCRA WaterSmart Rebates program on its web site Home Page to promote and ensure customer awareness of water conservation. WTCPUA also promotes water conservation through quarterly newsletters, articles in the Lake Travis View, billing insert notifications, and alerts for changes in Drought Contingency Plan Stages. Finally, WTCPUA conducts two annual Customer Academies where customers attend a presentation of WTCPUA finances, rates, operations, regulatory compliance and conservation measures, and receive tours of the WTCPUA water plant and wastewater plants.

4.4.3 WaterSmart Landscaping for Central Texas

WTCPUA promotes and posts on its Web Site Home Page the LCRA WaterSmart landscape guidelines to help homeowners and homebuilders create well-designed, water-efficient landscapes.

4.4.4 Highland Lakes Firm Water Customer Cooperative (HLFWCC).

WTCPUA is a member of HLFWCC which is comprised of municipal utilities that have firm water wholesale contracts with LCRA. HLFWCC meets quarterly to discuss water utility management, conservation best management practices, and LCRA water plans. Feedback is provided through periodic meetings with LCRA.

4.4.5 Support and Participation in Other Organizations

WTCPUA supports and participates in organizations that promote water conservation, including the Central Texas Water Efficiency Network and Hill Country Alliance.

5.0 DROUGHT CONTINGENCY PLAN

5.1 Permanent Water Use Restrictions

The following restrictions apply to all West Travis County Public Utility Agency (WTCPUA) water utility systems on a year-round basis, regardless of water supply or water treatment plant production conditions.

According to the restrictions, a water user must not:

- (1) Fail to repair a controllable leak, including:
 - a. a broken sprinkler head,
 - b. a leaking valve,
 - c. leaking or broken pipes, or
 - d. a leaking faucet.
- (2) Operate an irrigation system with:
 - a. a broken head,
 - b. a head that is out of adjustment and the arc of the spray head is over a street or parking area, or
 - c. a head that is fogging or misting because of excessive water pressure.
- (3) During irrigation, allow water:
 - a. to run off a property and form a stream of water in a street for a distance of 50 feet or greater, or
 - b. to pool in a street or parking lot to a depth greater than one-quarter of an inch.
- (4) Irrigate outdoors using an in-ground irrigation system or hose-end sprinkler more than twice per week or outside of scheduled days and times as indicated below:

Residential

Odd number addresses: Wednesdays and Saturdays.

Even number addresses: Thursdays and Sundays

Commercial (including large landscapes such as HOA common areas)
Mondays and Fridays

Watering Hours:

Midnight to 10 a.m. and 7 p.m. to midnight

5.2 Triggering Criteria for Initiation and Termination of Drought Response Stages

The WTCPUA General Manager shall monitor water supply and demand conditions and shall determine when conditions warrant initiation and termination of each stage of the Drought Contingency Plan. Water supply conditions will be determined by the availability of the source of supply for each individual system, system capacity, and weather conditions. Demand will be measured by the peak daily demands on each

system. Notification of the initiation or termination of drought response stages shall be by a variety of methods, possibly including local media, direct mail to each customer, the WTCPUA web site and signs posted at other public places.

The following triggering criteria shall apply to WTCPUA water utility systems:

(1) Stage 1 - Mild Water Shortage Conditions (Voluntary Measures-October 1-April 30)

Requirements for Initiation— Customers shall be requested to conserve water voluntarily and adhere to the Stage 1 Drought Response Measures unless Stage 2 or greater measures are initiated.

(2) Stage 2—Moderate Water Shortage Conditions (Mandatory Measures-May 1-September 30)

Requirements for initiation — Customers shall be required to comply with the Stage 2 Drought Response Measures of this Plan when the following triggering criteria are met:

- a. For surface water supply systems, when total daily water demand equals or exceeds 80 percent of
 - i. the total design capacity of a WTCPUA water treatment plant for three consecutive days; or
- b. When the combined storage level of Lakes Travis and Buchanan reaches 900,000 acre-feet and interruptible stored water supplies to the Lakeside, Gulf Coast, and Pierce Ranch irrigation operations are being curtailed in accordance with the LCRA DCP; or

Requirements for termination — Stage 2 of the Plan may be rescinded when:

- a. For surface water supply systems, the water treatment plant capacity condition listed above as a triggering event has ceased to exist for five consecutive days; or
- b. For surface water system, LCRA announces that curtailment of water supplies to firm water customers is no longer required under the drought contingency measures of the LCRA DCP; or

Upon termination of Stage 2 Stage 1 becomes operative.

(3) Stage 3 - Severe Water Shortage Conditions (Additional Mandatory Measures)

Requirements for initiation – Customers shall be required to comply with Stage

3 Drought Response Measures of this Plan when severe water shortage conditions exist. WTCPUA will recognize that a severe water shortage condition exists when either of the following criteria is met:

- a. For surface water supply systems, when total daily water demand equals or exceeds 85 percent of:
 - i. the total design capacity of a WTCPUA water treatment plant for three consecutive days; or
- b. The LCRA Board determines a drought worse than the drought of record.

Requirements for termination — Stage 3 of the Plan may be rescinded when:

- a. The WTCPUA water treatment plant capacity condition listed above as a triggering event has ceased to exist for five consecutive days; or
- b. For surface water systems, LCRA announces that curtailment of water supplies to firm water customers is no longer required under drought contingency measures of the LCRA DCP.

Upon termination of Stage 3, Stage 2 becomes operative.

(4) Stage 4 - Emergency Water Conditions

Initiation and termination of water emergencies will operate under measures listed in the LCRA Drinking Water Emergency Response Plan. A copy of this Plan is available upon request. The WTCPUA General Manager or designee will notify affected retail customers, wholesale customers, and the media of the initiation and termination of Stage 4. Examples of a water emergency include, but are not limited to, the following:

- a. Major water line breaks, loss of distribution pressure, or pump system failures that cause substantial loss in its ability to provide water service;
- b. Contamination of the water supply source;
- c. Any other emergency water supply or demand conditions that the WTCPUA General Manager or designee, determines to constitute a water supply emergency more severe than that contemplated in the triggers contained in the LCRA Water Management Plan; or

Upon declaration of Stage 4—Emergency Water Conditions, water use restrictions outlined in Stage 4 Emergency Response Measures shall immediately apply and be in effect until lifted by WTCPUA.

5.3 Drought Response Measures

The WTCPUA General Manager shall monitor reports of water supply and demand conditions and, in accordance with the triggering criteria set forth in Section 5.2 of the WTCPUA Drought Contingency Plan, shall determine that a mild, moderate, severe, or emergency condition exists and shall implement the following measures. Drought response measures are grouped into a category for retail customers and a category for wholesale treated water customers.

5.3.1 Targets for Water-Use Reductions

The target for all WTCPUA water utility systems required to implement their drought contingency plans based on water supply shortage will vary according to the severity and projected duration of the shortage. If the water system receives WTCPUA surface water, the system targets will follow the drought contingency plan targets adopted for the LCRA Water Management Plan.

5.3.2 Retail Customers

(1) Stage 1 - Mild Water Shortage - Voluntary Measures

Supply Management Measures:

WTCPUA will review system operations and identify ways to improve system efficiency and accountability.

Demand Management Measures:

Water Supply Reduction Target: Achieve a 5% reduction in water use.

- a. Provide consumer information and materials on water conservation measures and practices to retail customers
- b. Request that customers voluntarily comply with the water-use restrictions outlined in Stage 1 of this plan

(2) Stage 2- Moderate Water Shortage - Mandatory Measures

Stage 2:

Supply Management Measures:

In addition to measures implemented in Stage 1 of the plan, the WTCPUA will:

- a. Apply water-use restrictions prescribed for Stage 2 of the Plan to WTCPUA facilities for which Stage 2 has been declared.
- b. Discontinue water main and line flushing unless necessary for public health reasons; and
- c. Keep customers informed about issues regarding current and projected water supply and demand conditions.

Demand Management Measures:

Water Supply Reduction Target: Achieve a 10-20% reduction in water use.

Under threat of penalty as described in Section 5.4, the following water-use restrictions shall apply to all retail water customers:

Irrigation of Landscaped Areas:

- a. Irrigation of landscaped areas with hose-end sprinklers or in-ground irrigation systems shall be limited to a no more than a twice weekly watering schedule determined by WTCPUA and based on the nature of the current drought or water emergency.
- b. Outdoor watering hours will be limited to between midnight and 10 a.m. and between 7 p.m. and midnight on designated days. This prohibition does not apply to irrigation of landscaped areas if it is by means of:
 - i. Hand-held hose
 - ii. Faucet-filled bucket or water can of five gallons or less
- c. New landscapes may be installed and re-vegetation seeding performed under these specific criteria:
 - i. A completed variance form for new landscapes has been submitted to WTCPUA and has been approved prior to the installation of the landscape, or re-vegetation seed application; and
 - ii. Irrigation of the new landscape, or application follows the schedule identified in the new landscape variance:
 - 1. once a day for the first 10 days after installation;
 - 2. once every other day before 10 a.m. and after 7 p.m. for days 11 through 20 after installation;

3. once every third day before 10 a.m. and after 7 p.m. for day 21 through 30 after installation.
- iii. Alternatives to re-vegetation may be available in times of low water supply. Specific information regarding such alternatives is available in the LCRA Highland Lakes Watershed Ordinance Technical Manual (sec. 3.2.8).
- iv. Variances for new landscapes and re-vegetation will be issued for the shortest period necessary to reasonably assure the landscapes survival. A variance is not an exemption from compliance with the permanent water use restrictions under *Permanent Water Restrictions* of this plan. Variances will not be granted for seasonal “color bed” or temporary grass installation (over seeding).

Vehicle Washing:

Use of water to wash any motor vehicle, such as a motorbike, boat, trailer, or airplane is prohibited except on designated watering days between the hours of midnight and 10 a.m. and between 7 p.m. and midnight. Such activity, when allowed, shall be done with a hand-held bucket or a hand-held hose equipped with a positive shutoff nozzle. A vehicle may be washed any time at a commercial car wash facility or commercial service station. Further, this activity is exempt from these regulations if the health, safety, and welfare of the public are served by washing the vehicle, such as a truck used to collect garbage or used to transport food and perishables.

Pools:

- a. Filling of all new and existing swimming pools, hot tubs, wading pools, is prohibited, unless application for variance is approved on a case by case basis. Replenishing to maintenance level is permitted. Draining is permitted only onto pervious surfaces or onto a surface where water will be transmitted directly to a pervious surface, and only if:
 - i. Draining excess water from pool due to rain in order to lower water to maintenance level;
 - ii. Repairing, maintaining or replacing pool components that have become hazardous; or
 - iii. Repair of a pool leak.
- b. Refilling of public/community swimming pools permitted only if pool has been drained for repairs, maintenance, or replacement as outlined in items above.

Outside Water Features:

Operation of outside water features, such as, but not limited to, fountains or outdoor misting systems, is prohibited, except where such features are designed and consistently maintained to sustain aquatic life or maintain water quality. WTCPUA may require proof of such design and consistent maintenance.

Ponds:

Ponds used for aesthetic, amenity, and/or storm water purposes may maintain water levels only necessary to preserve the integrity of the liner and operating system. WTCPUA may require proof of specific design documentation regarding a pond and the intended purpose.

Golf Courses:

Golf courses receiving water from the WTCPUA or WTCPUA wholesale customer must develop a drought contingency plan in accordance to the LCRA Drought Contingency Plan rules for firm water contracts and will implement its Stage 2 mandatory components.

Golf courses using alternative sources of water, such as reclaimed water, rainwater, or groundwater, and that supplement with LCRA raw water through the utility, will work with LCRA to develop appropriate measures to reduce the use of raw water consistent with a 10 – 20 % reduction in raw water use during Stage 2 conditions.

Events:

Events involving the use of water such as: car washes; festivals; parties; water slides; and other activities involving the use of water are permitted, if the water being used drains to a re-circulating device, or are used for a beneficial purpose such as watering landscaping to prevent water waste.

Restaurants:

All restaurants are encouraged to serve water to their patrons only upon request.

Fire Hydrants:

Use of water from fire hydrants shall be limited to firefighting and activities

necessary to maintain public health, safety and welfare. Use of water from designated fire hydrants for construction purposes may be allowed under special conditions and will require a meter; a variance application must be submitted and approved before a hydrant meter will be provided.

Recreational Areas (Includes Parks and Athletic Fields):

The areas can only be used for designated or scheduled events or activities. Unnecessary foot traffic must be discouraged. Watering must follow irrigation of landscaped areas schedule. A variance can be applied for if necessary.

Water Waste:

The following uses of water are prohibited at all times during periods in which restrictions have gone into effect unless a variance has been approved:

- a. Washing sidewalks, walkways, driveways, parking lots, street, tennis courts, and other impervious outdoor surfaces; except for immediate health and safety;
- b. Washing buildings, houses or structures with a pressure washer or garden hose is prohibited for aesthetic purposes but permitted for surface preparation of maintenance work to be performed.
- c. Controlling dust, unless there is a demonstrated need to do so for reasons of public health and safety, or as part of a construction plan approved by a governmental entity;
- d. Flushing gutters or allowing a substantial amount of water to run off a property and accumulate in a gutter, street, or parking lot to a depth greater than one-fourth of an inch.

(3) Stage 3 - Severe Water Shortage – Additional Mandatory Measures

Supply Management Measures:

In addition to measures implemented in the preceding stages of the plan, affected WTCPUA water utility systems will implement additional water control options to limit water to only critical use for protection of health and safety and maintenance of treatment quality.

Demand Management Measures:

Water Supply Reduction Target: Achieve a minimum 20% reduction in water use.

Under threat of penalty as described in Section 5.4, all retail customers are required to further reduce non-essential water uses as follows. All requirements of Stage 2 shall remain in effect during Stage 3, with the following modifications and additions:

Irrigation of Landscaped Areas:

- a. Irrigation of landscaped areas is prohibited, except with hand-held hoses, hand-held buckets, or drip irrigation. The use of hose-end sprinklers or in-ground irrigation systems are prohibited at all times during Stage 3.
- b. No new landscapes may be installed. No variances will be approved.

Golf Courses:

Golf courses receiving water from a WTCPUA utility must develop a drought contingency plan in accordance with the LCRA Drought Contingency Plan rules for firm water contracts and will implement its Stage 3 mandatory components. Golf courses using alternative sources of water, such as reclaimed water, rainwater, or groundwater, and that supplement with LCRA raw water through the utility, with work with WTCPUA to develop appropriate measures to reduce the use of raw water consistent with a 20% reduction in raw water use during Stage 3 conditions.

Vehicle Washing:

Use of water to wash any motor vehicle, motorbike, boat, trailer, airplane, or other vehicle is prohibited. A vehicle can be washed at any time at a commercial car wash facility or commercial service station. Further, this activity is exempt from these regulations if the health, safety, and welfare of the public are served by washing the vehicle, such as a truck used to collect garbage or used to transport food and perishables.

Pools:

Installation of swimming pools is prohibited. The filling or replenishing of water to swimming pools, hot tubs, wading pools, and other types of pools is prohibited. Public/community swimming pools may be exempt from this prohibition to maintain safe levels of water quality for human contact. Operation of splash pad type fountains is prohibited.

Events:

Events involving the use of water such as: car washes, festivals; parties; water slides; and other activities involving the use of water are prohibited.

Recreational Areas (Includes Parks and Athletic Fields):

The areas can only be used for designated or scheduled events or activities. Unnecessary foot traffic must be discouraged. Watering is prohibited except with a hand-held hose.

(4) Stage 4 - Emergency Measures

Water Supply Reduction Target: As determined by the WTCPUA Board of Directors.

Under threat of penalty for violation as described in Section 5.4, customers are required to eliminate non-essential water uses during an emergency. This includes, but is not limited to the following measures:

- a. Irrigation of landscaped areas is prohibited.
- b. Use of water for the irrigation of golf course greens, tees, and fairways is prohibited unless the golf course uses an alternative water supply source, such as reclaimed water, rainwater, or gray water
- c. Use of water from fire hydrants shall be limited to firefighting and activities necessary to maintain public health, safety, and welfare only.
- d. No applications for new, additional, expanded, or larger water service connections, meters, service lines, pipeline extensions, mains, or water service facilities of any kind shall be allowed or approved.

Additional measures may be added as needed.

5.3.3 Wholesale Customers

All WTCPUA wholesale treated water customers are required to develop and formally adopt drought contingency plans for their own systems in accordance with Title 30 Texas Administrative Code Sections 288.20 and 288.22. The measures of this Plan must be at least as stringent as the drought response measures required by WTCPUA for its retail customers. Wholesale treated water customers must include in their wholesale water supply contracts the requirement that each successive wholesale customer develop and formally adopt a drought contingency plan.

Stage 1 —Mild Water Shortage — Voluntary Measures

WTCPUA will contact wholesale treated water customers to discuss supply and demand conditions. WTCPUA will provide a limited supply of consumer information and materials on water conservation measures and practices to wholesale customers.

Stage 2 —Moderate Water Shortage — Mandatory Measures

WTCPUA will keep wholesale treated water customers informed about demand and current and projected water supply conditions. WTCPUA will initiate discussions with wholesale treated water customers about potential curtailment and the implementation of mandatory measures to reduce all non-essential water uses.

Stage 3 —Severe Water Shortage – Additional Mandatory Measures

WTCPUA will contact its wholesale treated water customers to initiate additional mandatory measures to control water demand and to ensure capacity for emergency response requirements. Additional mandatory measures will include the curtailment of non-essential water uses in accordance with the wholesale treated water customer's own drought contingency plan.

In addition, if the Stage 3 triggering criteria is based on a water supply shortage, WTCPUA will initiate the curtailment of water provided to wholesale treated water customers on a *pro rata* basis. The wholesale treated water customer's monthly allocation of water shall be based on a percentage of the customer's baseline water use. The percentage will be determined by the WTCPUA General Manager and may be adjusted as conditions warrant.

Stage 4 —Emergency Measures

Additional measures may be added as necessary to ensure only essential use of water.

5.4 Conservation and Drought Contingency Plan Implementation**5.4.1 Public Notification**

WTCPUA will periodically provide information about the drought contingency components of this plan, including (1) the conditions under which each stage of the Plan is to be initiated or terminated, and (2) the drought response measures to be implemented at each stage. This information will be provided by various means depending on the audience, including articles in the local media and special materials mailed to customers and available on the WTCPUA web site.

5.4.2 Enforcement for Retail Customers

The following enforcement provisions shall apply to all WTCPUA retail water customers:

- a. No person shall knowingly or intentionally allow the use of water from a WTCPUA water utility system for residential, commercial, industrial, agricultural, ornamental, or any other purpose in a manner contrary to any provision of this plan, or in an amount in excess of that permitted by the drought response stage in effect at the time.
- b. Except as otherwise provided in this Section 5.4.2, any person who violates this Plan shall be subject to the following surcharges and conditions of service:
 - i. Following the first documented violation, the violator shall be given a notice specifying the type of violation and the date and time it was observed.
 - ii. Following the second documented violation, the violator shall be sent by certified mail a notice of violation and shall be assessed a surcharge of \$200;
 - iii. Following the third documented violation, the violator shall be sent by certified mail a notice of violation and shall be assessed a surcharge of \$700;
 - iv. Following the fourth documented violation, the WTCPUA Board of Directors or its designee shall, upon due notice to the customer, be authorized to discontinue water service to the premises where such violations occur. Services discontinued under such circumstances shall be restored only upon payment of a reconnection charge, hereby established at \$500, and any other costs incurred by a WTCPUA water utility system in discontinuing service, and any outstanding charges including late payment fees or penalties. In addition, suitable assurance in the amount of a deposit of \$500 must be given to the WTCPUA Board of Directors or its designee, that the same action shall not be repeated while the Plan is in effect. The WTCPUA Board of Directors or its designee may apply the deposit to any surcharges or penalties subsequently assessed under this Plan against a customer. Any remaining amount of such deposit, if any, shall be returned to the customer at the time of the customer's voluntary disconnection from the utility system.
- c. Compliance with this Plan also may be sought through injunctive relief in district court. Each day that one or more of the provisions in this Plan is violated shall constitute a separate violation. Any person,

including one classified as a water customer of the WTCPUA, in apparent control of the property where a violation occurs or originates, shall be presumed to be the violator. Any such person, however, shall have the right to show that he or she did not commit the violation. Parents shall be presumed to be responsible for violations of their minor children, but any such parent may be excused if he proves that he had previously directed the child not to use the water in violation of this Plan and that there is no reasonable expectation that parent could have known about the violation. Table 5-1 shows the progressive steps of the drought response enforcement process for retail customers.

Table 5-1: Drought Response Retail Enforcement Process

First documented violation	Notice of violation issued Customer is notified of actions to be taken if violations continue
Second documented violation	Issue surcharge No. 1 \$200
Third documented violation	Issue surcharge No. 2 \$700
Fourth documented violation	Cut-off service \$500 reconnection fee and \$500 deposit required

5.4.3 Enforcement for Wholesale Customers

Wholesale treated water customers shall provide WTCPUA with an order, ordinance, or resolution to demonstrate adequate enforcement provisions for the wholesale customer's own conservation and drought contingency plan.

In addition, wholesale treated water customers who fail to comply with the conservation and drought contingency measures in the Plan may be subject to civil penalties or any other remedies available to WTCPUA by law or under the terms of the raw water or wholesale water contracts and subject to the penalties in Table 5-2 below:

Table 5-2: Wholesale Customer Drought Response Violation Penalties

First documented violation	Written notice of violation
Second documented violation	Penalty fee up to \$2,000
Third documented violation	Penalty fee up to \$10,000

5.4.4 Variances

- a. The WTCPUA Board of Directors or it's designee may grant variances:
 - i. From specific applications of the outdoor water schedule, providing that the variances do not increase the time allowed for watering but rather alter the schedule for watering; and,

- ii. Allowing the use of alternative water sources that do not increase demand on potable water sources for outdoor use. Variance requests may be submitted to Water Customer Services and need not meet the requirements of subsection (b) below.
- b. WTCPUA Board of Directors or its designee may grant in writing temporary variances for existing water uses otherwise prohibited under this Plan if it is determined that failure to do so would cause an emergency adversely affecting the public health, sanitation, or fire protection, and if one or more of the following conditions are met:
 - i. Compliance with this Plan cannot be accomplished during the duration of the time the Plan is in effect, or
 - ii. Alternative methods can be implemented that will achieve the same level of reduction in water use.
- c. Persons requesting a variance from the provisions of this Plan shall file a petition for variance with WTCPUA Customer Service any time the Plan or a particular drought response stage is in effect. The WTCPUA General Manager, or designee, will review petitions for variances. The petitions shall include the following:
 - i. Name and address of the petitioner
 - ii. Purpose of water use
 - iii. Specific provision of the Plan from which the petitioner is requesting relief.
 - iv. Detailed statement as to how the specific provision of the Plan adversely affects the petitioner or what damage or harm the petitioner or others will sustain if petitioner complies with this Plan
 - v. Description of the relief requested
 - vi. Period of time for which the variance is sought
 - vii. Alternative water use restrictions or other measures the petitioner is taking or proposes to take to meet the intent of this Plan and the compliance date
 - viii. Other pertinent information
- d. Variances shall be subject to the following conditions, unless waived or modified by the WTCPUA Board of Directors or its designee:
 - i. Variances granted shall include a timetable for compliance.
 - ii. Variances granted shall expire when the Plan, or its requirements, is no longer in effect, unless the petitioner has failed to meet

specified requirements.

No variance shall be retroactive or otherwise excuse any violation occurring before the variance was issued.

5.4.5 Plan Updates

The Plan will be reviewed consistent with LCRA and TCEQ rules and updated based on developments in the WTCPUA water service area.

5.4.6 Drought Surcharge

In order to offset the impact of lost revenues resulting from extended periods of implementing water conservation/drought contingency measures and/or due to implementation of LCRA raw water supply curtailments, the Board of Directors may assess a Drought Surcharge as authorized in the WTCPUA's Tariff, as may be amended from time to time.

5.4.7 Notification to LCRA and TCEQ

The WTCPUA shall notify the LCRA General Manager and the TCEQ Executive Director in writing within five (5) business days of the implementation of any mandatory provisions of this Drought Contingency Plan.

Appendix A – Adherence to TCEQ Chapter 288 Rules

As a municipal water supplier, the minimum requirements in the Texas Administrative Code for water conservation plans for municipal uses by public water suppliers are covered in this Plan as follows:

- 288.2 (a)(1)(A) – Utility Profile – Section 2.1, 3.1
- 288.2 (a)(1)(C) – Specific, Quantified Five and Ten Year Goals – Section 2.2, 3.2
- 288.2 (a)(1)(D) – Measure and Account Water Diverted – Section 4.1, 4.2
- 288.2 (a)(1)(E) – Universal Metering – Section 4.2
- 288.2 (a)(1)(F) – Measures to Determine and Control Unaccounted-for Uses of Water – Section 4.2
- 288.2 (a)(1)(G) – Continuing Public Education and Outreach – Section 4.4
- 288.2 (a)(1)(H) – Rate Structure that is not Promotional – Section 2.3.2, 3.3.2
- 288.2 (a)(1)(I) – Reservoir Systems Operation Plan – Water Management Plan.
- 288.2 (a)(1)(J) – Means of Implementation and Enforcement – Section 1.1, 1.6
- 288.2 (a)(1)(K) – Coordination with Regional Water Planning Group(s) – Section 1.4
- 288.2 (a)(2)(A) – Program for Leak Detection, Repair and Water Loss Accounting – Section 3.3.1
- 288.2 (a)(2)(B) – Record Management System with Customer Classification – Section 4.1
- 288.2 (a)(2)(C) – Wholesale Customer Conservation Plan Requirement – Section 4.3
- 288.2 (a)(3) – Additional Conservation Strategies – Section 2.3, 4.4

As a municipal water supplier, the minimum requirements in the Texas Administrative Code for drought contingency plans for municipal uses by public water suppliers are covered in this Plan as follows:

- 288.20 (a)(1)(A) – Public Input – Section 1.2
- 288.20 (a)(1)(B) – Continuing Public Education – Section 4.4
- 288.20 (a)(1)(C) – Coordination with Regional Water Planning Group(s) – Section 1.4
- 288.20 (a)(1)(D) – Monitoring and Criteria for the Initiation and Termination of Drought
- Response Stages – Section 5.2
- 288.20 (a)(1)(E) – Emergency Response Stages – Section 5.3
- 288.20 (a)(1)(F) – Water Use Reduction Targets – Section 5.3
- 288.20 (a)(1)(G) – Water Supply or Water Demand Management Measures – Section 5.3
- 288.20 (a)(1)(H) – Procedures for the Initiation or Termination of Drought Stages and Public
- Notification – Section 5.2, 5.3, 5.4.1
- 288.20 (a)(1)(I) – Variances Procedures – Section 5.4.4
- 288.20 (a)(1)(J) – Enforcement of Mandatory Water Use Restrictions – Section 5.4.2, 5.4.3



Population Served: _____ Date: _____

(All copies of this plan must be revised as the names, addresses, and telephone numbers of personnel, suppliers, contractors, and governmental agencies are changed, as well as when changes in the water supply system are made. If none of these occur, then the plan must be updated at least annually.)

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APPENDIXES

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Appendix R	Sampling Points Map
Appendix S	Manual Water Plant Operation
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Appendix U	Alternate Water Sources
Appendix V	Consecutive Systems Information

DRINKING WATER SUPPLY

CONTINGENCY PLAN

Water supply contingency plan for _____ public water system located in _____ County _____, Ohio as of _____ (DATE).

Copies of this plan are at the following locations:

1. Water/Wastewater Plant - List exact location (desk, bulletin board, etc.)
2. PWS Administrator's Office - List exact location (desk, bulletin board, etc.)
3. Co. EMA. Office - Required for systems serving >250 people
4. Owner/Operator Residence
5. Other - _____

Copies are required to be kept at locations identified in numbers 1 through 4.

Owner/Operator Emergency Contact Numbers:

Name:		Title:	
Home:	Office:	Cell:	

Name:		Title:	
Home:	Office:	Cell:	

Name:		Title:	
Home:	Office:	Cell:	

IN ABSENCE OF OWNER/OPERATOR

The following person(s) are thoroughly familiar with the emergency plan and are authorized to make necessary repairs to the water system in the absence of the owner.

Name	Address	Office Hours	If No Answer, Call

The following person(s) are thoroughly familiar with the plan and are available under emergency circumstances:

Name	Address	Office Hours	If No Answer, Call

MAP OF DISTRIBUTION SYSTEM

Provide your distribution map(s) here. The map(s) should include detailed locations for each valve in the system, including references that will aid in finding the location of the valve. It may also be beneficial to indicate which direction the valves turn. If known, the depth of the pipe should also be indicated.

Systems with a large number of distribution system maps can create an appendix for them instead.

MAP OF WATER SOURCE(S)

Provide your water source(s) maps here. Include all wells, intakes, and location(s) of any emergency connections, as applicable.

STATEMENT OF BUDGET

Provide a description of the process used for authorizing expenditures in the event of an emergency. This should include the amount budgeted for emergencies, and who can authorize expenditures. Additionally, this should include a statement ensuring funds are available to use in an emergency, and under what conditions expenditures can occur.

SHORT TERM POWER FAILURE **(less than 2 hours)**

Provide a description of the procedure your facility will use for responding to a short term power failure. Below is an example of a checklist that may be used:

- ☐ 1. Contact the power company using the phone number(s) found in **Appendix A**. Get an estimate when power will be restored.
- ☐ 2. If possible, use emergency power generating equipment to restore power. The procedure for implementing auxiliary power can be found in **Appendix T**.
- ☐ 3. If the time estimate for power restoration is such that depressurization may occur, then do the following:
 - ☐ a. Contact critical water users in **Appendix B**.
 - ☐ b. Contact emergency personnel and agencies (i.e. fire dept., EMS, Ohio EPA, etc.) using the phone number(s) found in **Appendix A**. Notify them of the situation.
 - ☐ c. Notify the public in the affected area using the water advisory found in **Appendix L**.
 - ☐ d. If depressurization is expected to occur, follow the provisions of the water distribution disruption of service rule, [OAC Rule 3745-83-02](#).
 - ☐ e. If consecutive systems are expected to be impacted by the depressurization then notify them using the number(s) found in **Appendix V**.
 - ☐ f. If manual operation of any portion of the plant is necessary refer to **Appendix S**.
 - ☐ g. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

LONG TERM POWER FAILURE **(2 hours or more)**

Provide a description of the procedure your facility will use for responding to a long term power failure. Below is an example of a checklist that may be used:

- ☐ 1. Contact the power company using the phone number(s) found in **Appendix A**. Get an estimate when power will be restored.
- ☐ 2. If possible, use emergency power generating equipment to restore power. The procedure for implementing auxiliary power can be found in **Appendix T**.
- ☐ 3. If the time estimate for power restoration is such that depressurization may occur, then do the following:
 - ☐ a. Contact critical water users in **Appendix B**.
 - ☐ b. Contact emergency personnel and agencies (i.e. fire dept., EMS, Ohio EPA, etc.) using the phone number(s) found in **Appendix A**. Notify them of the situation.
 - ☐ c. Notify the public in the affected area using the water advisory found in **Appendix L**.
 - ☐ d. If depressurization is expected to occur, follow the provisions of the water distribution disruption of service rule, [OAC Rule 3745-83-02](#).
 - ☐ e. If consecutive systems are expected to be impacted by the depressurization then notify them using the number(s) found in **Appendix V**.
 - ☐ f. If manual operation of any portion of the plant is necessary refer to **Appendix S**.
 - ☐ g. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

PUMP OR MOTOR FAILURE

Provide a description of the procedure your facility will use to return the system to normal service in the event of a pump or motor failure. This procedure should include information regarding notification to Ohio EPA, and any other emergency personnel or agencies that are appropriate for the situation.

LOSS OF WATER SOURCE

Provide a description of the procedure your facility will use for responding to a loss of water source. Below is an example of a checklist that could be used:

- ☐ 1. In the event of source failure:
 - ☐ a. Contact critical water users in **Appendix B** and notify them of the situation and the necessity to boil their water.
 - ☐ b. Immediately contact the Ohio EPA and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
 - ☐ c. If consecutive systems are expected to be affected, notify them immediately using the information found in **Appendix V**.
 - ☐ d. Issue use restrictions for the affected area. Determine the supply capacity relative to existing and potential demand. Notify critical water users of the situation. Provide notice by radio, television, handbill, or continuous posting within 72 hours. See the community water needs chart for additional information.
- ☐ 2. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

LINE BREAKS THAT DISRUPT DELIVERY OR TREATMENT

Provide a description of the procedure your facility will use to return the system to normal service. This should include information on notifications, obtaining alternate water, and how records will be kept.

NATURAL DISASTERS

Provide a description of the procedure your facility will use for responding to a natural disaster that has affected the treatment or delivery of water. Below is an example of a checklist that may be used:

- ☐ 1. In the event of a natural disaster:
 - ☐ a. Contact critical water users in **Appendix B** and notify them of the situation.
 - ☐ b. Immediately contact the Ohio EPA, Ohio EMA, and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
 - ☐ c. If consecutive systems are expected to be affected, notify them immediately using the information found in **Appendix V**.
- ☐ 2. Determine the extent of the damage. Is there power? Is there infrastructure damage? Is there a risk of bacteriological or other contamination?
 - ☐ a. If a power outage has occurred, refer to the “Power Outage” procedure on **Page 9**.
 - ☐ b. If water can’t be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**.
 - ☐ c. If an inorganic/organic contamination has occurred, refer to the procedure on **Page 16**.
 - ☐ d. If the operator of record (ORC) can’t be contacted, refer to the “Unplanned Absence of Operator” procedure on **Page 15**.
- ☐ 3. Refer to the alternate water source procedure found on **Page 28**.

UNPLANNED ABSENCE OF OPERATOR

Provide a description of the procedure your facility will use for replacing the ORC in the event of both a short term, and long term absence.

Owner/Operator Emergency Contact Numbers:

Name:		Title:	
Home:	Office:	Cell:	

Name:		Title:	
Home:	Office:	Cell:	

Name:		Title:	
Home:	Office:	Cell:	

If it is determined that the absence is going to be more than 30 days, contact the Ohio EPA using the number(s) found in **Appendix A**.

CONTAMINATION OF WATER **Inorganic/Organic Contamination**

Provide a description of the procedure your facility will use for responding to a contamination of water supply. Below is an example of a checklist that could be used:

- ☐ 1. Attempt to determine the specific chemical which has caused the contamination and its hazard classification. There are four broad classifications of contamination as follows:

HAZARD TYPE	DESCRIPTION
Pollution Hazard	A condition through which an aesthetically objectionable or degrading material NOT dangerous to health may enter the public water system or a consumer's potable water system (for example - a food grade product)
System Hazard	A condition, device, or practice posing an actual or potential threat of damage to the physical properties of the public water system or a consumer's potable water system but will not cause an adverse health effect (for example - an inert material that may clog the water line but not cause illness if ingested)
Health Hazard	Any condition, device, or practice in a water supply system or its operation that creates, or may create a danger to the health and well-being of consumer. (For example, a fluoride overfeed that results in a concentration greater than 10 mg/L in the PWS)
Severe Hazard	Any health hazard that could reasonably be expected to result in significant morbidity or death (for example - the contamination of a water system with a large amount of pesticide)

If the degree of hazard cannot be determined, assume the situation presents a **severe hazard**.

- ☐ 2. Determine the following information:
- Who made the first observation? What is their phone number and location?
 - When did it happen?
 - What is it? What are its qualities - color/taste/smell? Is an MSDS sheet available?

- How much of it entered the water system?
- Where did it enter the water system?
- Where is it now? Is it isolated to one area or is it wide spread? What area and population are affected?
- Can it be isolated?
- Can depressurization and/or flushing of the affected area be done quickly and without serious consequences?

- ☐ 3. If the contamination is classified as either a **health hazard** or a **severe health hazard** do the following:
- ☐ a. Issue a no-use water advisory immediately (see **Appendix P**). A boil advisory will not be adequate for most chemical contamination – Boiling the water may only serve to concentrate the contaminant.
 - ☐ b. If the contaminant could cause serious illness or death, can you isolate the water supply from users? (See **Appendix K**)
- ☐ 4. If a water advisory will be issued, contact the critical water users listed in **Appendix B** and notify them of the situation.
- ☐ 5. Notify emergency personnel and agencies (i.e. fire dept., EMS, Ohio EPA, etc.) using the phone number(s) found in **Appendix A**.
- ☐ 6. Immediate notify consecutive water systems listed in **Appendix V**.
- ☐ 7. If possible, determine the cause and source of the contamination – eliminate the source. Consider the possibility that the cause may be due to a cross connection, backflow, or back siphonage.
- ☐ 8. Begin flushing the distribution system to eliminate the contaminant from the public water supply.

NOTES:

CONTAMINATION OF WATER **(Bacteriological)**

Provide a description of the procedure your facility will use for responding to an E. Coli water contamination. Below is an example of a checklist that could be used:

- ☐ 1. If only a routine sample has been determined as total coliform positive and no repeat samples have yet been taken, follow the procedure found in **Appendix J**.
- ☐ 2. If an E Coli MCL violation has occurred, issue the "BOIL ADVISORY" (see **Appendix L**) and public notice (**Appendix M**) and do the following:
 - ☐ a. Contact critical water users in **Appendix B** and notify them of the situation and the necessity to boil their water.
 - ☐ b. Immediately contact the Ohio EPA and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
 - ☐ c. Divide the distribution system into sections. Begin E. Coli sampling in each section and at the plant tap to determine the extent and cause of the contamination. (NOTE: The best locations are those indicated in the "Bacteriological Sample Siting Plan" or in **Appendix R**.)
 - ☐ d. If it is determined that the contamination could affect consecutive water systems, notify them of the situation immediately using the number(s) found in **Appendix V**.
- ☐ 3. Ensure that at least a 0.2 mg/l free chlorine residual is maintained in all parts of the distribution system. If the free chlorine residual falls below 0.2 mg/l, increase the chlorine dosage immediately. Dosing the storage tanks, as needed, will quickly increase the chlorine residual to 0.2 mg/l. Please note Ohio EPA may require a public water system to maintain a minimum chlorine residual of at least one milligram per liter free chlorine, or six milligrams per liter combined chlorine measured at representative points throughout the distribution system, despite possible resulting tastes or odors in the delivered water.
- ☐ 4. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

NOTES:

CONTAMINATION OF WATER **(Suspected Tampering)**

Provide a description of the procedure your facility will use for responding to a contamination of water due to suspected tampering. Below is an example of a checklist that could be used:

Tampering with may range from the simple defacement of property to the introduction of biological or chemical agents into the water supply. These actions can be divided into several general categories:

Action	Description
Vandalism	Actions that cause physical damage to property and structures, such as cutting fences to gain access to secure areas, breaking windows, and damaging or removing locks from doors or wells.
Malicious Action	Actions that, intentional or not, introduce or threaten to introduce foreign substances into a portion of the treatment or distribution system or cause damage to a portion of the public water systems infrastructure. These acts range from pranks that “go too far” (adding food coloring to a storage tank) to actions intended to cause a disruption to the public water supply or the introduction of toxic substances into the distribution system.
Terrorism	Intentional actions introduce or threaten to introduce foreign substances into a portion of the treatment or distribution system or cause damage to a portion of the public water systems infrastructure. These acts are meant to cause harm to individuals and cause unease or panic in the general public.

PROCEDURE

- ☐ 1. Immediately take the following actions:
 - ☐ a. Treat the area as a crime scene. Minimize disturbance of the area in order to preserve physical evidence, which can include fingerprints, tire tracks, tool marks, dropped materials, or tools. Document the observed conditions, with photographs and video if possible, taking care to note anything that is out of the ordinary.

- ☐ b. Contact the law enforcement agency listed in **Appendix A**. Work with local law enforcement personnel to determine if the tampering was the result of vandalism, a malicious action, terrorism, or had some other cause.
 - ☐ c. Isolate the affected portion of the system.
 - ☐ d. If the extent of the contamination can't be identified, contact any consecutive water systems found in **Appendix V**. Notify them of the situation.
 - ☐ e. Immediately contact the Ohio EPA and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
- ☐ 2. Complete the following activities as soon as possible:
- ☐ a. If there is evidence of contamination, perform a physical check on the system and its structural integrity (check storage tanks for foreign objects, look for open hydrants, etc.).
 - ☐ b. Contact the laboratories listed in **Appendix D** to determine if they are capable of analyzing for and identifying unknown substances.
 - ☐ c. If it is determined that the tampering resulted in the probable introduction of chemical or biological contaminants into the storage tank, proper precautions must be taken during sampling to prevent exposure to the contaminant and/or daughter products.
 - ☐ d. With the consent of law enforcement, begin to repair/secure all points of entry and other physical damage to structures.
 - ☐ e. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

NOTES:

CONTAMINATION OF WATER **(Backflow/Cross Connection)**

Provide a description of the procedure your facility will use for responding to backflow/cross connection that has caused water contamination. Below is an example of a checklist that could be used:

- ☐ 1. Isolate suspected facility/source of the backflow connection.
- ☐ 2. Immediately contact the Ohio EPA and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
- ☐ 3. Sample to determine if the system has become contaminated.
- ☐ 4. Attempt to determine the degree of health hazard based on the four broad classifications of contamination found in the Inorganic/Organic Contamination procedure.
- ☐ 5. Refer to the appropriate procedure(s) (Inorganic/Organic Contamination, Bacteriological Contamination, Total Coliform Positive Sample Procedure) based on the results of the sample analysis.

ALE OR MCL EXCEEDANCES

Provide a description of the procedure your facility will use for responding to an ALE or MCL Violation.

- ☐ 1. Contact critical water users in **Appendix B** and notify them of the situation
- ☐ 2. Immediately contact the Ohio EPA, Ohio EMA, and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A**.
- ☐ 3. If consecutive systems are expected to be affected, notify them immediately using the information found in **Appendix V**.
- ☐ 4. Follow the appropriate sampling procedure for the identified MCL.
 - ☐ a. Sampling sites can be found in **Appendix R**.
- ☐ 5. Issue the proper public notice found in **Appendix L – Appendix P**.
- ☐ 6. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure in **Appendix U**. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

VIOLATION OF TREATMENT TECHNIQUE

Provide a description of the procedure your facility will use for responding to a treatment technique violation. This procedure should include information regarding notification to Ohio EPA, and any other emergency personnel or agencies that are appropriate for the situation.

OTHER
(Example: Distribution System Storage Failure)

- ☐ 1. Isolate or remove the storage unit from the system.
- ☐ 2. After the distribution system storage unit has been removed from service either:
 - ☐ a. Haul water using the approved haulers found in **Appendix A or Appendix U.**
 - ☐ b. Pump the source continuously with pressure relief.
 - ☐ c. Bring in an NSF-approved temporary storage tank with approval of Ohio EPA.
 - ☐ d. Begin to initiate the provision of alternative water sources in accordance with **Appendix U.**
- ☐ 3. Immediately contact the Ohio EPA and any other emergency personnel or agencies that are appropriate for the situation using the phone number(s) found in **Appendix A.**
- ☐ 4. After repairs have been made, bring the distribution system storage unit online in accordance with AWWA C652.

SAMPLING POINTS AND WHEN TO USE THEM

Provide a description of the procedure your facility will use for selecting sampling points, and the appropriate times to use them. It is important to also identify a procedure for selecting sample points with 24/7 accessibility. A map of your sampling points should be placed in appendix R.

TESTING MANUAL PLANT OPERATION

Provide a description of the procedure your facility will use for testing the manual operation of the water plant. This procedure should include information on the schedule for testing various portions of the plant, and how records will be kept.

OAC Rule 3745-85-01 (D)(5) requires: "Public water systems that use automation to monitor or control the systems shall include plans to manually operate the public water system in the event of loss of automation. A portion of these plans shall be exercised monthly in such a way as to not jeopardize the system, and to the extent possible, different sections of the plan should be exercised each month. Documentation of the exercises shall be included in the public water system's operation and maintenance records."

TESTING AUXILIARY POWER

Provide a description of the procedure your facility will use for testing the auxiliary power for the water plant. This should include a schedule of when back-up power will be tested, and how records will be kept.

OAC Rule 3745-85-01 (D)(6) requires: “Public water systems that have auxiliary power shall include plans to operate the public water system on auxiliary power in the event of a loss of power. A portion of these plans shall be exercised monthly in such a way as to not jeopardize the system, and to the extent possible, different sections of the plan should be exercised each month. Documentation of the exercises shall be included in the public water system’s operation and maintenance records.”

ALTERNATE WATER SOURCES

Provide a description of the procedure your facility will use to provide water from alternative sources when necessary. The alternate water sources, independently or as whole, must provide a minimum of 1 gallon per person per day to support drinking water needs. This description should also include the process used to obtain and transport water. Three or more alternate sources should be identified, as well as the disinfection treatment method if applicable. If water can't be produced or distributed within 24 hours, provide water using the alternate water source procedure. Please note depending on circumstances Ohio EPA may strongly encourage the provision of water in less than 24 hours.

OAC Rule 3745-85-01 (D)(7) requires: "A description of the process that the public water system will use to provide water from an alternate source. The description shall include the following: (a) The process that will be used to obtain and transport water from the alternate source. (b) Three or more possible alternate sources of water. (c) A description of the source, which may include an interconnection to another public water system and the method of disinfection that will be used for each source."

OAC Rule 3745-85-01(D)(7) also states: "Sources selected shall independently or as a whole supply water of sufficient quality and quantity to support the drinking water needs (a minimum of one gallon per person per day) for all of the public water system's customers in the event of an emergency."

OAC Rule 3745-85-01(D)(8) requires: A description of a process for the provision of water to support the drinking water needs (a minimum of one gallon per person per day) of affected persons within twenty-four hours of an incident where the public water system is not capable of providing water through its distribution system."

DETERMINING CRITICAL USERS

Provide a description of the procedure your facility will use to determine the critical users in your water system. A list of critical users such as: hospitals, nursing homes, dialysis centers, homebound individuals, or sensitive populations that need a continuous supply of water. PWS's may need to work with the local health department to identify consumers with special needs.

CONSECUTIVE SYSTEMS

Provide a description of the procedure your facility will use for notifying and utilizing consecutive systems.

WATER USER NOTIFICATIONS

Provide a description of the procedure your facility will use for public notifications, and how records will be kept.

CONTINGENCY PLAN EXERCISES AND RECORDS

Describe the process your facility uses for exercising the contingency plan. Discuss the frequency each circumstance will be exercised (minimum of once every five years) and how records will be kept.

OAC Rule 3745-85-01 (E)(1) requires;

At least annually, public water systems shall exercise the responses to one or more of the circumstances identified in the plan. The exercise may be discussion-based, tabletop or live. Exercises do not need to be conducted outside of normal business operations. Each circumstance identified by the plan shall be included in an exercise at least once every five years. An exercise may include more than one of the circumstances identified by the plan.

OAC Rule 3745-85-01 (E)(2) requires;

Community public water systems shall consult with the county EMA regarding participation in a hazardous spill exercise.

OAC Rule 3745-85-01 (E)(3) requires;

Documentation of exercise participation shall be maintained at the public water system and made available upon request. Documentation shall include information regarding the topic of the exercise, outcomes of the exercise and a discussion of items that went well and improvements that are needed.

CONTINGENCY PLAN REVISION

Describe the procedure your facility will use for making revisions to your contingency plan. The contingency plan should be reviewed, at minimum, at least once annually, and after any circumstance that triggers the activation of the contingency plan. Contact information should also be reviewed when updates are made. Additional requirements and information can be found below:

OAC Rule 3745-85-01 (G) requires;

- (1) Follow the contingency plan to the extent the circumstances allow.
- (2) Notify Ohio EPA immediately, but no later than twenty-four hours from the beginning of the situation requiring activation of the contingency plan.
- (3) Develop and maintain a written after-action report that includes an assessment of the plan's effectiveness and any changes that have been or should be made to the plan as a result of the assessment. In the event of frequently occurring incidents, this report may be as simple as a short statement indicating that the plan was used, was effective and no changes are necessary at this time.

OAC Rules 3745-85-01 (H) states;

Contingency plans submitted in accordance with paragraphs (A) and (B) of this rule are not public records in accordance with section 149.433 of the Revised Code.

APPENDIX A

24-Hour Phone Numbers

Organization	Day-Time Phone	If No Answer	After Hours
Ohio EPA District Office			1-800-282-9378
Ohio EPA Emergency Response	1-800-282-9378	1-800-282-9378	1-800-282-9378
Police			
Fire Department			
County EMA Director			
All Water Supply Personnel			
Administrative Personnel			
Contractors for Line Breaks			
Electric Power Supplier			
Electricians			
Well Drilling and Pump Service Contractors			
Plant Mechanical Contractors			
Equipment and Chemical Suppliers			
Hospitals			
OEPA Certified Laboratories			
Local Health Districts			
Expenditure Authorization			
OHWARN			

MATERIALS
(Repair Clamps, Valves & Fittings, Feeders, etc.)

Item	Supplier	Address	Day-Time Phone	If No Answer, Call

CHEMICALS
(Chlorine, Calcium Hypochlorite, etc.)

Company	Day-Time Phone	If No Answer, Call	After Hours

LOCAL CONTRACTORS FOR EQUIPMENT & SUPPORT

Company	Day-Time Phone	If No Answer, Call	After Hours

APPROVED WATER HAULERS

Company	Day-Time Phone	If No Answer, Call	After Hours

APPENDIX B

Critical User List Water Users Having a Need for Continuous Water Supply

Organization	Address	Day-Time Phone	If No Answer, Call

APPENDIX C

Parts List

Part	Description	Location

APPENDIX D

Approved Laboratory List

Laboratory Name	Address	Phone Numbers
		Phone:
		Fax:
		Phone:
		Fax:
		Phone:
		Fax:
		Phone:
		Fax:
		Phone:
		Fax:
		Phone:
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		Phone:
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		Phone:
		Fax:
		Phone:
		Fax:

APPENDIX E

Emergency Expenditures

Insert the following information on emergency expenditures:

- Amounts budgeted for emergency use
- A statement of:
 - who can authorize the expenditures; and
 - under what conditions such authorization and expenditure can occur.

Recommended: A list of the local or regional lenders with authority to make loans in an emergency situation.

APPENDIX F

Disinfection Procedures When Cutting into or Repairing Existing Mains (AWWA Standard C651-14 Section 4.11)

When cutting into or repairing existing mains a utility should refer to AWWA Standard C651-14 Section 4.11 in order ensure appropriate disinfection is achieved.

Attach a copy of AWWA Standard C651-14 Section 4.11.

APPENDIX G

Disinfection Procedures for Finished Water Storage Reservoirs (AWWA Standard C652-11)

Insert the following:

AWWA Standard C652-11 - Disinfection Procedures for Finished Water Storage Reservoirs

APPENDIX H

Disinfection Procedures for Wells

Insert the following:

AWWA Standard C654-13 - Disinfection of Wells

APPENDIX I



Collection of Drinking Water Samples for Total Coliform Bacteria Analysis

The following is the approved procedure for the collection of drinking water samples for analysis of total coliform, as detailed in the methods approved in Ohio Administrative Code rule 3745-81-27. The following procedure should be followed **in detail** to ensure a valid laboratory analysis.

1. Select the sampling tap.
 - a. A tap, such as faucet or small valve, is preferable. Do not sample from hoses or drinking water fountains.
 - b. Avoid taps with a leak at the stem or taps with a swivel joint.
 - c. Aerated or screened nozzles may harbor bacteria. The aerator or screen must be removed before collection of the sample.
 - d. Use/install a smooth nosed sample tap.
2. Place all carbon filters, sediment filters and water softeners on bypass unless operated by the public water system.
3. Sanitize the nozzle of the tap with a chlorine solution.
 - a. Use a 6% sodium hypochlorite solution, such as household liquid bleach. **Do not use chlorine solutions with special scents.** To prepare a sanitizing solution, add one ounce of bleach to one gallon of water (or 1 tablespoon per half-gallon). Store the mixed solution in a tightly closed screw-capped container. The solution should be discarded and remade 6 months after preparation. Stronger solutions can be used; however, some faucet discoloration may result.
 - b. Flush the sample tap to waste for 1 minute. Close the valve.
 - c. Apply the sanitizing solution (prepared in step a.) to the nozzle. This can be accomplished by either using a spray bottle or a plastic bag.
 - i. Using a spray bottle, saturate the tap opening with sanitizing solution then wait at least 2 minutes before proceeding, or
 - ii. Place a bag over the nozzle and hold the top of the bag tightly on the tap. Alternately squeeze and release the bag to flush the solution in and out of the tap. Do this for 2 minutes. A fresh solution and bag must be used to sanitize each tap.

4. Flush the tap. The sample to be collected is intended to be representative of the water in the main. The tap must be opened fully and the water run to waste for at least 3-5 minutes to allow for adequate flushing of the piping between the tap and water main.
5. Reduce the flow from the tap to the width of a pencil to allow the sample bottle to be filled without splashing.
6. Open the sample bottle.
 - a. Grasp the bottom of the same bottle.
 - b. Remove the cap and hold the exterior of the cap between your fingers while filling the sample bottle. Do not lay the cap down. Take care to not touch the mouth of the sample bottle or the inside of the cap with fingers as the sample could become contaminated.
 - c. The sample bottle must be open only during the collection of the sample.
7. Fill the sample bottle.
 - a. Do not rinse out the sample bottle before collecting the sample. Do not remove any pills, powder, or liquid from the sample bottle. The sample bottle contains a small amount of sodium thiosulfate to neutralize any chlorine in the water.
 - b. Do not touch the rim or mouth of the sample bottle during collection of the sample.
 - c. Do not overfill the sample bottle. Fill the sample bottle to within ½" to 1" of the top or to the indicator line on the sample bottle.
8. Immediately recap the sample bottle tightly.
9. If there is any question as to whether a sample has become contaminated during collection, it must be discarded and a new one collected in a new sample bottle.
10. Deliver the sample to the laboratory as soon as possible.
11. Samples should be kept cool after collection and during transport to the laboratory. The laboratory must receive the sample so that analysis can be initiated within 30 hours after collection. Allow the laboratory adequate time to analyze the sample. Certified laboratories will not test samples greater than 30 hours old because the results will be invalid.

Additional information

- A bacteriological sample report form is supplied with each sample bottle. The top half of the form is to be filled out in a legible manner using an indelible pen, rubber stamp, or typewriter. Do not use a fountain pen or other pens having water soluble ink.

- Samples must be collected in sample bottles supplied by the certified laboratory.
- Bacteriological sample report forms that have not been properly completed, including the name of the water system, PWS ID#, address, date and time of collection, sample type and location (specific tap) and signature of collector will not be accepted for bacteriological examination.

APPENDIX J

REPEAT SAMPLING TOTAL COLIFORM POSITIVE

1. **Collect 3 Repeat Samples within 24 Hours, all on the same day.** If a routine sample result is **total coliform positive** you must take repeat samples and ground water systems (categorized as Ground Water Rule Substantial Treatment) must collect a raw source sample within 24 hours of notification. Consecutive ground water systems must notify their supplier to collect the raw source sample.
 - a. Measure total chlorine before taking total coliform samples, if required (see Step 2).
 - b. Collect a set of 3 repeat samples from the taps designated as repeat locations in your Sample Siting Plan.
 - c. Mark each sample as “**REPEAT**”. Be sure to include the sample number of the original routine positive sample in the space provided on the Sample Submission Report (SSR).
 - d. **Source Water Sample for Ground Water Rule Substantial Treatment Systems.** Collect a raw sample from the well in operation at the time the positive sample was collected. If it is not known which well was in operation, a composite of all wells may be used.

Mark the raw sample as “**TRIGGERED**”. In Street Address/Tap Location, include “**GWR001**”. The sample paperwork must also include the originating routine sample number. In the Comments Section, enter the well(s) # sampled.

Ohio EPA must receive all repeat sample results **no later than the next business day** after the result was obtained. Your system will be required to complete a Level 1 Assessment if Ohio EPA does not receive all repeat sample results as required. The 24 hour deadline **may** be extended on a case-by-case basis.

- e. A public water system is in violation of the maximum contaminant level (MCL) for Escherichia coli (E. coli) when any of the following conditions occur:
 - i. The public water system has an E. coli-positive repeat sample following a total coliform-positive routine sample.
 - ii. The public water system has a total coliform-positive repeat sample following an E. coli-positive routine sample.

- iii. The system fails to collect all required repeat samples following an E. coli-positive routine sample.
- iv. The system fails to test for E. coli when any repeat sample is total coliform-positive.

A public water system in violation of the E. coli MCL shall notify the public using Tier 1 notification requirements in accordance with rule 3745-81-32 of the Administrative Code.

- 2. If any of the repeat samples are total coliform positive, contact your district office representative immediately for additional instructions.

NOTES:

APPENDIX K

Steps to Isolate the Water Supply from Users in the Event of an Emergency

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2.
3.
4.
5.
6.
7.
8.
9.
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11.
12.

APPENDIX L

DRINKING WATER WARNING

Disease-causing organisms may have entered (PWS Name) water supply

BOIL YOUR WATER BEFORE USING OR USE BOTTLED WATER

Due to (describe problem, for example: a major line break) _____ organisms that cause illness in people may have entered the water supply. People in (describe the affected area) _____ should take the following precautions:

- **DO NOT DRINK THE WATER WITHOUT BOILING IT FIRST.** Bring all water to a boil, let it boil for at least one minute, and let it cool before using, **or use bottled water**. Boiled or bottled water should be used for drinking, making ice, brushing teeth, washing dishes, and food preparation until further notice. Boiling kills bacteria and other organisms in the water.
- **Describe symptoms of the waterborne disease.** If you experience one or more of these symptoms and they persist, contact your doctor. People with severely compromised immune systems, infants, and some elderly people may be at increased risk. These people should seek advice about drinking water from their health care providers.

The (name of water system) has no evidence at this time that the water system is contaminated. The possibility, however, does exist that the water system is contaminated and is issuing this advisory as a precaution.

What is being done?

We are investigating and taking the necessary steps to correct the problem as soon as possible.

For more information, please contact (name of contact) at (phone number) or (mailing address).

General guidelines on ways to lessen the risk of infection by microbes are available from the EPA Safe Drinking Water Hotline at 1(800) 426-4791.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

APPENDIX M

DRINKING WATER WARNING

(PWS Name) water is contaminated with *E. coli*

BOIL YOUR WATER BEFORE USING

E. coli bacteria were found in the water supply on (date). These bacteria can make you sick, and are a particular concern for people with weakened immune systems.

What should I do?

- **DO NOT DRINK THE WATER WITHOUT BOILING IT FIRST.** Bring all water to a boil, let it boil for at least one minute, and let it cool before using, or use bottled water. Boiled or bottled water should be used for drinking, making ice, brushing teeth, washing dishes, and food preparation until further notice. Boiling kills bacteria and other organisms in the water.
- *E. coli* are bacteria whose presence indicates that the water may be contaminated with human or animal wastes. Human pathogens in these wastes can cause short-term effects, such as diarrhea, cramps, nausea, headaches, or other symptoms. They may pose a greater health risk for infants, young children, the elderly, and people with severely compromised immune systems.
- The symptoms above are not caused only by organisms in drinking water. If you experience any of these symptoms and they persist, you may want to seek medical advice. People at increased risk should seek advice about drinking water from their health care providers.

What happened? What is being done?

Bacterial contamination can occur when increased run-off enters the drinking water source (for example, following heavy rains). It also can happen due to a break in the distribution system (pipes) or a failure in the water treatment process. We are investigating and taking the necessary steps to correct the problem as soon as possible.

For more information, please contact (name of contact) at (phone number) or (mailing address).

General guidelines on ways to lessen the risk of infection by microbes are available from the EPA Safe Drinking Water Hotline at 1(800) 426-4791.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

PWSID: _____ Date distributed: _____

APPENDIX N

DRINKING WATER WARNING

(PWS Name) water system has high levels of nitrate

DO NOT GIVE THE WATER TO INFANTS UNDER 6 MONTHS OLD OR USE IT TO MAKE INFANT FORMULA OR JUICE

Results from water samples collected on [date] showed nitrate levels of [level] mg/L. This is above the nitrate standard, or maximum contaminant level (MCL), of 10 mg/L. Nitrate in drinking water is a serious health concern for infants less than six months old.

What should I do?

- **DO NOT GIVE THE WATER TO INFANTS.** *Infants below the age of six months who drink water containing nitrate in excess of the MCL could become seriously ill and, if untreated, may die. Symptoms include shortness of breath and blue baby syndrome.* Blue baby syndrome is indicated by blueness of the skin. Symptoms in infants can develop rapidly, with health deteriorating over a period of days. If symptoms occur, seek medical attention immediately.
- Formula for children under six months of age should not be prepared with tap water. Instead, use bottled water or other water low in nitrates when preparing infant formula until further notice.
- **DO NOT BOIL THE WATER.** Boiling, freezing, filtering, or letting water stand does not reduce the nitrate level. Excessive boiling can make the nitrates more concentrated, because nitrates remain behind when the water evaporates.
- Adults and children older than six months can drink the tap water (nitrate is a concern for infants because they can't process nitrates in the same way adults can). However, if you are pregnant, nursing or have specific health concerns, you may wish to consult your doctor.

What happened? What is being done?

Nitrate in drinking water can come from natural, industrial, or agricultural sources (including septic systems and run-off). Levels of nitrate in drinking water can vary throughout the year. We are investigating and taking the necessary steps to correct the problem as soon as possible.

For more information, please contact (name of contact) at (phone number) or (mailing address).

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

PWSID: _____ STUID: _____ Date distributed: _____

APPENDIX O

DRINKING WATER WARNING

(PWS Name) water is contaminated with both *E. coli* and nitrate

DO NOT DRINK THE WATER

E. Coli bacteria was found in the water supply on [date]. These bacteria can make you sick, and are a particular concern for people with weakened immune systems. Additionally, results from water samples collected on [date] showed nitrate levels of [level] mg/L. This is above the nitrate standard, or maximum contaminant level (MCL), of 10 mg/L. Nitrate in drinking water is a serious health concern for infants less than six months old.

What should I do?

- **DO NOT DRINK THE WATER.** *E. coli* are bacteria whose presence indicates that the water may be contaminated with human or animal wastes. Microbes in these wastes can cause short-term effects such as diarrhea, cramps, nausea, headaches, or other symptoms. They may pose a special health risk for infants, young children, some of the elderly, and people with severely compromised immune systems.
- **DO NOT GIVE THE WATER TO INFANTS.** *Infants below the age of six months who drink water containing nitrate in excess of the MCL could become seriously ill and, if untreated, may die. Symptoms include shortness of breath and blue baby syndrome.* Blue baby syndrome is indicated by blueness of the skin. Symptoms in infants can develop rapidly, with health deteriorating over a period of days. If symptoms occur, seek medical attention immediately. Formula for children under six months of age should not be prepared with tap water. Instead, use bottled water or other water low in nitrates when preparing infant formula until further notice.
- **DO NOT BOIL THE WATER.** Boiling, freezing, filtering, or letting water stand does not reduce the nitrate level. Excessive boiling can make the nitrates more concentrated, because nitrates remain behind when the water evaporates.

What happened? What is being done?

Bacterial contamination can occur when increased run-off enters the drinking water source (for example, following heavy rains). It also can happen due to a break in the distribution system (pipes) or a failure in the water treatment process. Nitrate in drinking water can come from natural, industrial, or agricultural sources (including septic systems and run-off). Levels of nitrate in drinking water can vary throughout the year. We are investigating and taking the necessary steps to correct the problem as soon as possible.

For more information, please contact (name of contact) at (phone number) or (mailing address).

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

PWSID: _____ STUID: _____ Date distributed: _____

APPENDIX P

DRINKING WATER WARNING

DO NOT USE ANY WATER FOR ANY PURPOSE

Due to (Describe problem, for example: a major line break) _____

People in (Describe the affected area) _____

Should take the following precautions:

- Do not use any water from this water system for any purpose until further notice.
- Bottled water should be used for drinking, making ice, brushing teeth, washing dishes, and food preparation.

What is being done?

We are investigating and taking the necessary steps to correct the problem as soon as possible. (Describe any additional actions)

For more information, please contact (name of contact) at (phone number) or (mailing address).

PWSID: _____ Date distributed: _____

APPENDIX Q

Water Conservation Notices

VOLUNTARY WATER CONSERVATION NOTICE

The (PWS Name) is asking its customers to voluntarily conserve water.

Water Saving Tips Inside the Home

- Turn the faucet off while brushing your teeth, rinse with a glass of water.
- When shaving, use a sink filled with rinse water.
- Take short showers instead of baths.
- Fill the sink with water to pre-rinse dishes before putting them in the dishwasher.

Water Recycling Tips

- Place a bucket in the shower to catch water that is wasted while you adjust your shower water temperature and recycle this water for plants or other watering uses.
- Other sources of water that can be recycled easily for other watering purposes include:
 - Pet dishes
 - Flower vases
 - Leftover water from cooking or drinking
 - Dehumidifier water

Water Saving Tips Outside the Home

- Use a broom, not a hose, to clean driveways, steps, and sidewalks.
- Wash the car with water from a bucket. If a hose is used, control the flow with an automatic shut off nozzle.
- Water the lawn or garden during the coolest part of the day and avoid windy days.
- Use soaker hoses and trickle irrigation systems to reduce the amount of water used for irrigation.
- Use mulch around shrubs and garden plants to reduce evaporation from the soil surface and cut down on weed growth.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

This notice is being sent to you by _____

PWSID: _____ Date distributed: _____

MANDATORY WATER CONSERVATION NOTICE

The (PWS Name) has declared a mandatory water conservation emergency.

The following water uses are considered nonessential and are prohibited during this emergency.

Prohibited Water Uses

- Watering lawns, gardens, landscaped areas, trees, shrubs and outdoor plants.
- Watering golf courses without a valid Drought Emergency Operations Plan.
- Washing paved surfaces, such as streets, sidewalks, driveways, garages, parking areas, tennis courts and patios.
- Operating water fountains, artificial waterfalls and reflecting pools.
- Washing vehicles.
- Serving water in eating places unless specifically requested by the individual.
- Filling and topping off swimming pools.

Please share this information with all the other people who drink this water, especially those who may not have received this notice directly (for example, people in apartments, nursing homes, schools, and businesses). You can do this by posting this notice in a public place or distributing copies by hand or mail.

This notice is being sent to you by _____

PWSID: _____ Date distributed: _____

APPENDIX R

SAMPLING POINTS MAP

Insert your facility's sampling site map(s) here. It is important to also identify a procedure to select sample points with 24/7 accessibility.

For the revised total coliform rule, sample siting plans are required in accordance with OAC 3745-81-50. Sampling sites are to be representative of the water throughout the distribution system.

APPENDIX S

MANUAL WATER PLANT OPERATION

A description of your facility's standard operating procedure for manually operating your water plant.

APPENDIX T

OPERATION ON AUXILIARY POWER

A description of your facility's standard operating procedure for auxiliary power use.

APPENDIX U

ALTERNATE WATER SOURCE PROCEDURE

A description of your facility's standard operating procedure for providing water through alternative sources.

Alternative sources of water can include, but are not limited to:

- ☐ a. Hauling water using the approved haulers

Company Name	Contact	Day-Time Phone	After Hours

- ☐ b. Activating an existing emergency connection to another public water system or installing a new emergency connection to another public water system with approval of Ohio EPA.

Company Name	Contact	Day-Time Phone	After Hours

- ☐ c. Providing bottled water for potable use from the following organization(s):

Company Name	Contact	Day-Time Phone	After Hours

- ☐ d. Other:

APPENDIX V

CONSECUTIVE SYSTEMS INFORMATION

System Name	Primary Contact	Day-Time Phone	If No Answer, Call

WATER SUPPLY CONTINGENCY PLAN

CITY OF LAKE WOBEGON, MINNESOTA

INDEX

- A. PURPOSE
- B. PUBLIC WATER SUPPLY CHARACTERISTICS
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 - 2. Treatment
 - 3. Storage and Distribution
 - 4. Maps and Plans
- C. PRIORITY OF WATER USERS DURING WATER SUPPLY EMERGENCY
- D. ALTERNATIVE WATER SUPPLY
 - 1. Surface Water Sources and Treatment
 - 2. Bottled Water
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 - 4. Other Alternative Water Resources
- E. INVENTORY OF AVAILABLE EMERGENCY EQUIPMENT AND MATERIALS
- F. EMERGENCY IDENTIFICATION PROCEDURES
- G. NOTIFICATION PROCEDURES
 - 1. Agency Contact List
 - 2. Critical Response Personnel
 - 3. Public Information Plan
- G. MITIGATION AND CONSERVATION PLAN
 - 1. Mitigation
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Annual Plan Review

<i>Date Reviewed</i>	<i>Reviewer</i>	<i>Comments</i>

Plan Distribution

<i>Person</i>	<i>Organization</i>	<i>Plan Location</i>

Prepared by: _____
Date Approved: _____

A. PURPOSE

The purpose of this Contingency Plan is to establish, provide and keep updated, certain emergency response procedures and information for the City of Lake Wobegon MN, which may become vital in the event of a partial or total loss of public water supply services as a result of natural disaster, chemical contamination, civil disorder or human-caused disruptions.

B. PUBLIC WATER SUPPLY CHARACTERISTICS

1. Current Supply Source

(Describe in brief general terms the current public water supply, including source, pumping details, storage, treatment, distribution and problems.)

	Well Number	Well Number	Well Number	Well Number
Supply Source				
Well Depth (ft.)				
Well Diameter (in.)				
Latitude of Well				
Longitude of Well				
Well Capacity (gpm)				
Well Production (gpm)				

2. Treatment

(Describe current public drinking water treatment needs, procedures and methods.)

3. Storage and Distribution

(Describe current water storage and distribution system information.)

4. Maps/Plans

(Describe actual location and description of water system plans and maps)

C. PRIORITY OF WATER USERS DURING WATER SUPPLY EMERGENCY

(Describe current water supply demand by user categories (including maximum and minimum daily consumption), list priorities for demand reduction by user category, and indicate triggers that would implement water demand reduction or allocation procedures.)

Table C-1—Water Use Priority Grouping

Priority Group and Rank	Maximum daily use (gpd)	Minimum daily use (gpd)
Residential--#1		
Institutional--#2		
Commercial--#3		
Industrial--#4		
Irrigation--#5		
Unaccounted		
Wholesale		

Triggers for implementing water supply reduction/allocation procedures:

D. ALTERNATIVE WATER SUPPLY OPTIONS

(Select appropriate options; include detailed information, i.e., names, telephone contact number, address or location, response times, etc.)

1. Surface water sources and treatment needs.
2. Bottled water supplies, delivery and distribution.
3. System interconnects with other water supplies.
4. New well.
5. Emergency or backup wells.
6. Emergency treatment of water system.
7. Source Management (blending).
10. Other

D. INVENTORY OF AVAILABLE EMERGENCY EQUIPMENT AND MATERIALS

Table E-1 contains a list of services, equipment and supplies that are available to the City (system) to respond to a disruption in the water system. It is believed that the items contained in Table E-1 would be adequate to respond to most (if not all) water system emergencies.

Table E-1

Description	Owner	Telephone	Location	Acquisition Time
Well Repair				
Pump Repair				
Electrician				
Plumber				
Backhoe				
Chemical Feed				
Meter Repair				
Generator				
Valves				
Pipe & fittings				

E. EMERGENCY IDENTIFICATION PROCEDURES

Table F-1 Procedural Operations

Incident	Responsible Party	Address	Telephone #(s)	System Affected	Response Procedure	Comments
Identify Disruption	Primary: Alt:					
Notify Response Personnel (Coordinator)	Primary: Alt:					
Identify Incident Direction and Control	Primary: Alt:					
Identify Internal Communication	Primary: Alt:					
Inform Public	Primary: Alt:					
Assess Incident on Continual Basis	Primary: Alt:					
Assess Contamination Disruption	Primary: Alt:					
Assess Mechanical Disruption	Primary: Alt:					
Provide Alternate Water Supply	Primary: Alt:					
Impose Water Use Restrictions	Primary: Alt:					

G. NOTIFICATION PROCEDURES

1. Agency Notification

Table G-1 contains the names and telephone numbers for contacts at various local and state agencies that may be notified in the event of an public water supply system emergency. Based on the nature of the emergency and the information available, various representatives from this listing will be selected by the response coordinator to be part of *the emergency oversight committee* which will then meet throughout the duration of the emergency to aid in decision-making and positive outcomes.

Table G-1. Agency Emergency Contact Listing

Personnel	Name	Home Telephone	Work Telephone
Mayor/Board Chair			
Council Members			
Council Members			
Council Members			
Council Members			
Response Coordinator			
Alt. Response Coordinator			
State Incident Duty Officer			
County Emergency Director			
Fire Chief			
Sheriff			
Police Chief			
System Operator			
Alt. System Operator			
School Superintendent			
Ambulance			
Hospital			
Doctor or Medical Facility			
Power Company			
Highway Department			
Telephone Company			
Neighboring Water System			
MPCA Groundwater Division			
MRWA Technical Services			
MDH District Engineer			
MDH Sourcewater Protection			

(Include samples of Emergency Notification Reports, Chemical Incident Reports and other state/local information forms).

2. Critical Response Personnel

Table G-2

Title	Name	Address	Telephone	Response Assignment
Response Coordinator				
Alt. Response Coordinator				
Water Operator				
Alt. Water Operator				
Public Relations				
Alt. Public Relations				
Public Health/Medical				
Alt. Public Health/Medical				

3. Public Information Plan

(Describe community/system public information procedures, including name of responsible person, procedures, location, times, etc.).

A. Public relations center

Public Information Center Location during Emergency

Times Available _____

B. Information checklist to be conveyed to the public and media

Name of water system

Contaminant of concern and
date _____

Source of contamination

Public health hazard

Steps the public can
take

Steps the water system is
taking

Other information

C. Media Contacts

Media	Name	Telephone	Address
Newspaper			
Television			
Radio			
Shopper			
Other			

G. MITIGATION AND CONSERVATION PLAN

1. MITIGATION

(The Community's Water Supply Contingency Plan must include information identifying ways to reduce the vulnerability of the water supply system to disruption and to improve the Community's response capabilities. Choose appropriate options; include detailed information, i.e., names, actions taken, scheduled times, etc.)

- a. Infrastructure maintenance/upgrades/maps
- b. Regular inspection of tower, well, pump house
- c. Staff emergency training
- d. System security analysis
- e. Site new backup well
- f. System valving to isolate problems
- g. Sanitation procedures for construction/repairs

h. Other

2. **CONSERVATION**

(Include information describing Community efforts to reduce the amount of water used by it's residents, businesses and industry)

- a. Water Meters
- b. Public Education
- c. Rate structure
- d. Other

mrwa/gw/July 2002/ecplan

Planning for an Emergency Drinking Water Supply



Planning for an Emergency Drinking Water Supply

**Prepared for U.S. Environmental Protection Agency's
National Homeland Security Research Center by
American Water Works Association and CDM**

June 2011

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Project Team

EPA Office of Research and Development, National Homeland Security Research Center

Steve Clark, Project Officer

American Water Works Association

Kevin M. Morley, Security & Preparedness Program Manager

CDM

Phillippe Daniel, Vice President and Project Manager

Craig von Bargen, Vice President and Technical Reviewer

Paula Kulis, Engineer

Julie Hinchcliff, Report

Juan Tijero, Graphics

Project Steering Committee

Robert Babcock, Michigan Department of Environmental Quality

Mike Boufis, Bethpage Water District, New York

Ted Corrigan, Des Moines Water, Iowa

Steve Dennis, Alameda County Water District, California

George Hoke, Fairfax Water Authority, Virginia

Workshop Participants and Peer Review

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Peer review was provided by Jim Wheeler, OWM, OW, Kevin Garrahan NHSRC, ORD and Nushat Thomas WSD, OW

Workshop Attendees

<i>Name</i>	<i>Affiliation</i>
Washington, D.C. – June 2009	
Peter Gross	Aeromix
Kevin Morley	American Water Works Association
Phillippe Daniel	CDM
Tim Ruckman	Department of the Army – Fort Lee (NJ)
David Gragan	District of Columbia
Stephen Clark	EPA – National Homeland Security Research Center
Kevin Tingley	EPA – Water Security Division
Jennifer Rosenberger	Federal Emergency Management Agency (FEMA) – Disaster Operations
Sarah Solli	General Electric
Kyaw Moe	MECO
David Dise	Montgomery County (MD)
Chantel Freidrich	Norit
Mike Delao	Norit
Bruce Bartley	NSF International
Peter Takach	Pall Corporation
Holmes Walters	U.S. Army Corp of Engineers
Los Angeles – September 2009	
Steve Dennis	Alameda County Water District (CA)
Michael Kleiner	American Red Cross – Los Angeles Chapter
Kevin Morley	American Water Works Association
Joe Crisologo	California Department of Public Health
Mark Bassett	California Office of Emergency Services
Phillippe Daniel	CDM
Paula Kulis	CDM
Ted Corrigan	Des Moines Water Works
Mike Ambrose	East Bay Municipal Utility District (CA)
Gary Sturdivan	East Valley Water District (CA)
Steve Clark	EPA – National Homeland Security Research Center
George Hoke	Fairfax Water (VA)
Bob Vincent	Florida Department of Health
Pankaj Parekh	Los Angeles Department of Water & Power
Karen Irion	Louisiana Department of Health and Hospitals
Nick Catrantzos	Metropolitan Water District of Southern California
Shane Chapman	Metropolitan Water District of Southern California
Kelly Hubbard	Orange County Water District (CA)
Robert Alexander	Tennessee Division of Water Pollution Control

Atlanta – December 2009	
Kevin Morley	American Water Works Association
Scott Borman	Benton/Washington Regional Public Water Authority (AR)
Phillippe Daniel	CDM
Jay Watson	Centers for Disease Control
Mark D. Miller	Centers for Disease Control
Mark Austin	Centers for Disease Control
Patti Lamb	Charlotte-Mecklenberg Utilities (NC)
Joe Ramos	City of Atlanta (GA)
Lance Houser	City of Logan (UT)
Ray Riordan	City of San Ramon (CA)
Steve Clark	EPA – National Homeland Security Research Center
Nushat Thomas	EPA – Water Security Division
George Hoke	Fairfax Water (VA)
Brad Addison	Georgia Department of Natural Resources
Sandy Smith	Gwinnett County (GA)
John Smart	Human Health Services
Scott Kelly	JEA (FL)
Robert Babcock	Michigan Department of Environmental Quality
Kim Ketterhagen	Minnesota Department of Public Safety
William "Bill" Morris	New York City Department of Environmental Protection
Mark S. Roupas	Office of the Assistant Secretary of Defense
Washington, D.C. – January 2010	
Darrell Osterhoudt	Association of State Drinking Water Administrators
Kevin Morley	American Water Works Association
Phillippe Daniel	CDM
Stephen Clark	EPA – National Homeland Security Research Center
Kim Fox	EPA – National Homeland Security Research Center
Peter Jutro	EPA – National Homeland Security Research Center
Brendlyn Faison	EPA – Office of Wetlands, Oceans, and Watersheds
Nushat Thomas	EPA – Water Security Division
George Gray	Gray & Associates
Joseph Cotruvo	JAC Associates
Cliff McLellan	NSF International
Jennifer Sass	Natural Resources Defense Council
Steven Richards	Department of the Army - Public Health Command
Todd Richards	Department of the Army - Public Health Command

Washington, D.C. – June 2010	
Omar Abou-Samra	American Red Cross
Kevin Morley	American Water Works Association
Phillippe Daniel	CDM
Stephen Clark	EPA – National Homeland Security Research Center
Tom Kirsch	John Hopkins University
Shelly Shafer	U.S. Army Corp of Engineers
Bill Irwin	U.S. Army Corp of Engineers
Spencer Shardasky	U.S. Army Corp of Engineers (Intern)
Trevor White	U.S. Agency for International Development (USAID) - Office of Foreign Disaster Assistance

List of Acronyms

ASPHER	Assistant Secretary for Public Health Emergency Preparedness
AWWA	American Water Works Association
CDC	Centers for Disease Control and Prevention
DHS	Department of Homeland Security
DOD	Department of Defense
EDWP	Emergency drinking water plan
EOC	Emergency operations center
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to-Know Act
ERP	Emergency response plan
ERT	EPA Environmental Response Team
ESF	Emergency support function
FEMA	Federal Emergency Management Agency
ICS	Incident Command System
JFO	Joint Field Office
LEPC	Local Emergency Planning Committee
MRE	Meals Ready-to-Eat
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NHSRC	National Homeland Security Research Center
NLE	National level exercise
NRF	National Response Framework
POD	Point of distribution
RISC	Regional Interagency Steering Committee
SDWA	Safe Drinking Water Act
SERC	State Emergency Response Commissions
USACE	U.S. Army Corps of Engineers
USAID	U.S. Agency for International Development
WARN	Water and Wastewater Emergency Response Network

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Introduction

Five workshops were convened with about sixty technical experts to review alternative means of providing drinking water in the event of destruction, impairment, or contamination of the public water supply. Various scenarios were assumed, such as destruction or impairment of the water infrastructure by a powerful earthquake and contamination events requiring alternate supplies of drinking water. The term “emergency water supply” will be used instead of the equivalent terms “alternative water supply/sources” throughout this report. Based on the severity of an incident, all levels of government (local, state and federal), as well as non-governmental organizations (NGOs), like the Red Cross, may become involved.

The workshops identified the importance of the development of an emergency drinking water plan by a local water utility, even though, during the actual emergency, other entities (e.g., State National Guard) may be tasked with implementing that plan. The water utility could use this report to assist in developing its plan, i.e., to assemble a group consisting of the Local Emergency Planning Committee (LEPC), NGOs, and state officials to determine appropriate roles and to write a plan for their community. The U.S. EPA strongly encourages utilities to regularly review and update their vulnerability assessments and emergency response plans. The emergency drinking water planning could be viewed as a component of the emergency response plan updates done by the water utility.

Note: This document addresses the supply of drinking water after a disaster. While hygiene and sanitation issues are not addressed herein, they are public health priorities and should be included in emergency planning.

1. Purpose

Provision of emergency water supply involves collaboration and partnership between various levels of government. Although this document is not guidance as to how to comply with any particular law, the following is a helpful review of the roles and responsibilities among various levels of government regarding emergency water supplies. Relevant federal legislative language pertaining to each level (federal, state, and local) is cited herein. The discussion highlights the importance Congress has placed on emergency water supply planning.

Federal -- The Safe Drinking Water Act (SDWA) was amended by the Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (Bioterrorism Act) to address emergency water supplies. The Bioterrorism Act directs EPA to conduct “a review of the methods and means by which alternative supplies of drinking water could be provided in the event of destruction, impairment or contamination of public water systems” (42 U.S.C. 300i-4 (b)).

The Bioterrorism Act specifies actions that Community Water Supplies and EPA must take to improve the security of the Nation’s drinking water infrastructure. This document expands on the discussion in EPA’s 2004 guidance for small and medium community water systems (EPA 2004).¹ In addition, it provides more detail on emergency water supply planning for all system sizes, but especially large metropolitan water systems, where planning is more critical due to volume considerations.

Executive Order 12656, dated November 18, 1988, requires the EPA Administrator to take lead responsibility to “develop, in coordination with the Secretary of Defense, plans to assure the provision of potable water supplies to meet community needs under national security emergency conditions, including claimancy for materials and equipment for public water systems.” This document covers all instances where emergency water supply is needed, including as a result of natural disasters and national security emergencies.

State -- The responsibilities of state primacy agencies are specified in 42 U.S.C. 300g-2, which provides, in part: “A State has primary enforcement responsibility for public water systems during any period for which the Administrator determines . . . that such State . . . has adopted and can implement an adequate plan for the provision of safe drinking water under emergency circumstances including earthquakes, floods, hurricanes, and other natural disasters, as appropriate” (42 U.S.C. 300g-2(a)(5)).

Typically state agencies are able to render assistance to smaller systems but they may not have the resources to handle large system or regional outages. For large disasters, states typically seek support under provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5207 (the “Stafford Act”), which allows federal agencies to provide assistance such as bottled water and public works engineering. The Stafford Act allows a state governor to request assistance through the

¹ Element 5 of EPA’s 2004 guidance (listed here) provides information on utility selection of alternate water sources: EPA. (2004). “Emergency Response Plan Guidance for Small and Medium Community Water Supply Systems to Comply with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002” U.S. EPA Office of Water (4601M), EPA 816-R-04-002 April 7, 2004. Accessed February 14, 2011. http://www.epa.gov/safewater/watersecurity/pubs/small_medium_ERP_guidance040704.pdf

local disaster field office. State primacy agencies should be familiar with request procedures, and they should incorporate into their planning the level of assistance they are able to provide and when federal supplemental assistance would be required.

Utility -- The responsibilities of drinking water utilities are specified in 42 U.S.C. 300i-2, which provides, in part: “Each community water system serving a population greater than 3,300 shall prepare or revise, where necessary, an emergency response plan that incorporates the results of vulnerability assessments that have been completed . . . The emergency response plan shall include, but not be limited to, plans, procedures, and identification of equipment that can be implemented or utilized in the event of a terrorist or other intentional attack on the public water system. The emergency response plan shall also include actions, procedures, and identification of equipment which can obviate or significantly lessen the impact of terrorist attacks or other intentional actions on the public health and *the safety and supply of drinking water provided to communities and individuals*. Community water systems shall, to the extent possible, coordinate with existing Local Emergency Planning Committees established under the Emergency Planning and Community Right-to-Know Act (42 U.S.C. 11001 et seq.) when preparing or revising an emergency response plan under this subsection” (42 U.S.C. 300i-2(b) (emphasis added)).

The statutory language encourages the inclusion of drinking water supply issues in the emergency planning process as utilities coordinate with Local Emergency Planning Committees (LEPCs) to mitigate the impact. The need for collaboration and shared responsibility by many partners to ensure an adequate potable water supply in the aftermath of an event is a point that will be continuously highlighted throughout this document.

2. Summary

The review of legislative language covering emergency water supply planning demonstrates that all levels of government have some responsibility for emergency water supply planning. All government entities and others responsible for emergency water supplies should coordinate roles, identify approaches, and estimate resources. Preplanning leads to more effective and efficient operations under emergency conditions. This document covers the technical details of this planning; Section 9 presents key workshop findings.

The principal findings are:

1. There are several options for supplying potable water in an emergency. These include water supplied via interconnections with neighboring water utilities, bottled water supplied locally or regionally (a common federal response), and locally produced water. Locally produced water can be obtained by packaging pre-treated water, by using mobile treatment units to inject water into the existing distribution system, or by using mobile treatment in conjunction with water packaging or water tap distribution.
2. Utilities should develop an emergency drinking water plan that considers
 - a. the various types of maximum credible events to which they are vulnerable [Note: A maximum credible event is one that can reasonably be expected to occur but not in combination with unlikely coincidence, such as an earthquake and hurricane impacting South Carolina simultaneously. What event type would cause the most damage and has some reasonable likelihood of happening?];
 - b. the number of people potentially affected and the associated duration for a maximum credible event;
 - c. the point at which the local capacity to respond adequately would be exhausted;
 - d. the potable water alternatives that are the most feasible for the maximum credible event;
 - e. what resources would be needed from others, including regional, state or federal agencies;
 - f. the process for communicating these resource requests to the various emergency service agencies; and
 - g. how to implement the delivery of needed resources.
3. All planning partners would benefit from a state-level aggregation of the resources gaps identified at local levels. Understanding the aggregated state-level resource gap enables planners to include additional sources as a part of the contingency plan. (See Section 9 for a more detailed discussion of relevant the findings.)

3. Background for this Planning Document

Emergency response efficiency depends on the preparation that has occurred before a disaster. An emergency drinking water plan (EDWP) can be developed in four steps:

1. Assess vulnerability and the potential scale of outage with respect to events, likelihood, and consequences.

Planning requires that utilities identify the events to which their specific utility is vulnerable. They should assess both the likelihood and potential impacts on basic infrastructure and on water distribution operations. The scope and scale of a water outage will vary according to the severity of the event and the condition of a given water system.

2. Determine target levels of service post-event (quantity and quality) based on timing following the onset of the event (i.e., within the first 3 days, 10 days, 21 days). Recommendation is to start with 3 gallons per person per day at a level that is acceptable for human consumption.
3. Analyze alternative drinking water sources and develop a detailed implementation plan.
4. Implement plan - Pre-event, Post-event

The third step of this process is the principal focus of this document. Utilities are charged with emergency response planning, though not necessarily implementation. In a large-scale emergency, local resources would likely be overwhelmed and outside assistance for the procurement and distribution of emergency drinking water would be required. In that case, utilities would have to focus their own resources on restoring service.

An EDWP should address issues ranging from water transport to coordination of the various response partners. It is essential that resource availability is confirmed and that there is no double-counting (i.e., multiple agencies relying on the same resources).

Along with general recommendations, this document provides specific recommendations for utilities to support their efforts to develop or improve emergency drinking water plans. The major inputs used for developing this document are listed in the accompanying text box.

Major Inputs for Developing This Guide

- Literature review
- Consultation with local, state and federal agencies
- Workshops
 - a. Treatment Technology Alternatives
 - b. Local-State Nexus
 - c. State-Federal Roles
 - d. Interim Standards
 - e. Large-scale Considerations
- Multiple-agency document review

4. Basic Water Supply Elements

Supplying water to the customer, under normal or emergency conditions, involves four major elements: source, treatment, storage and distribution (see Figure 1).

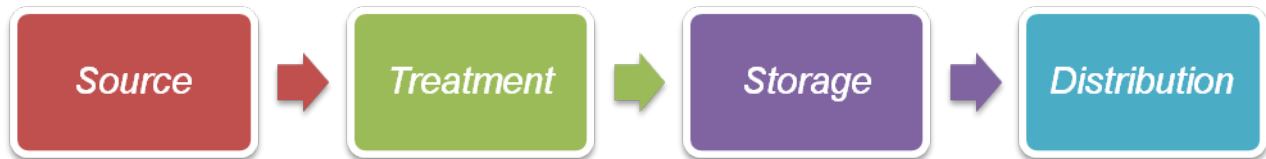


Figure 1. Basic elements for providing water.

For each element, there are specific considerations associated with procurement, implementation and operations that require evaluation (see Figure 2).

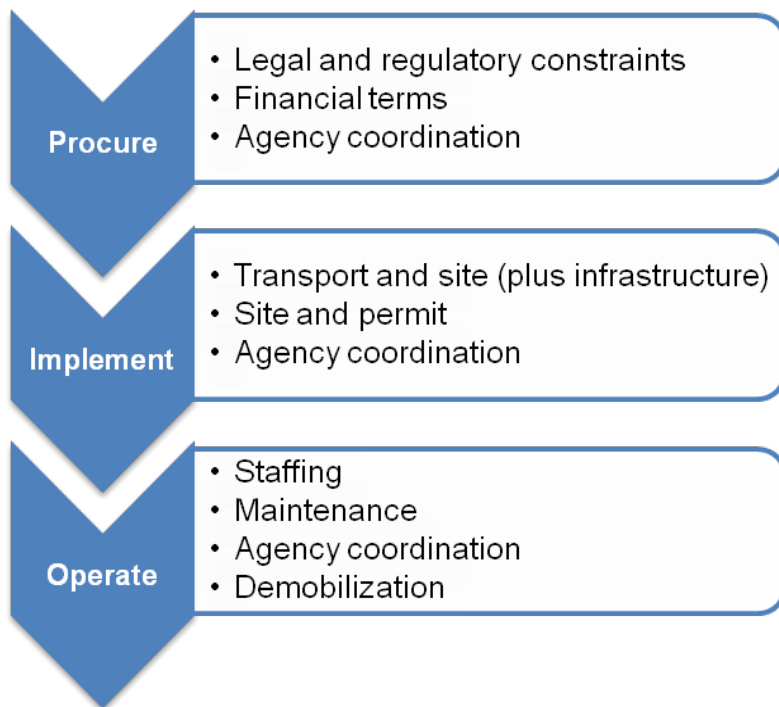


Figure 2. Considerations at each phase.

5. Key Assumptions

Planning requires assumptions regarding:

- Water use per capita
- Time-scale of outages
- Population affected
- Water quality targets

These assumptions are discussed below.

Water Use per Capita

There are a range of values that are suggested for an emergency water supply (e.g., 0.5 gallons per person per day to 5 gallons per person per day) depending on whether water for non-drinking purposes (e.g., food preparation and hygiene) is included in the estimate. The value of 1 gallon per person per day (USACE 2006) is a plausible planning number, consistent with the Federal Emergency Management Agency (FEMA), EPA, and the Red Cross estimates for drinking, food preparation, and hygiene related to health and safety.³ Emergency water required for fire fighting, hygiene and other needs (e.g., domestic animals), while important, is beyond the scope of this document.

Ready for a Disaster of Epic Proportions?

Large-scale disasters such as Hurricane Katrina and the 2010 earthquakes which devastated Haiti, Chile and Pakistan, and simulated disasters such as the 2008 Golden Guardian exercise in California, have demonstrated that recovery periods can be considerably greater than 21 days. For catastrophes that impact large populations, innovative solutions that have been implemented in some of the world's least developed countries² (WHO 2002) will have to be applied in places with developed economies as well. Such a catastrophe may require innovative approaches to scaling up mobile water treatment units, developing temporary distribution systems, or even re-location of people to areas with adequate water supply and shelter. Redying ourselves now is essential for an effective and timely response.

Time Scale of Outages

This document is intended to aid preparation for water outages lasting beyond three days, the time frame that residents would reasonably be expected to sustain themselves with their own water supply (U.S. DHS, 2009). Outages in excess of 21 days were deemed to represent a response beyond the scope of this document.

Population Considered

In certain instances, emergency water demands of urban areas may include not only the residential population, but also the day-time population of workers and tourists. The impacts and needs of critical customers (i.e. hospitals, potential shelter locations) should be considered during the planning process.

² WHO 2002. "Environmental health in emergencies and disasters: a practical guide." See discussion on p. 95.

³ Oxfam (2010) indicates 15 L per person-day. Water, Engineering and Development Centre (Reed and Shaw 1999) suggests 3 to 5 L per person-day and FEMA (2004) indicates 1.5 gallon (5.5 L) per person-day.

Water Quality Targets

State drinking water regulations do not necessarily anticipate all possible disaster scenarios. In some instances states have found means for providing flexibility to protect the public and expedite service restoration. For short-term periods (less than 30, 60 or 90 days), an emphasis on meeting acute exposure standards only may be more appropriate than monitoring for contaminants associated with chronic, long term health risks. For planning purposes, utilities should assume that compliance with state drinking water regulations will be required unless the primacy agency issues formal regulatory relief. (See Appendix B for a summary of the workshop discussion of the applicability of SDWA drinking water standards during emergencies.)

6. Major Building Blocks for Emergency Drinking Water Plan

There are several categories of building blocks for an emergency drinking water plan, but the departure point for planning is the degree of system resilience. A critical step for planning is to identify the existing condition of system infrastructure and to reduce outage risk through system redundancy and repair capabilities.

Reducing Outage Risk through System Redundancy/Resilience and Repair Capabilities

Depending on the extent and scope of the water outage, it may be possible to compensate for partial system failures without relying on an alternate water source(s).

1. Redundant pipe connections and strategically placed valves may make it possible to isolate damaged pipes and minimize the area(s) of lost service. For example, New York City and Cleveland both rely on system redundancy for their emergency water supply plan, while Seattle has means for establishing temporary connections between pressure zones to allow by-passing of certain areas and improve the provision of service.
2. Adequate number of operable valves is essential for isolating affected parts of the system and for circumventing sources of pressure loss. Field exercises may be necessary to determine a system's valve requirements.
3. Treated water storage may also make it possible to maintain service for a certain period of time while treatment plants are repaired.
4. Emergency equipment such as generators (in the event of a power outage), fuel, or spare pipes and fittings may also make drinking water delivery via the existing water system possible. Emergency response in the aftermath of Hurricane Katrina was hampered by lack of sufficient fuel for emergency generators, and lack of ability to recharge cell phones and radios.

There are several building blocks categories that support an emergency drinking water plan: source, treatment, storage, and distribution. Each element is described separately below.

Building Blocks – Source

There are four basic source alternatives:⁴

- Local
- Neighboring Water Utilities
- Bulk Water Transport
- Pre-packaged Water

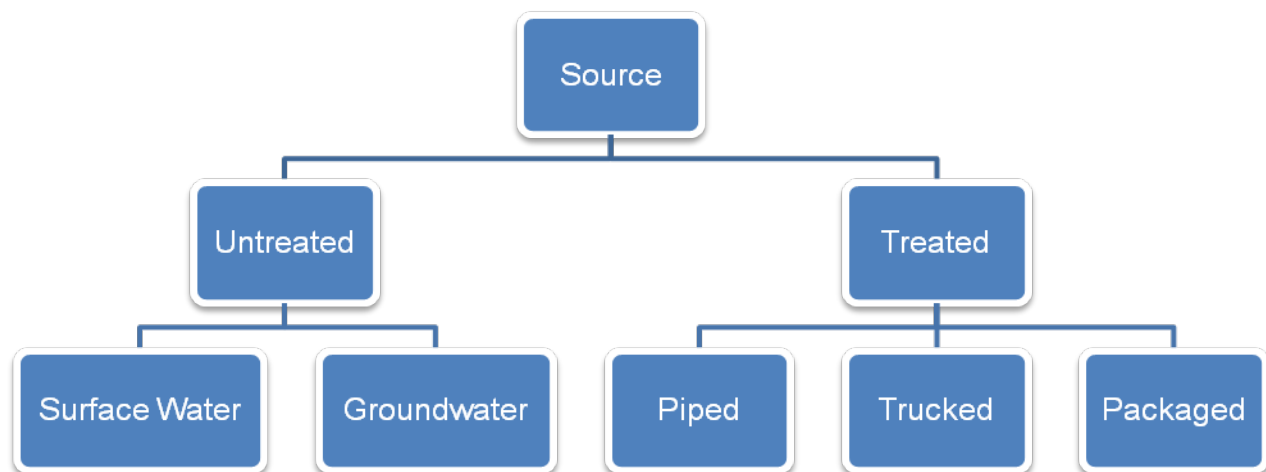


Figure 3. Source considerations.

Figure 3 illustrates another means of conceptualizing sources and starts with the question of whether they are treated or untreated.

Local Alternative Source

It may be possible to convey alternate local water sources through functioning portions of the existing water distribution system. Some cities and businesses/institutions, for example, are drilling wells for the purpose of a back-up supply in case of a water outage.⁵ This type of alternative requires prior

⁴ During outages where limited supply is available through the distribution system, it may be necessary to limit the public's water use (e.g., outdoor uses, restaurant drinking water service, bathing, cleaning clothes and dishes, flushing toilets, etc.).

⁵ For example, the City of San Francisco is drilling several wells for the purpose of having connections to emergency water sources. In addition, many hospitals maintain emergency use wells on or near their facility to serve as back-up supply sources.

development of the necessary infrastructure and equipment to treat the source (if necessary), and also the means by which to connect it to the existing distribution system and transport the water. Varying system pressures and water quality parameters are also important when considering alternate sources.

Neighboring Water Utilities

Some water utilities have established interconnections with adjacent utilities. These interconnections consist of pipeline connections that allow utilities to share water resources in the event of an emergency. Examples of emergency interconnections include those between New York and New Jersey (New Jersey 2007)⁶ and utilities in San Francisco Bay area.⁷ In addition, some locales have devised temporary interconnections for supplying water during extreme droughts. These interconnections typically require pre-planning and written agreements between the cities/utilities that will be sharing the connection. In practice, interconnections can offer limited flexibility for larger utilities given hydraulic restrictions of the distribution network. Varying system pressures and water quality parameters are key considerations associated with the use of interconnections.

In addition, mutual aid and assistance agreements among utilities, such as a Water/Wastewater Agency Response Network (WARN), ensure that neighboring utilities can take actions to help provide an affected utility with emergency resources.⁸ The purpose of a WARN is to provide a method whereby water/wastewater utilities that have sustained or anticipate damages from natural or human-caused incidents can provide and receive emergency aid and assistance in the form of personnel, equipment, materials, and other associated services as necessary from other water/wastewater utilities.

Bulk Water

Bulk water focuses on transporting treated water, though untreated water could conceivably be transported as well. Treated water can be from existing treated water reservoirs, treatment plants, or nearby utilities. Options for bulk water transport include water bladders, tankers/milk trucks, and water buffaloes. For potable water, tanks should meet NSF/ANSI Standard 61 (NSF International/American National Standards Institute). Licensed bulk water haulers or food grade tank haulers may offer the best option in emergencies. Milk or potable water tanker trucks are preferred, but trucks designed for transport of other food products are also acceptable. Sanitation requirements for these trucks are state-specific, and most states have their own water hauling guidelines (e.g., Oregon, Connecticut, and Missouri all have web-accessible guidelines). The requirements of the state in which the plan is being developed should be consulted. The Centers for Disease Control and Prevention (CDC) makes reference to both the World Health Organization's "Cleaning and disinfecting water storage tanks and tankers"⁹

⁶ NJDEP. 2007. Interconnection Study Mitigation of Water Supply Emergencies – Public Version.

⁷ East Bay Municipal Utility District. Inter-Agency Intertie Projects. <http://www.ebmud.com/about-ebmud/news/project-updates/inter-agency-intertie-projects> (Accessed January 14, 2011.)

⁸ Mutual aid and assistance agreements exist in 47 states and the National Capitol Region see www.NationalWARN.org (Accessed February 14, 2011.)

⁹ WHO. 2005. "Cleaning and disinfecting water storage tanks and tankers". Technical Notes for Emergencies, Technical Note No. 3. Revised July 1, 2005. Accessed May 10, 2010. Available: http://www.searo.who.int/LinkFiles/List_of_Guidelines_for_Health_Emergency_Cleaning_and_disinfecting_water_storage_tanks.pdf

(WHO 2005) and Connecticut’s “Bulk Water Hauling Guidelines” (Connecticut 2008).¹⁰ In the aftermath of Hurricane Katrina, many dirty potable water tanker trucks were sent to the Gulf Region due to confusion over where and when truck cleaning was expected to take place. Developing contractual agreements with water haulers in advance should be part of emergency preparation.

Pre-packaged Water

Bottled water sources can be stored on-hand, transported into the affected area in the event of an emergency, or a combination of the two. Many states maintain a list of approved vendors.¹¹ Arrangements for transportation from off-site should be made in advance via contract; this can help prevent “double counting,” such that multiple agencies are not relying on the same water in the event of a large-scale emergency. There are a range of possible sizes for packaged water. Selection of size will depend on a number of factors including handling, availability, and cost.¹² Since a pre-packaged water strategy can be implemented quickly, it has often been the preferred strategy. In the case of more extended outages, however, such a strategy may not be sustainable. Nevertheless, it can be the first phase of the response until temporary repairs, modifications, or other water supply options can be implemented.

Summary

The different water supply building blocks will be paired with distribution methods, depending on the condition of the existing infrastructure. Table 1 summarizes these alternatives.

Table 1. Alternate Water Supply Characterization

<i>Water Source</i>	<i>Distribution Method</i>	
	<i>Through Existing System</i>	<i>Special Sites</i>
Normal Source	<ul style="list-style-type: none"> • System redundancy/resilience • Emergency equipment (e.g., generators, replacement piping) • Extra storage • Household treatment (e.g., bleach, iodine tablets, boiling, point-of-use device) 	Treated water obtained from hydrants or reservoirs and transported to un-serviceable areas
Local Alternate Source	Emergency/pre-existing connections to distribution system (with or without additional treatment) for groundwater or surface water	With or without additional treatment for groundwater or surface water
Neighboring Utility (Including Bulk Water)	Pipe interconnection with neighboring water utility	Mutual aid agreement – treated water transported to designated sites
Pre-packaged Water	Not applicable	Vendor contracts or federal assistance

¹⁰ Connecticut Department of Public Health Drinking Water Section. 2008. “Bulk Water Hauling Guidelines.” Effective February 1, 2008. Accessed May 10, 2010.
http://www.ct.gov/dph/lib/dph/drinking_water/pdf/Bulk_Water_Hauling_Guidelines.pdf .

¹¹ For example, the California Department of Public Health, Food and Drug Branch maintain a list of approved water haulers and vendors.

¹² For example, California Office of Emergency Services recommends that packages of 1 gallon be used, if possible, while Seattle uses 1.5 gallon bags in their emergency drinking water system.

Basic Building Blocks – Treatment

The treatment considerations are organized under two categories: (1) centralized or satellite (i.e., distributed) treatment and (2) point-of-use treatment (see Figure 4). The regulatory determination as to whether a source is approved by regulatory authorities for potable use is critical. Discussion of considerations for each building block is presented below.

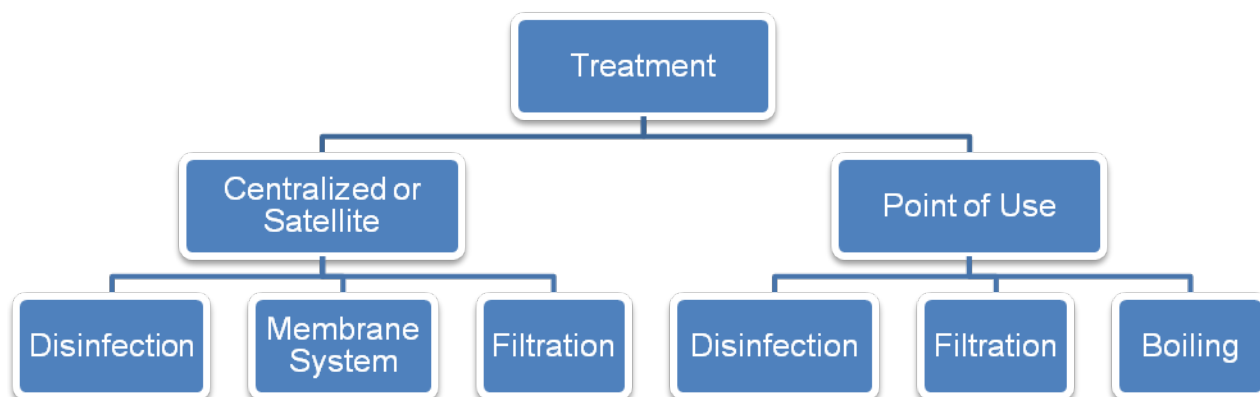


Figure 4. Treatment considerations.

Centralized or Satellite Treatment Options

Large-scale treatment options include low pressure membrane filtration (i.e., microfiltration and ultrafiltration) and high pressure membranes (e.g., reverse osmosis). For example, the Department of Defense (DOD) and some state National Guard units maintain water purification systems that are typically used to for troop support during overseas troop deployment, but the systems can sometimes be deployed in a domestic emergency. In addition, the private sector has a wide-range of products and has experience deploying under various disaster scenarios. Utilities and others should take into consideration the various procedural requirements to prepare the treatment units for deployment, such as the example provided in California’s “Multi-Agency Response Guidance for Emergency Drinking Water Procurement & Distribution” (California 2007).¹³ The scale and duration of an event and the associated recovery phase are important parameters in determining an appropriate drinking water strategy. Depending on the risks, a utility may consider various alternative strategies that address the plausible ranges of outages.

Discussion with vendors and procurement specialists during the workshops indicated that if packaged treatment systems are not pre-purchased or planned, procurement in response to an emergency event could be delayed due to unfamiliarity with the equipment. Many manufacturers maintain pilot treatment

¹³ California Office of Emergency Services. 2007. “Multi-Agency Response Guidance for Emergency Drinking Water Procurement & Distribution” Accessed January 14, 2011
[http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Drinking%20Water%20Guidance/\\$file/DrinkWaterGd.pdf](http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Drinking%20Water%20Guidance/$file/DrinkWaterGd.pdf)

units that could be dispatched in an emergency, but depending on desired capacity and requirements, deployment and refurbishment typically takes several weeks. Purchase of units designed for the treatment requirements of a specific raw water source can require up to three months for delivery. It is essential to determine whether ancillary items (i.e., pumps, piping and fittings, and chlorine disinfection) are included with packaged treatment units. Some vendors provide self-contained, integrated treatment units that can become fully-functional upon arrival. However, the affected utility will typically play a central role in making the connection between the treatment system unit and their existing infrastructure.

There are critical constraints on the rapid, large-scale response for providing a drinking water supply during an emergency. Planners should address these constraints head-on:

1. Assuming that the water distribution system will not be intact, the emergency response default for drinking water has been to provide bottled water. However, at a certain disaster scale, duration, or remediation-recovery period, this strategy becomes unsustainable. The trigger(s) for different response strategies should be considered before disaster strikes.
2. Technology for producing water on-site is available in the form of containerized units, typically consisting of hybrid membrane systems (i.e., low pressure followed by high pressure membrane units, or micro/ultrafiltration followed by reverse osmosis). The initial purification process can also be followed by granulated activated carbon or ultraviolet treatment (or limestone contactor for pH stabilization), then chlorination.
3. Sources of treatment units may include the military (U.S. Army), State National Guard, and/or private sector vendors. The U.S. Army has capacity to support its current soldier strength. It is very difficult to predict military equipment availability for local emergencies.
4. Any treatment system should be coupled with means of storage, packaging, and distribution. Efforts at packaging in the field include molding plastic bottles as an integral part of packaging (the U.S. Army is evaluating several alternatives). The logistics of distributing water to the affected population may pose significant challenges.
5. Additional things that should be addressed include:
 - a. Treatment unit performance certification
 - b. State acceptance of sources, treatment packages, and operations (Raw water quality is a key factor influencing the approval of a source-treatment combination.)
 - c. Procurement mechanisms and execution
 - d. Identification and preparation of treatment sites with all ancillary facilities for water abstraction, power, plumbing, residuals management and security
 - e. Strategy for water distribution

Recommendations to address these items are found in Section 9.

Point-of-Use Treatment

In some cases, home treatment of drinking water may be sufficient in an emergency situation. For example, if both electrical power and piped water are available, boil water notices may be appropriate, and emergency water distribution may not be needed. Other home treatment options exist, such as hypochlorite (i.e., bleach) treatment, distribution of iodine tablets to individuals or use of manual filtration devices (e.g., backpacker filters, Lifestraw® [Vestergaard Frandsen Inc.]). However, point-of-use (POU) devices are not currently accepted by most state regulatory agencies for treatment compliance. In any case, it is possible that point-of-use treatment will be used by individuals in addition to the emergency water supply provided. If POU devices are used by individual consumers, they should be cautioned to obtain devices certified under NSF International Standard 53.

Basic Building Blocks – Storage

Some form of storage is necessary, whether it is downstream of treatment units prior to distribution or for bulk water (see Figure 5). For packaged water, there may be a need for warehousing the water prior to moving it to distribution sites. In some cases, water from existing treated water reservoirs can be pumped into tankers or packaged on-site to meet customer needs. Forklifts and other equipment will be required to transfer the water into tankers or loading pallets onto trucks.

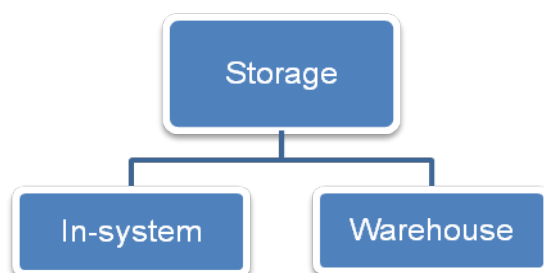


Figure 5. Storage considerations.

Basic Building Blocks – Distribution

A critical step for identifying which water distribution options are appropriate is to determine the post-disaster condition of the local infrastructure.

- ▶ *On-line* – One set of water distribution options requires the use of all or part of the existing water distribution system. This depends on the configuration of the existing water distribution system in the affected area, the accessibility of alternative pipelines for moving the water, and the availability of valve control options for isolating affected areas and re-routing water.
- ▶ *Off-line* – The other set of water distribution options is triggered when the water distribution system is damaged to the point where it is not practical to use it for distribution. This requires importing water for distribution at local sites. This type of “off-line” distribution requires the coordination of water transport and water distribution sites.

A summary of all available water distribution options, for on-line or off-line scenarios, is depicted in Figure 6. The on-line/off-line distinction is critical to option evaluation and emergency assessment. However, Figure 6 shows that water from various sources could be distributed either through an existing, partially- operating distribution system, or via distribution sites.

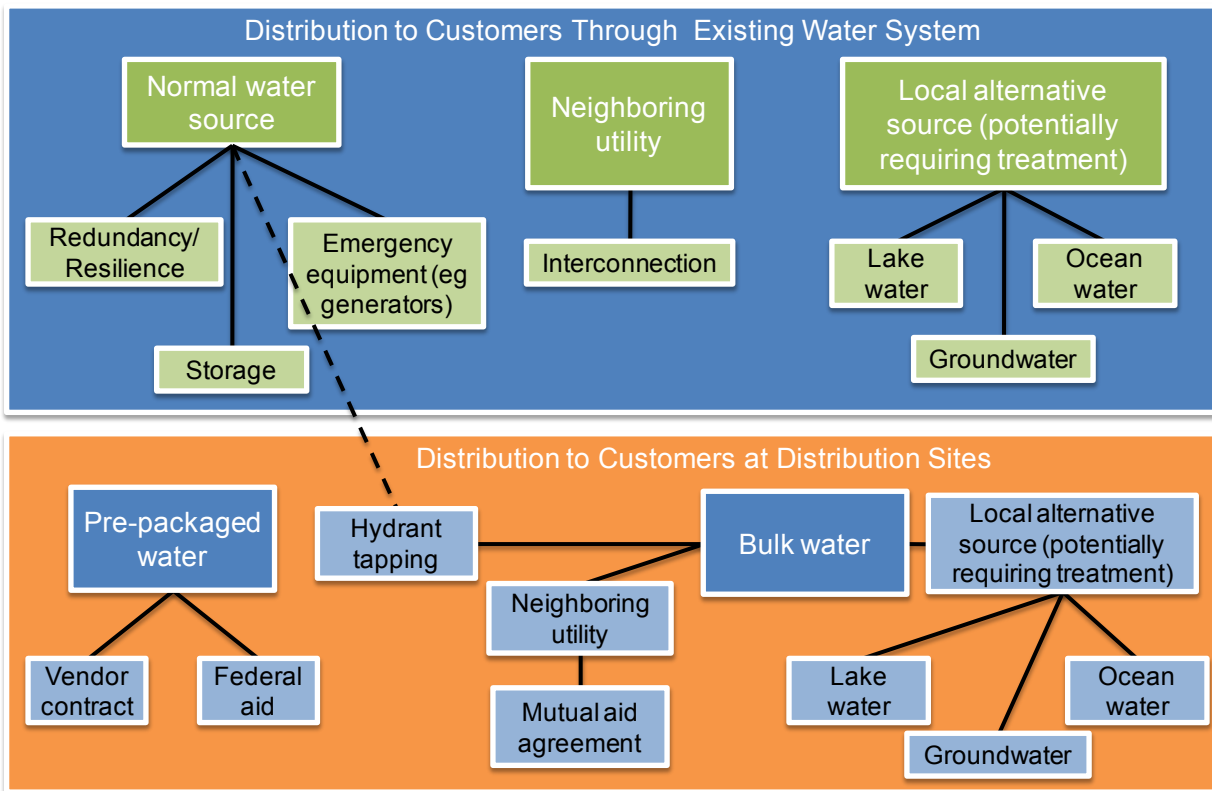


Figure 6. Water distribution options.

Depending on the nature of the damage and the ability of a utility to make functioning pipe connections, it may be impossible to transport water from functioning to non-functioning portions of the distribution system. If uncontaminated water is in sufficient supply within the existing water system, but cannot be distributed as needed, the water may need to be tapped at fire hydrants or other locations within the functioning system for local distribution, and/or moved in bulk water tankers.

There are a variety of logistical considerations for off-line distribution (see Figure 7). These are discussed below. Other emergency response programs may also already have plans in place for distribution of other emergency supplies. Therefore, for off-line water distribution, it may be beneficial to coordinate with other local emergency response programs.

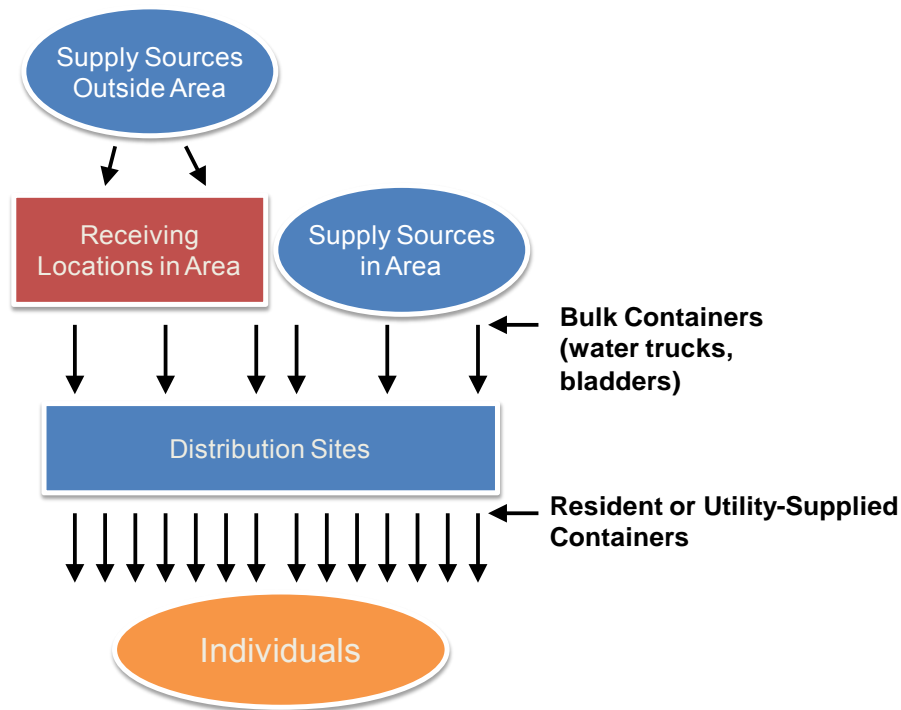


Figure 7. Overview of transportation and distribution flow.

Packaging

Bulk potable water sources can be packaged for individual use before distribution (either at their sources or at staging areas), or they can be distributed in bulk directly from large containers to individual customer's containers via spigots. Bottling or bagging facilities can also be used to expedite distribution of pre-packaged water. Issues that could limit the practicality and effectiveness of on-site water bottling include availability of containers, material selection and certification, operator certification from the state primacy agency, and testing-monitoring requirements.

Seattle's Emergency Drinking Water Distribution Planning

As part of their emergency planning, the Seattle Public Utilities (SPU) has developed a three-fold strategy for supplying water in an emergency:

1. Interconnections with neighboring water utilities
2. On hand supplies of NSF-certified portable flexible piping to bridge/bypass breaks
3. Emergency water provisioning either using trucked 3,500 gallon bladders for filling customer's containers or using contracts to obtain pallets of bottled water for distribution

This last option involves using customized packaging equipment to fill disposable plastic bags at key locations throughout the city. In an event impacting more than 1000 households, citizens would come to the location to pick up their water in SPU-supplied, vacuum sealed, FDA-approved six-quart puncture sealed bags. The maximum number of people that can be served at any given distribution point is 20,000 people per day (assuming 650 vehicles). The staffing requirements for a distribution point are not insignificant (e.g., over 70 people for a 24 hour shift). SPU has six systems available for deployment. SPU has conducted numerous exercises to better coordinate and streamline responses.

Source: Pat O'Brien, Seattle Public Utilities (May 11, 2010)

Site Identification and Set-up

Proper planning of emergency water distribution sites is essential. After Hurricane Katrina, bottled water was plentiful, but did not reach the public efficiently due to poorly planned distribution.

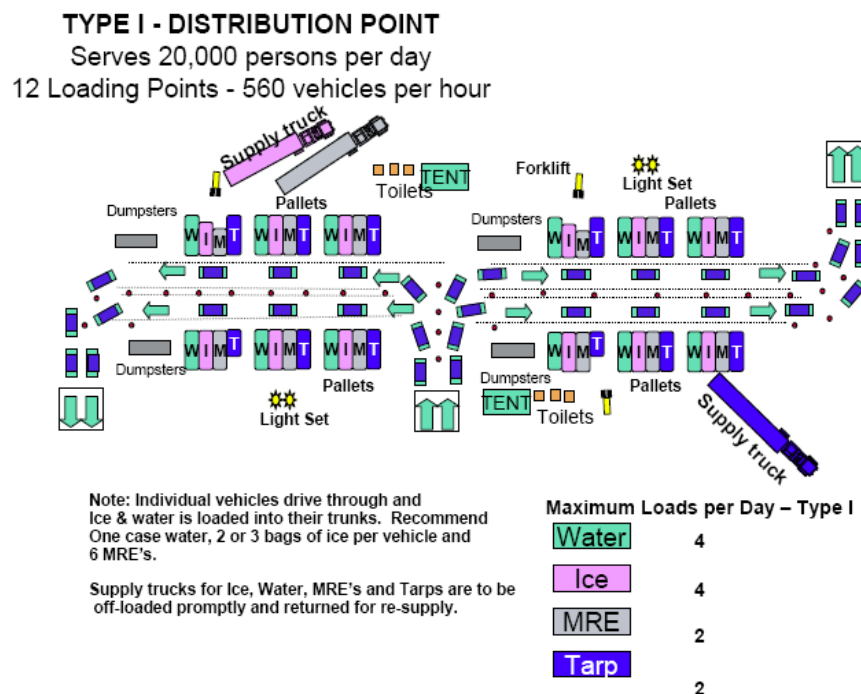
Some features ideal for distribution sites include: open space, emergency shelters and schools, locations near fire hydrants, easy road access, and good lighting. Fire stations, police stations, and other government agencies undertaking emergency response activities are not recommended as distribution sites. Some have suggested that property controlled by the local government and property near commercial water suppliers should not be selected. Placing distribution sites near commercial water suppliers (e.g., grocery stores) might create redundancy. A number of criteria should be considered for site selection. For example, the California Office of Emergency Services, referring to the Los Angeles County Fire Department's "Sample Local Drinking Water Distribution Plan,"¹⁴ (California 2007) included the following considerations:

- 200 x 200 foot minimum area
- Paved surface
- Accessible by truck
- Access restricted by curbs
- Electricity and phone service, if possible

¹⁴ California (2007), the Governor's Office of Emergency Services referring to the Los Angeles County Fire Department's "Sample Local Drinking Water Distribution Plan."

- Ease of transportation to and from
- Accessible to tractor-trailer rigs
- Central and accessible to the community
- Geographic distribution of sites proportionate to population density
- Close to elderly and critical care facilities

The 200 x 200 foot minimum area is consistent with the U.S. Army Corps of Engineers (USACE) recommended space requirement for a single loading point. USACE recommends staging multiple loading points together, increasing the size of individual distribution sites. A sample distribution site is shown in Figure 8.



Source: "Emergency Support Function (ESF) #3 Field Guide." Page 68 (USACE, 2006)

Figure 8. Example point of distribution.

Equipment

The equipment needed for emergency water distribution includes at a minimum, the following: portable radios (with batteries and chargers), tactical radio frequencies, cellular phones (with batteries and chargers), flat-bed trailers with tractors and drivers, forklifts with operators, fuel, word processing computers, fax machine, phone line, photo-copy machine, and a communications trailer (California

2007).¹⁵ The recommended equipment listed in the “ESF #3 Field Guide” (USACE 2006) includes pallet jacks, power light sets, toilets, tents, dumpsters, traffic cones, and two-way radios.

Staffing

Adequate staffing is essential. Roles and responsibilities are varied and some positions require equipment operator expertise. However, it may be possible to augment the staff at distribution sites using utility customer service personnel, neighborhood emergency response team volunteers, or aid from outside agencies such as the Red Cross. Additional suggestions can be found in “Water Security Initiative: Interim Guidance on Developing Consequence Management Plans for Drinking Water Utilities” (EPA 2008).

Security

A security force may be needed both for protecting water supplies and controlling crowds at distribution sites. Local law enforcement should be consulted regarding their ability to perform this duty during an emergency, but others might be needed. A contract with a local security firm for contract guard services could be considered as a contingency in planning for protection of emergency water supplies.

Summary

Determining the condition of the existing distribution system is important in developing an appropriate distribution strategy. For planning purposes, utilities should consider situations where the distribution system is partially useable or even completely unusable. The alternative supply options are summarized in Table 2.

¹⁵ California (2007).

[http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Drinking%20Water%20Guidance/\\$file/DrinkWaterGd.pdf](http://www.oes.ca.gov/Operational/OESHome.nsf/PDF/Drinking%20Water%20Guidance/$file/DrinkWaterGd.pdf)

Table 2. Alternative Water Supply Options

<i>Option*</i>	<i>Description</i>	<i>Implementation Requirements</i>	<i>Capacity/Scalability</i>
Bottled Water	Distribute bottled water at distribution sites.	Vendor contract or contract agreement with other utilities for aid	Determined by vendor availability and local storage capacity (if storing bottles on-site)
Reverse osmosis	Treat saline water sources, such as saline ground water and ocean water.	<ul style="list-style-type: none"> • Water source • Power source • Mode of transport to distribution sites 	0.5-1.0 MGD units
Filtration	Treat untreated local water sources by ultrafiltration, microfiltration, GAC, or other filtration methods.	<ul style="list-style-type: none"> • Water source • Pumps/intake • Chemicals • Power source • Operators • Distribution points (into system or to packaging) 	0.5-1.0 MGD
Point-of-Use Treatment	Use boil water notices for contamination that can be treated by boiling. Other options include household bleach disinfection, purification tablets or manual filters.	<ul style="list-style-type: none"> • Power in customer homes • Functioning distribution system 	Applicable over any scale demand
Bottle In-house	Bulk water can be bottled at the source prior to transport and/or distribution.	<ul style="list-style-type: none"> • Bulk supply of water • Power source • Packaging material • Operators 	Up to 120 packages per minute (2.5 gal or less) (300 gpm ~ 0.4 mgd)
Bag In-house	Bulk water can be bagged at the source prior to transport and/or distribution.	<ul style="list-style-type: none"> • Bulk supply of water • Power source • Two operators 	1-2.5 gal bags, 12-15 bags/min
Stationary bladders	Distribution can take place at the water source from large (not transportable) bladders.	<ul style="list-style-type: none"> • Water source near an appropriate distribution site • Pipe and spigot apparatus • Individuals must bring containers • Staffing and operators 	10,000-100,000 gal
Bladder transport to distribution sites	Small bladders that can be transported on a truck bed can be brought to distribution sites.	<ul style="list-style-type: none"> • Local water source • Pipe and spigot apparatus • Individuals must bring containers • Truck beds appropriate for transporting full bladders and forklifts, etc. • Functioning roadways 	Up to 6,000 gal
Transport in tanker-trucks	Utilities can make agreements with companies in the area that have access to potable tanker trucks (e.g., dairy trucks) – or may have some on hand.	<ul style="list-style-type: none"> • Contract with company to use trucks in an emergency • Potable water source • Distribution method (e.g., packaging on-site) • Functioning roadways 	3,000-20,000 gal

* Costs will depend on multiple factors including size, duration, site conditions, equipment availability, security considerations, and degree of infrastructure required.

7. Process for Developing Utility-Specific Plans

The process for developing an EDWP entails narrowing the options and identifying the most appropriate elements of the utility's "portfolio" of assets and the steps required to use those assets in an emergency. In addition, there are several steps that precede the actual formulation of the strategy for a utility-specific EDWP. These steps include:

1. ***Determine the Potential Need:*** What is maximum plausible extent of outages based on the risks for a given location? Does this assessment consider the potential that future events may be more severe than the historical record indicates (e.g., notion of what constitutes a 500-year storm may be changing). What levels of service can realistically be provided following the event? How long will it take for restoration efforts to meet the targeted levels of service?

The vulnerability assessment conducted by a utility will inform the magnitude and duration of the events being considered, and, therefore, the alternatives that will be most relevant. The ANSI/ASME-ITI/AWWA J100-10 Risk Analysis and Management for Critical Asset Protection (RAMCAP[®]) Standard for Risk and Resilience Management of Water and Wastewater Systems should be consulted. Some of the natural hazards cited in J100 include earthquakes, floods, hurricanes, tornadoes, wildfires, ice storms, and others that affect specific locations (e.g., mudslides). Some of the malevolent threats cited in J100 include terrorism, crime and serious vandalism.

2. ***Assess the Gap:*** Based on the existing population and the targeted level of service post-disaster, along with the targeted quantities and quality of water, what gap in resources will exist for a potable water supply? (One effective method for identifying these gaps is to conduct table-top emergency preparedness exercises.)
3. ***Communicate the Gap:*** Has that gap been communicated to local and state emergency management and other stakeholders? Having all stakeholders understand the evaluation of event scenarios and gaps facing a water utility is critical for building partnerships that will facilitate the planning and implementation phases of the emergency water supply strategies.
4. ***Identify a Water Supply Strategy to Bridge the Gap:*** Using the approach shown in Figure 9, a portfolio of options can be formulated and considered for implementation. This process requires that the following questions be addressed: What specific resources will be needed to bridge the water supply gap, and what alternatives make most sense? Based on the building blocks for an emergency drinking water plan detailed in Section 6 (source, treatment, storage, distribution) along with the assessment of magnitude and duration of outages, an options portfolio is developed. There is a need to identify particular constraints limiting the applicability of the Section 6 building blocks. After screening out building blocks, further refinement of options can be based on utility-specific evaluation criteria and possibly weighting factors for evaluating the alternatives. For example, Figure 10 provides rating criteria that can be applied to each option to make a comparative assessment of all possible alternatives. The outcome may not be a single supply option, but an array of options bundled into a portfolio. A portfolio strategy accounts for differences in scale and duration of the potential responses.

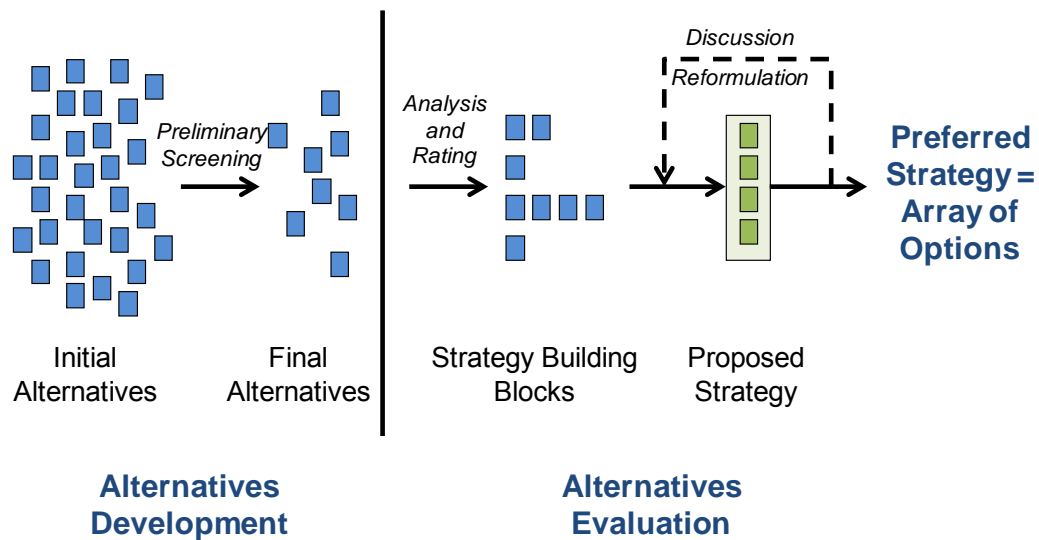


Figure 9. Identifying most appropriate strategy.

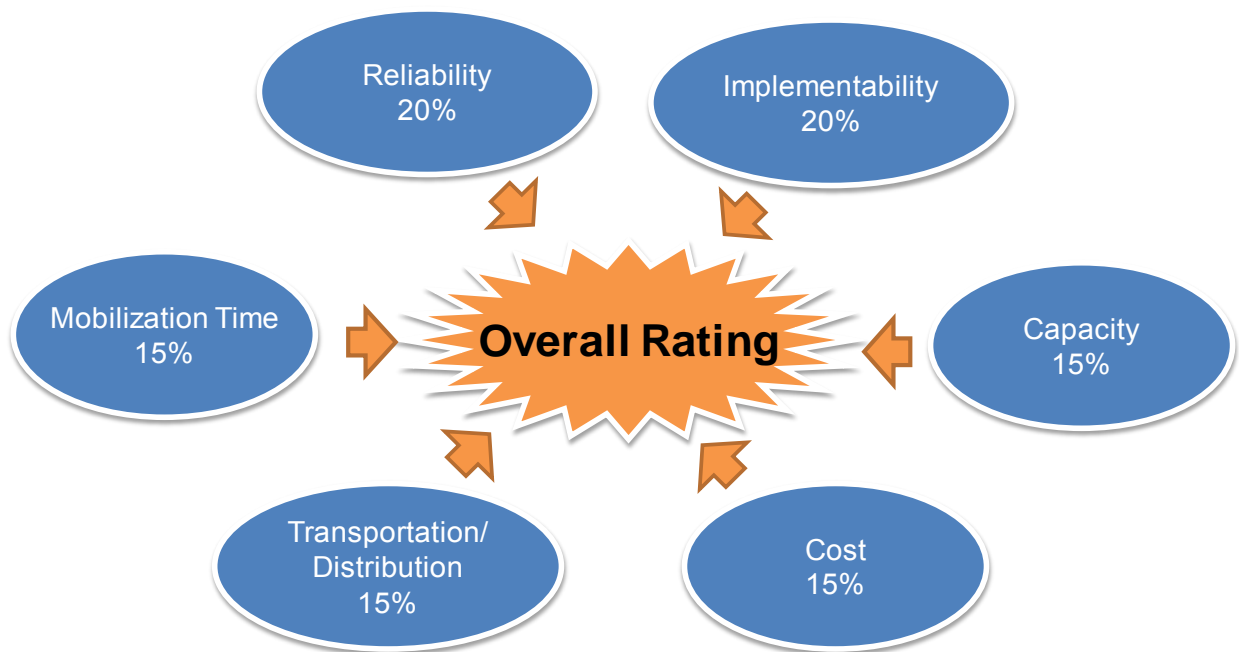


Figure 10. Example evaluation criteria and weighing factors.

5. ***Prepare to Implement the Water Supply Strategy:*** The plan should address how external resources will be managed (e.g., receiving, locating and staffing) and how the utility will coordinate with local emergency units on points of distribution (PODs). Addressing siting, ancillary requirements (e.g., power, security, storage), and regulatory pre-approvals up front is essential for being able to requisition and assimilate external assistance during an emergency.
6. ***Prioritize Initial Local Investments:*** Once a portfolio of water supply options has been identified for a utility, the final step in developing an EDWP is prioritizing any advance actions/investments that can speed the response in the event of a disaster. This step involves evaluating the risk of an event, the likelihood that such an investment would prove useful, the costs, and whether there are other benefits for advance actions/preparation/investments additional to emergency preparedness (e.g., an interconnect or intertie may provide benefit as an alternate supply during a capital project or serve as a temporary supply during routine distribution system maintenance activities).

8. Capabilities during a Crisis

Identifying the capabilities of the various actors is essential to both developing an EDWP and identifying appropriate levels of emergency preparedness. Equally essential is identifying all potential resources available along with the procedures for accessing those resources. In the event of an emergency, local authorities can be overwhelmed and may need outside assistance. The response should be tailored to the severity of the event and projected duration of the recovery phase. As such, planning might involve multiple agencies – including local, state, and federal agencies – as well as NGOs. The primary mission of the utility is to restore piped water service. They will likely be dependent on others to provide and distribute emergency water supplies. However, the utility will still likely retain some responsibility in the planning capacity and as liaison between their customer base and the operations supplying the emergency water.

The Local Utility

In the process of developing an EDWP as a part of their overall emergency response plan, the utility should communicate with all relevant government agencies, NGOs, and stakeholders. The utility should also take the lead in assuring the procurement of aid agreements and necessary supply and service contracts. Within the EDWP, a local Emergency Operations Center (EOC) should be identified. The EOC is the point of contact for coordination with all external aid during an emergency.

One of the primary goals of utilities in the aftermath of an emergency should be to restore piped water service. A good EDWP should avoid resource allocation conflicts (i.e., personnel and equipment) during a disaster in order to allow the utility to focus on restoring piped water service expeditiously.

State Agencies

Given that each state has its own procedures and regulations, the utilities should communicate with all applicable state agencies in the process of developing their emergency response plan. EPA's Water Security Initiative (EPA 2008) lists the agencies with a role, or a potential role, in emergency response plans and in the provision of emergency water supplies in Table D-2 (re-printed below as Table 3).

Table 3. State Agency Roles and Responsibilities

<i>Partner Organizations</i>	<i>Roles and Responsibilities</i>
Drinking water and wastewater primacy agencies	Primacy agencies can be public health agencies as well as separate State or local environmental agencies, such as State or regional water quality boards. [In a] contamination [scenario], there may be regulatory ramifications related to use of contaminated water, public notification, environmental concerns for discharged water, quality of alternative supplies, and other issues. Additionally, the primacy agency, along with EPA, should be consulted on any potential remediation and recovery plan.
Environmental and public health laboratories	Provide analytical support during consequence management including credibility determination, response and remediation. State public health laboratories provide access to CDC's Laboratory Response Network.
State government	May have a role in establishing formal agreements with state partners or coordinating funding resources. Should be informed and engaged once contamination has been confirmed to assist in coordination of resources and communication.
State emergency responders	Provide support if a contamination incident is confirmed. Should be engaged in consequence management planning to ensure efficient transition in the event that a contamination incident escalates. State Emergency Response Commissions (SERCs) can be identified by contacting Emergency Planning and Community Right-to-Know Act (EPCRA) hotline at 800-535-0202. LEPCs report up to the SERCs.
State emergency management and homeland security agencies	Provide support if a contamination incident is confirmed. Should be engaged in consequence management planning to ensure efficient transition in the event that a contamination incident escalates.
State law enforcement	Provide support if a contamination incident is confirmed. Should be engaged in consequence management planning to ensure efficient transition in the event that a contamination incident escalates.
State Department of Health	Can track data used to determine if there is a public health incident? Can alert health care providers of potential contamination incidents and appropriate treatment methods.
State environmental representative	Could be located in the public health department or the engineering department. Can provide guidance on engineering devices which could be used in cleanup as well as monitoring wells/devices which can be used to determine the extent of contamination.
Local National Guard units	Can provide assistance in cordoning off quarantined or contaminated areas and may be key to alternate water supply acquisition and distribution.

Source: U.S. EPA. (2008). Water Security Initiative: Interim Guidance on Developing Consequence Management Plans for Drinking Water Utilities. Page 86. Federal Response: Emergency Support Functions

Under provisions of the Stafford Act, a state governor can request federal assistance. FEMA will coordinate activities with other federal agencies as depicted in Figure 11. The relevant activities might include:

1. Providing technical assistance
2. Participating in a multi-agency coordination
3. Coordinating water staging/distribution sites
4. Delivering water to staging areas/distribution sites, the distribution process
5. Procuring water purification equipment, supplies and other materials

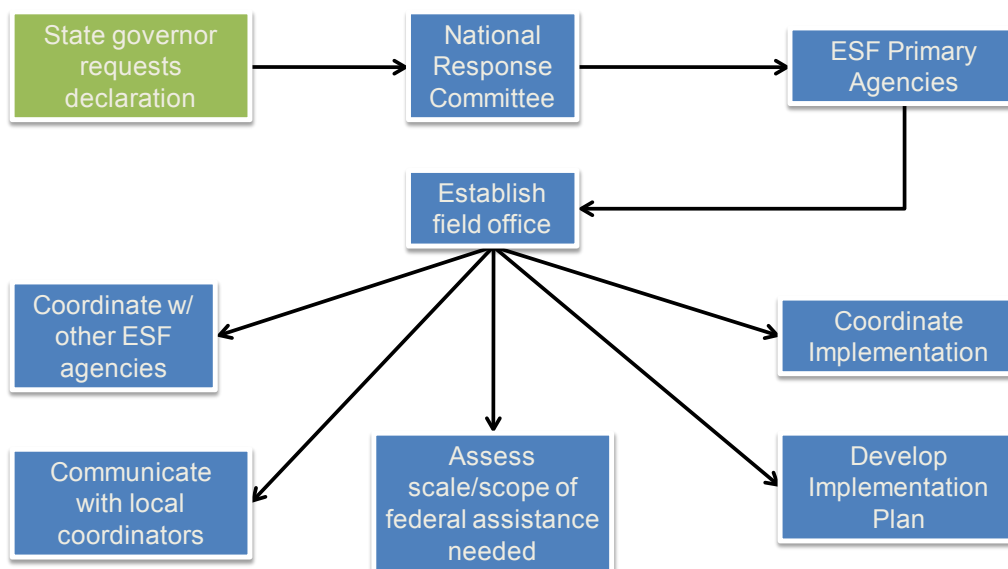


Figure 11. Roles and responsibilities in the National Response Framework.

Federal Agencies

Emergency response actions under the National Response Framework (NRF) (see Figure 11) are divided into several different Emergency Support Functions (ESFs). There are a total of 15 different ESFs, each with their own lead federal agency and scope of work. The two ESFs that apply directly to emergency water supplies are ESF #3: Public Works and Engineering, and ESF #8: Health and Medical Services. Each NRF Annex includes a detailed description of ESF duties, procedures, and organizations, which are available on FEMA's website (FEMA 2008; FEMA 2003).¹⁶ After a federal declaration of emergency, a joint field office (JFO) is established. The JFO determines the scale of the federal assistance needed to meet official state requests and coordinates the response. The lead agency of ESF #3 is the U.S. Army Corps of Engineers. The Corps coordinates its efforts with other federal agencies, including EPA and the U.S. Public Health Service (FEMA, 2008). Services and supplies provided might include emergency generators, bottled or bulk water, ice, and emergency large-scale water treatment facilities (USACE, 2006). The lead agency for ESF #8 (Public Health) is the U.S. Department of Health and Human Services (U.S. Public Health Service) through the Assistant Secretary for Public Health Emergency Preparedness (ASPHER).

Under the Stafford Act, emergency response activities are typically financed 90% by the federal government and 10% by local government. Long-term infrastructure restoration is typically financed at 75% by the federal government and 25% by the local government.

Other Aid Agencies

¹⁶ FEMA National Response Framework Resource Center. <http://www.fema.gov/emergency/nrf/>

The Red Cross, the Salvation Army, and other community service NGOs often assist federal emergency responders, and they should be included as stakeholders in developing the EDWP.

9. Key Workshop Findings

During the development of this document, a series of workshops were held with water utilities; first responders; equipment manufacturers; and officials from local, regional, state and federal government agencies to elicit observations concerning the provision of emergency water supplies following a major disaster. The discussion participants identified eight key findings that can assist in expediting the provision of emergency water supplies. These key findings are displayed in Table 4.

Table 4. Summary of Key Findings

	<i>Description</i>
I	Assess the potential impacts of each disaster scenario on the population served.
II	Utilities, in close coordination with local and state agencies, should develop plans to assure reasonable provision of emergency water supplies.
III	Local agencies should integrate loss of water service into their planning exercises.
IV	Better information is needed on the scope and magnitude of forecasted disasters and risk scenarios on potable water needs.
V	Identify the gap between projected needs, local capacity, and available state-federal and NGO resources to better plan for post-disaster emergency water supply.
VI	Aggregate gaps identified at local and state levels to assess existing and supplemental resources for emergency water supply.
VII	Highlight the need for personal preparedness of citizens, including the need for a 3-to-5 day supply of potable water.
VIII	Develop strategies for improving the efficiency of providing emergency potable water.

Finding I - Assess the potential impacts of each disaster scenario on the population served by each water utility.

Determine the Potential for Extended Outages – The risk assessment¹⁷ should include reasonable worst-case events, whether they be hurricanes, floods, fires, earthquakes or terrorism, in terms of the severity of damage, the impacted populations, and the anticipated duration until full service is restored. This assessment should make it possible to (a) identify local preparation and mitigation actions and (b) understand the point at which local resources are exhausted and external assistance is required.

Communicate the Anticipated Need to Other Agencies – After an assessment of the risks and local capacities to respond, utilities should communicate the magnitude and duration of potable water requirements to local, state, and federal agencies and identify the point at which external resources will be necessary.

¹⁷ ANSI/ASME-ITI/AWWA J100-10 Risk Analysis and Management for Critical Asset Protection (RAMCAP®) Standard for Risk and Resilience Management of Water and Wastewater Systems.

Finding II – Utilities, in close coordination with local and state authorities, should make reasonable provision of an emergency water supply.

Following this document, a utility should develop a plan that addresses which potable water alternatives (i.e., encompassing sources, treatment, and distribution) are the most feasible for the maximum credible events, how these alternatives would be implemented, and the roles-responsibilities of its staff versus external staff (i.e., regional, state, federal agencies, or NGOs). Some of items that should be considered in an emergency drinking water plan include:

- Coordination of procurement of emergency water supplies;
- Distribution locations (PODs, bulk water delivery points, storage);
- Determining where water can be injected hydraulically into system; and
- Identifying potential locations for containerized units and for providing necessary grading, power, and security.

The emergency drinking water plan should be created in coordination with and in awareness of regional and state emergency response officials.

Finding III – Integrate loss of water service into local planning exercises.

Planning exercises should be specific to relative to water needs. Agencies should identify and accommodate the necessary equipment, approvals, and personnel required to respond to the scenario. This includes but is not limited to:

- Assessing potential locations for distributing water with respect to scenarios only involving water and scenarios involving full-scale responses (e.g., temporary housing);
- Procuring equipment (e.g., generators, containerized treatment, or packaging units);
- Addressing coordination with other agencies and issues such as transportation, staffing, crowd control and security; and
- Developing communication protocols for describing situations, locations for obtaining water, water quality, etc.

Finding IV – Need for better information regarding the scope and magnitude of forecasted disasters impacting potable water.

Understand the Potential for Extended Outages – As water utilities and cities assess their own vulnerabilities and forecasted recovery periods, they need to confirm their expectations for assistance from others, given the logistical complexity involved in providing drinking water.

To that end, it would be beneficial to promote state-wide and regional exercises that specifically consider water outages. A few opportunities include:

- *The National Level Exercise (NLE) 2011* – This exercise provides an opportunity to incorporate water system failures so as to: (a) examine various interdependencies associated with a response and (b) critically examine availability of key equipment that may have limited availability or long lead time for procurement (e.g., microturbines, pumps, generators).
- *FEMA Regional Interagency Steering Committee (RISC) Meetings* – Serving to coordinate interagency and intergovernmental issues related to disaster planning and operations, meetings

focused on water outages would afford opportunities to better sensitize state-federal agencies to the scope and need.

- *State Emergency Response Plan (ERP) Review* – EPA and FEMA should coordinate review and evaluation of ERPs with state drinking water and emergency management officials.
- *Water/Wastewater Agency Response Network (WARNs)* – States can better coordinate with WARNs to identify needs/gaps involving primacy agencies, state emergency management agencies, and other critical agencies. WARNs should be involved in state and regional exercise planning, implementation, and after-action reporting. Creating incentives for WARNs to provide training and conduct exercises for the broad spectrum of utilities within their state would also be beneficial.
- *National Incident Management System (NIMS)* - Provide additional training on a state and association level to reinforce integration of NIMS structure into emergency response program. Incentivize utilities and WARNs through state and federal grants.

Assess the Significance of Extended Outages – Multi-agency emergency water supply plans should include an assessment as to recovery periods being extended due to critical spare parts not being available for long durations and the time periods for restoring critical infrastructure to functional condition. Consequently, provision of potable water and other measures will be required for greater durations than those conventionally planned.

State and federal agencies should coordinate a formal study assessing the impacts of extended outages on economic and public health. This will include three steps. First, the local costs of extended loss of water service should be calculated including industry, businesses, and the utility. Second, impacts on public health should be assessed starting with local vulnerability assessments. Third, the costs/damages should be compared to the costs of mitigating the impacts. These efforts would build on findings from California's Golden Guardian exercise in November 2008 and the USACE/FEMA Senior Leadership Seminar in April 2010.

Finding V - Need to develop understanding of the gaps between projected needs, local capacity and state-federal and NGO resources in order to adequately plan for post-disaster provision of potable water.

As cities and utilities assess their infrastructure vulnerabilities and the consequences of plausible disaster scenarios, states should aggregate the projected assistance needs that could be requested. The gap between local resources and the projected need requires careful, joint evaluation by state primacy and emergency management agencies. The evaluation should identify triggers to manage resource needs in coordination with local emergency management agencies. The regional offices of EPA and FEMA should be incorporated so that functional relationships are established and a shared understanding of impact potential is communicated.

A starting point for identifying state response capacity may be for the state drinking water administrator to present water utility risk analyses to state emergency management and National Guard units and discuss with them the resourcing strategy.

Finding VI – Based on gaps identified at local levels and aggregated at state levels, there is a need to assess existing and supplemental resources for water provisioning.

Resources necessary to provide post-disaster potable water are available in various public and private forms. State and federal agencies should, in a coordinated manner, assess the capacity of federal, state,

and local resources for addressing the potential needs. This might include evaluating military resources and National Guard resources and mobilization times. It should also include private sector/vendor capacity as either a supplementary element of the strategy or as part of a contingency plan.¹⁸

Finding VII - Highlight the need for personal preparedness of citizens, including the need for a three-to-five day supply of potable water.

While it is well understood in emergency management field that there will be time lag between the need for potable water and the mobilization of resources to meet this need, major portions of the public are, apparently, poorly equipped to be self-sustaining. Therefore, current efforts to educate the public (e.g., www.ready.gov and www.prepare.gov) should be increased to encourage personal preparedness. In particular, there is a need to increase clarity about expected duration of outages and the amounts of water that individuals should maintain (e.g., 1 gallon per person per day). Consideration should be given to a strategy that leverages private industry for public service announcements and advertising to elevate this message. The Consumer Confidence Report (annual water quality reports provided to consumers pursuant to the Consumer Confidence Report Rule, 63 Fed. Reg. 44511 (Aug. 19, 1998), published at 40 C.F.R. Part 141 Subpart O) may be a useful vehicle for targeted communication on the need for personal preparedness.

Finding VIII - Develop strategies to improve the efficiency of providing an emergency water supply.

Conduct Timeline Analysis – In order to determine what items would benefit from strategy refinement, it would be useful to conduct a timeline analysis on the provision of potable water. The analysis should include various sources (e.g., local, commercial, Corps), amounts required, transportation to potentially affected areas for the affected population, and duration of maximum credible events. It should also include the time from the event to assessment of damages, requests for assistance, locating existing resources, obtaining approvals, transportation issues, mobilization of production lines for additional equipment, site set-up, security, staffing, monitoring, etc.

Foster Innovative Responses – Assess plausible innovative response strategies that can be considered for further development and application in major disaster scenarios (see Appendix B).

- The feasibility of the provision of emergency water supplies using bottled water should be evaluated in terms of procurement, supply, capacity, transport, and distribution to individuals.
- Alternative drinking water strategies should be considered in settings where there is significant risk that an imported bottled water strategy would be insufficient. For example, in some less-developed countries, approaches have included household treatment, disseminated treatment, developing temporary distribution systems, or even re-location of people for greater proximity to water and shelter (WHO 2002).¹⁹ Relevant federal grant programs could be used to stimulate innovation along these lines (e.g., scaling up mobile package treatment units, decentralized treatment strategies, provisional distribution systems).
- Supplementing bottled water with containerized units for bulk water production should be examined as a strategy. Note that the largest units currently available have maximum unit capacity of 1 million gallon per day and little inventory of such containerized units currently exists.

¹⁸ Recent analysis of the consequence of a Sacramento levee failure indicated that up to 25 million people could be out of drinking water. This would require 4,000 tractor trailer loads of bottled water per day for over 6 months. This is not likely a sustainable strategy (Source: USACE/FEMA 2010 Senior Leadership Seminar.)

¹⁹ WHO 2002. See discussion on p. 95.

The Curious Case of Calexico

On April 4, 2010, a magnitude 7.2 earthquake hit the region around Calexico, California bordering Mexico. Among the facilities damaged were the water treatment facilities for this city of 38,000 people. In response to this damage, the City restricted water consumption to essential uses only and installed temporary treatment to compensate for damage to the reactor clarifiers. The State of California Department of Public Health was able to accelerate the approvals of the temporary treatment units and the manufacturer was able to mobilize with one week of approval. While in this case action was rapid, it was not without two notable limitations. First, even though it used a technology for potable water applications, the mobile unit was not permitted to produce for direct consumption. Treatment through the existing plant filters for potable consumption was still required because the technology was not approved for direct use by the State. Second, the scale of this application was small in comparison to the needs anticipated for a major metropolitan area.

Guide Development – During an emergency, resources are stretched and attention is thin. But significant risk issues are present, including public health, public confidence, financial, and legal issues. Developing a guide for procuring water, equipment, and associated services that addresses pre-approval of equipment, certifications, etc. is essential for a timely response. This would include:

- Developing guidance for pre-approval of alternate water supplies and portable treatment units in terms of certification, operation, monitoring, siting and water utility system interface
- Highlighting the need for including procurement considerations in local, state and federal planning exercises
- Developing a certification database for containerized treatment units
- Developing an approved vendor database, and developing contracting strategies and pricing arrangements to allow vendors to be more responsive to fulfilling rapid mobilization (e.g., multi-year contracts, price premiums)

Interim Standards – Raise awareness of potential need, under dire circumstances, for state primacy agencies to consider issuing variances/waivers from applicable regulations (see Appendix B).

- Engage states and the Association of State Drinking Water Administrators on these issues.
- Address the potential for state-approved interim water quality standards.

Primary Role of Utility – Highlight that restoration of potable use is the top priority when water infrastructure has been compromised.

Revisit Roles – Roles and responsibilities need to be explicitly delineated during the planning process, accepted and regularly refined. It is necessary to address coordination issues including:

- Communication of emergency water supply need and coordination with FEMA starting at the regional level.
- Coordination with other agencies on issues such as transportation, staffing, crowd control, and security.

- Clarification as to who should be contacted pre- and post-event for various support functions.

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Appendix A – Post-Disaster Water Supply: Haiti and Other International Disasters – What Can We Learn About Scale-Up for Water Provision?

On June 17, 2010, a panel was assembled in Washington, D.C. to reflect on the relevance of previous international disasters to potential response to a catastrophic disaster in the United States. The agenda consisted of the following:

1. Objectives
2. Background
3. Scenarios of Concern
4. Reflections on Various Case Studies
5. Key Issues
6. Recommendations

Objectives

Gather insight from international experience with post-incident water provisioning to determine what lessons can be extrapolated to U.S. domestic planning efforts to develop an effective catastrophic disaster assistance approach. This includes policy, institutional, and logistical issues in providing an emergency water supply (e.g., procurement, transportation, ancillary equipment, security) along with lessons learned on rate-limiting steps in implementation.

Issues for Consideration

Several key findings were articulated by the participants for improving response to catastrophic disasters:

1. *Streamlining and improving quality of information management* – Experience has underscored the challenge to develop accurate situational awareness for good decision making. Much data gathering occurs after a disaster, but the gathering is often uncoordinated and the data is of varying quality. In addition, poor data analysis can lead to inaccurate understanding of the actual situation. There is a significant need for improving coordination of data collection; systematic and robust analysis of pooled data; review of findings; and concise summaries of the information portraying the situation to decision makers, the press, and other stakeholders.
2. *Greater adherence to the Incident Command System (ICS) model* – A major factor inhibiting an effective, streamlined response after a catastrophic disaster is the sheer number of entities that are involved: political (local, regional, national and international), technical, operational, administrative, NGOs, random volunteers, etc. The frequency and duration of the meetings to inform various political and managerial levels can divert key personnel from the response. The participants affirmed the benefit of the ICS model in maintaining clear lines of control and accountability for disaster management, and they noted that it streamlines policy considerations that could otherwise slow and inhibit a response. Coordination and communication between

major players is essential. It helps to limit conflicts of jurisdiction, overlapping responses, and underutilized resources that could delay effective responses.

3. *Setting expectations early* –After a catastrophic disaster, assistance may take more than a week to become fully operational. Public education that emphasizes personal preparedness is needed, particularly for those living in areas most vulnerable to disaster. Examples of public education include the Federal Emergency Management Agency (FEMA)'s READY.gov program or the joint FEMA/American Red Cross campaign. Greater levels of resilience at the individual level will significantly mitigate demands on response and recovery efforts.
4. *Developing more creative approaches to post-catastrophe response* – There was a shared recognition that traditional approaches may not work after a catastrophic event. For example, the current approach to post-disaster water supply in the United States is bottled water. The logistics and sustainability of such an approach, however, is not feasible in a catastrophe due to the logistics of serving a multi-million person population in an urban area. More creative approaches may include developing a portfolio of emergency water supply alternatives (e.g., trucking water, large-scale and medium-scale treatment units, household purification techniques) and allowance for flexibility in administering existing regulatory requirements. It may also include more public-private partnerships to utilize existing capacity (e.g., supermarkets for water and food distribution).
5. *More fully utilizing military capabilities* – The resources of the U.S. military are significant, yet the sense of some participants was that the military has not been used effectively in many response efforts. More thought as to pre-determined roles and tasks for military could enhance effectiveness of response significantly. The greatest emphasis in enhancing response effectiveness should be on logistical support, not on command/control issues.
6. *Remembering that sanitation and hygiene are critical to public health protection* – While the discussions were focused on water provision, the 2010 Haiti earthquake experience highlights the importance of maintaining adequate sanitation and hygiene to protect the public health.

Appendix B: Interim Water Quality Targets

This workshop held in Washington, D.C. on January 28, 2010 assembled experts from NGOs, local, state and federal agencies to consider emergency water supplies and to brainstorm potential strategies for improving the effectiveness of the response. The agenda consisted of several items:

1. Objectives
2. Background
 - Emergency water plan
 - Limiters on response
 - Stakeholder issues
3. Potential circumstances that could trigger need
4. Precedents
 - Tri-service standards
 - Environmental Protection Agency (EPA) Protective Action Guides
 - World Health Organization standards
 - Prior disasters
 - Other
5. Scenarios
6. Key Issues
7. Recommendations

Objectives

This workshop was prompted by the specter of a disaster of unprecedented scale for the U.S. that would trigger a severely time-limited, resource-constrained response to acute public health needs. More specifically, during three 2009 workshops which focused on supplying potable water after a major disaster, participants from local, regional, state and federal government agencies, as well as the private sector, all asked whether relief from some regulatory requirements – referred to as “interim standards” – would be possible post-disaster as this might improve the timeliness of providing water.

Conclusions

Four principal conclusions were drawn:

1. An epic catastrophe impacting a region with millions of people would increase a multiplicity of public health risks.
2. The recovery period would likely be of a long duration since events that impact drinking water systems also have profound primary impacts on other infrastructure (e.g., power, transportation, communications) and secondary impacts (e.g., disruption to supply chains, mobility difficulties, security concerns, human-resource depletion).
3. There is precedent, and likely a need during emergencies, for adjusting water-quality goals during the recovery period.²⁰

²⁰ Variance and exemptions from certain regulatory provisions may be granted in accordance with 40 C.F.R. § 141.4(a). The authority to grant variances or exemptions confers as part of state primacy with EPA oversight.

4. Supporting scientific information is available to assist utilities and states in formulating a recovery strategy.

Issues for Consideration

A number of action items were formulated by the panel for further consideration:

1. *Form a Strike team to assist in decision-making:* Building on existing resources (e.g., the Federal-State Toxicology and Risk Analysis Committee, health advisory (HA) database,²¹ and the red team of EPA's National Homeland Security Research Center), develop a strike team to assist those making judgments as to interim regulatory requirements.
2. *Database assessment and augmentation:* Perform a data gap analysis and expand the number of health advisories and numeric recommendations based on what is available in existing resources (i.e., the U.S. Department of Defense Chemical, Biological, Radiological and Nuclear Defense Information Analysis Center; the U.S. EPA Integrated Risk Information System; the Occupational Safety and Health Administration's listing of Permissible Exposure Levels).²² In order to inform the gap analysis: (a) elicit local-state feedback on which contaminants could raise concerns during a natural major disaster, (b) promote and support local-state tabletop emergency response exercises on risk-balancing scenarios, and (c) encourage feedback to EPA on information gaps and challenges.
3. *Develop a contaminant treatment technology testing, certification, and verification database for use by states:* Consider developing a 3-tiered certification system based on basic containerized treatment systems (e.g., pathogen removal, inactivation, select contaminant removal) plus energy requirements, residuals production, costs, and operational requirements.²³
4. *Provide guidance on risk communication:* Since it is critical to involve risk communication specialists early in any situation that would entail provisional risk-balancing, guidance on risk communication should be accessible at state and local levels.²⁴

²¹ EPA Drinking Water Health Advisories Tables
http://water.epa.gov/action/advisories/drinking/drinking_index.cfm#dw-standards

²² CBRNIAC <https://www.cbrniac.apgea.army.mil/About/InformationResources/Pages/default.aspx>; IRIS <http://www.epa.gov/iris/>, drinking water health advisories <http://www.epa.gov/waterscience/criteria/drinking/#dw-standards>, OSHA PELs (Permissible Exposure Levels) <http://www.osha.gov/SLTC/pel/>, FASTRAC (Federal and State Toxicology and Risk Assessment Committee) <http://www.epa.gov/waterscience/fstrac/intro.html>, and CSAC (Chemical Security Analysis Center) http://www.dhs.gov/files/labs/gc_1225399127004.shtm. DOD resources include <ftp://ftp.rta.nato.int/PubFullText/RTO/MP/RTO-MP-HFM-086/MP-HFM-086-11.pdf> <http://chppm-www.apgea.army.mil/dehe/pgm31/WaterRef.aspx>

²³ See ETV <http://www.epa.gov/etv/> and NSF http://www.nsf.org/business/drinking_water_systems_center/index.asp?program=DrinkingWatSysCen http://www.nsf.org/business/water_distribution/index.asp?program=WaterDistributionSys

²⁴ CDC's *Guide to Drinking Water Advisories* will be released in spring 2011, it presents protocols for utilities and agencies to address situations that generate either system- or state-initiated advisories. .

5. *Train state-level public-health decision-makers:* Decision-makers should become aware of the health risk information available, its limitations, and its applicability to decisions concerning acute and long-term health risks arising from disasters.
6. *Educate the public on the need for personal preparedness including other measures that have multiple benefits:* Use existing programs such as www.ready.gov and other means to educate the public on personal preparedness.



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Water Supply Assessment, Preparedness, Prevention and Contingency Plan

Pennsylvania Pipeline Project

Prepared for:

Sunoco Pipeline L.P.

535 Friztown Road
Sinking Spring, PA 19608

Prepared by:

Tetra Tech, Inc.

661 Anderson Drive
Pittsburgh, Pennsylvania 15220
(412) 921-7090
Fax (412) 921-4040

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WATER SUPPLY ASSESSMENT, PREPAREDNESS, PREVENTION AND CONTINGENCY PLAN PENNSYLVANIA PIPELINE PROJECT

1.0 PROJECT DESCRIPTION

Sunoco Pipeline, L.P. (SPLP) proposes to construct and operate the Pennsylvania Pipeline Project (Project or PPP) that would expand existing pipeline systems to provide natural gas liquid (NGL) transportation. The Project involves the installation of two parallel pipelines within an approximately 306.8-mile, 50-foot-wide right-of-way (ROW) from Houston, Washington County, Pennsylvania to SPLP's Marcus Hook facility in Delaware County, Pennsylvania with the purpose of interconnecting with existing SPLP Mariner East pipelines. A 20-inch diameter pipeline will be installed within the ROW from Houston to Marcus Hook (306.8 miles) and a second, 16-inch diameter pipeline, will also be installed in the same ROW. The second line is proposed to be installed from SPLP's Delmont Station, Westmoreland County, Pennsylvania to the Marcus Hook facility, paralleling the initial line for approximately 255.8 miles. For a detailed Project Description see Attachment 9 of the Project's Chapter 105 Joint Application for Permit.

2.0 SURFACE AND GROUNDWATER PROTECTION PLANS

SPLP has developed four plans that accompany the Erosion & Sedimentation Plan (E&S Plan). These plans assess the potential impacts and provide for the protection of surface and groundwater due to unanticipated Project activities. The overarching PPC Plan addresses spill prevention, countermeasures, and response in general. Potential impacts to surface waters and public and private water supplies in particular have been analyzed and addressed within two supplemental plans to the PPC Plan: this Water Supply Assessment, Preparedness, Prevention and Contingency Plan (Water Supply Plan); and a HDD Inadvertent Return Assessment, Preparedness, Prevention and Contingency Plan (IR Plan). This Water Supply Plan provides for the assessment of the existing public and private water supplies in or along the project, as well as identifies prevention and preparedness measures to be implemented to protect those supplies. The IR Plan outlines the preconstruction activities implemented to ensure sound geological features are included in the HDD profile, the measures to prevent impact, and the plan to be implemented if an impact were to occur. In addition, a Void Mitigation Plan for Karst Terrain and Underground Mining (Karst Plan) is provided as part of the E&S Plan and assesses the potential impacts and avoidance and mitigation measures during open-cut and drilling procedures. The purpose of these plans is to protect surface and groundwater resources Project-wide. The PPC Plan is provided as Attachment 12A of the Project's Chapter 105 Joint Application for Permit, this Water Supply Plan is provided as Attachment 12B, the IR Plan is provided as Attachment 12C, and the Karst Plan as Attachment 12D. These four plans also accompany every E&S Plan developed for the Project under the Chapter 102 regulations.

3.0 WATER SUPPLY PLAN PURPOSE

Private and public water supply sources are located along and/or downstream of proposed work areas. This plan describes the methodology used to identify those water supplies (i.e., private groundwater wells, public groundwater wells, and private water supply intakes) in relation to the Project areas and presents a summary of the existing environment in regards to these supplies. Next, this plan provides an evaluation of the risks to the types of supplies and outlines the

prevention, preparedness, and contingencies in regards to the potential impacts to those supplies.

4.0 EXISTING ENVIRONMENT

A variety of sources were used to identify the existing environment in regards to private and public water supplies in the vicinity of the Project areas. The methods of identification and summary of the results are provided in each of the following subsections.

The data acquired included: (1) Public Water Supply (PWS) areas identified by accessing the Pennsylvania Department of Environmental Protection's (PADEP's) eMapPA platform (<http://www.depgis.state.pa.us/eMapPA/>) to locate both "Groundwater Wells" and "Surface Water Intakes", this included Public Water Systems as well; (2) private water wells identified using the Pennsylvania Department of Conservation and Natural Resources' (DCNR's) Pennsylvania Groundwater Information System (PaGWIS); and (3) water supply data acquired from landowners during the pipeline easement negotiations.

4.1 PRIVATE GROUNDWATER WELLS

Representatives from SPLP spoke with all landowners directly affected by the Project's workspaces in regards to the presence and location of any water supply wells. Landowner consultations and plat preparation associated with the acquisition process provided the best available data in regards to the presence and location of groundwater wells. SPLP has avoided all direct impacts to all private water wells. In addition to the information gained from the landowners, SPLP utilized the PAGWIS data to identify 22 approximate water well locations within 150 feet of all HDD alignments, including parcels that would be adjacent to, but not directly crossed by, the Project. The distance of 150 feet was used based on Federal Energy Regulatory Commission guidelines for identification of water wells in the vicinity of their authorized Projects. The locations of these wells are kept within the Project files and are not displayed here to protect the rights of the individual owners. Although the PAGWIS data is made available to the public, the accuracy as stated within the metadata is not reliable and what SPLP has or will obtain represents exact well locations.

4.2 PUBLIC WATER SUPPLY WELLS AND INTAKES

Public water suppliers within one mile of wetlands and waterbodies impacted by the Project were obtained from PADEP's eMapPA platform. Public Community Water Systems within 1 mile of the proposed workspaces were identified as well. In each query, both groundwater wells and surface water intakes were identified. The analysis resulted in the identification of 146 PWS as potentially occurring within the 1.0 mile buffer of the Project areas. Project notification letters and maps were sent to all identified PWS authorities and are provided in Attachment A. In these correspondences, SPLP requested the locations of the authority's PWS groundwater well and/or surface intakes as well as an assessment of potential impacts. Many authorities did not provide intake locations, but did inform SPLP that impacts were not anticipated. If a ground water well location was provided, the location was analyzed for potential impacts. When higher risk situations or concerns are raised, SPLP has or will consult with the supplier in regards to well locations, depths, and additional PPC activities.

Contact reports outlining all PWS authority consultations can be found in Appendix A and master list of these suppliers is provide in Appendix D.

5.0 RISK ASSESSMENT

The project involves the installation 306.8 miles of 20-inch pipeline and 255.8 miles of 16-inch pipeline and supporting aboveground block valve (53) and pump station (8) facilities. The pipeline installation will involve open trenching the majority of the mileage to a depth adequate enough to provide a minimum of 4 feet-of-cover to the top of the pipe in all areas except stream crossings where it will be a minimum of 5-feet-of-cover. The project also involves 132 HDDs for the 20-inch pipeline and 105 HDDs for the 16-inch pipeline and 304 auger bores for the 20-inch pipeline and 250 for the 16-inch pipeline.

Private and public water supplies may be impacted by hazardous material spills during any of the project activities including, open trenching, HDD and auger bore installation, and block valve and pump station construction and installation, and hydrostatic testing. Open trenching and grading activities have the potential to encounter karst areas/openings that may lead to groundwater sources. Unanticipated encounters with contaminated soil may also threaten water resources and supplies. Additional risks to private and public water supplies may result from the activities associated with the HDD method of pipeline installation, specifically, the use of drilling fluids during the drill process. Hydrostatic testing may require the use of and discharge to public water supply surface waters.

5.1 DESCRIPTION OF RISKS

5.1.1 HAZARDOUS MATERIAL SPILL AND ENCOUNTERS

The materials anticipated to be stored on site during this pipeline construction include diesel fuel, lubricating oil, bentonite clay, and welding gasses (oxygen and acetylene). Of these materials, the material stored in the largest volume and with the highest potential adverse impact to private / public water supply wells and public water supply surface water intakes is diesel fuel.

Encounters with karst terrain or openings during open trenching or grading activities offer a possible pathway for contaminants to migrate to groundwater resources. However, the threat to groundwater sources is limited to sedimentation from on-site run-off into the opening. A diesel fuel spill in the same location as an encountered karst area would be an unlikely event. SPLP has also developed a karst terrain plan that provides procedures for mitigating encounters with subsurface openings. The plan is provided in Attachment 12D of the Project's Chapter 105 Joint Application for Permit. There is the potential to encounter an unanticipated petroleum-based impacted soil during Project construction. The threat of such an encounter to surface or groundwater would depend on the location and extent of the impacted condition and is covered within the Project's overarching PPC Plan.

5.1.2 CONVENTIONAL AUGER BORE AND HDD INSTALLATION METHODS

Conventional auger boring (CAB) or jack and bore is a dry trenchless method of installing a relatively shallow underground steel pipe, from an excavated entry pit to an excavated exit pit, beneath an avoidance obstacle (such as a road). Specifically, a specialized track machine pushes the product pipe into and through the ground while simultaneously auger boring to remove the spoil from within the pipe. This push and clean-out process is repeated for each pipe segment until the desired

total installation length is achieved. The technique has been utilized extensively in the United States for numerous decades, primarily for road and railroad crossings. A more detailed description of the CAB process is presented in Section SPLPs' *Trenchless Feasibility Analysis* (TFA) included with the Alternatives Analysis provided with the Project's Chapter 105 Joint Application for Permit.

Horizontal directional drilling (HDD) is a steerable trenchless method of installing underground pipe, conduit, or cable in a shallow arc along a prescribed bore path by using a surface-launched drilling rig, with minimal to no impact along the bore path. The easiest forms of HDD emerged in the 1960s and have since been advanced and are typically utilized when conventional trenching techniques are not desirable or practicable. It is suitable for a variety of soil and bedrock conditions and primarily intended for obstacle avoidance including, but not limited to, stream crossings, roads, and protected environmental features systems. A more detailed description of the HDD process is presented in SPLPs' *Trenchless Feasibility Analysis* (TFA) included with the Alternatives Analysis provided with the Project's Chapter 105 Joint Application for Permit.

Throughout the HDD process, a pressurized drilling fluid comprised primarily of water and bentonite clay is pumped into and circulates back out of the bore hole. The principal functions of drilling fluid in HDD pipeline installation are listed below.

- Transportation of spoil
- Cooling and cleaning of cutters
- Reduction of friction
- Hole stabilization
- Transmission of hydraulic power
- Hydraulic excavation
- Soil modification

5.1.3 HYDROSTATIC TESTING

Hydrostatic testing involves filling a pipeline segment with water and performing a pressure test. SPLP utilizes hydrostatic tests for a variety of applications, such as strength testing prior to commissioning a newly constructed pipeline, testing pipeline replacement sections before being tied into the main pipeline, as a periodic pipeline reassessment method after a pipeline has been in operation, or to establish a new maximum operating pressure. The hydrostatic tests are used to ensure that the pipeline is suitable for service prior to commissioning. SPLP will be installing new pipe to complete the Project.

A combination of approved surface water sources and public water sources will be used to provide the water required for HDD, hydrostatic testing of pipeline segments installed by HDD, and hydrostatic testing of the main pipeline. The pipeline will be tested hydrostatically in accordance with DOT regulations, 49 C.F.R. Part 192. The pipeline will be filled with water and maintained at a test pressure and duration in compliance with SPLP's engineering standards and applicable federal regulations. After completion of a satisfactory test, the water will be discharged to the ground or directly to a surface water in accordance with in obtained permits or trucked to an offsite facility. HDD segments will be hydrostatically tested individually after the installation process. Subsequently, once the entire pipeline has been installed within a construction spread, the full pipeline will be hydrostatically tested.

5.2 RISKS TO WATER SUPPLIES

5.2.1 PRIVATE GROUNDWATER WELLS

Private groundwater wells are constructed by one of three types as follows:

- Drilled wells are constructed by either a cable tool (percussion) or rotary-drill machines. Well depths typically range between 50 and 500 feet, while some reach depths over 1,000 feet. Drilled wells are the most common type. Drilled wells typically have 20 to 40 feet of casing set at the surface to protect against shallow sources of contamination but the casings are rarely grouted in place, so the protection is limited.
- Driven wells are constructed by driving a small-diameter pipe into shallow water-bearing sand or gravel. Hand-driven wells usually are only about 30 feet deep, while machine-driven wells can be 50 feet or more.
- Dug wells are of a historical nature and constructed by hand shoveling a shaft down below the water table. The sides are usually lined with stones, bricks, or other material to prevent collapse and the top may be capped when not utilized. Dug wells usually do not exceed 25 feet in depth.

Potential Hazardous Material Spill and Encounter Impacts

Given appropriate material handling practices and limited quantities of the hazardous materials on site at given moment, hazardous materials spills and unanticipated contaminate soil encounters occurring in Project areas pose a minimal threat to private groundwater wells.

Potential CAB Impacts

CAB is a relatively shallow construction process that must occur in a dry environment. CAB areas with a high groundwater table are dewatered by various methods to temporarily dry the area to facilitate construction. Given the depth (not more than 20 feet) of CAB and adjacency with only the high groundwater table, threats to significantly deeper groundwater tables used for private wells are considered to be minimal.

Potential HDD Impacts

HDD for pipelines usually occur at depths less than 100 feet, which could include the crossing of shallow aquifers. The primary potential impact to groundwater is the migration of drilling fluid away from the HDD drill path. Specifically, drilling fluid expended downhole will flow in the path of least resistance. While the path of least resistance is typically the bore hole itself, it may instead be an existing fracture, fissure, or formation opening in the soil or rock substrate. When this happens, circulation can be lost or reduced and drilling fluid could enter the groundwater table that could be used by private groundwater wells.

Hydrostatic Testing

SPLP will use new pipe in the installation of the pipelines and therefore contamination of the water used for hydrostatic testing is not expected. Therefore, discharge of the water whether it be to upland areas or direct discharge to a surface water would not introduce contaminants into public or private groundwater or surface water supplies. To ensure the water being discharged is free of contaminants, a PAG-10 permit is obtained for all hydrostatic test locations and requires pre-test and discharge testing of the water.

5.2.2 PUBLIC WATER SUPPLY WELLS

Public water supply wells are typically drilled wells constructed by either a cable tool (percussion) or rotary-drill machines. Well depths are similar to private wells. Drilled wells typically have 40 feet or more of grouted casing set at the surface which effectively protects against shallow sources of contamination.

Potential Hazardous Material Spill and Encounter Impacts

Given appropriate material handling practices, casing requirements for public water supply wells and limited quantities of the hazardous materials on site at given moment, hazardous materials spills and unanticipated contaminate soil encounters occurring in Project areas pose a minimal threat to public water supply wells.

Potential CAB Impacts

As described in Section 5.2.1 above, CAB construction process is not expected to affect these deep public water supply wells.

Potential HDD Impacts

As stated earlier drilled wells typically have 40 feet or more of grouted casing set at the surface which effectively protects against shallow sources of contamination. HDD for pipelines usually occur at depths greater than 40 feet, which could include the crossing of shallow aquifers. The primary potential impact to groundwater is the migration of drilling fluid away from the HDD drill path. Specifically, drilling fluid expended downhole will flow in the path of least resistance. While the path of least resistance is typically the bore hole itself, it may instead be an existing fracture, fissure, or formation opening in the soil or rock substrate. When this happens, circulation can be lost or reduced and drilling fluid could enter the groundwater table that could be used by private groundwater wells.

Hydrostatic Testing

As noted in Section 5.2.1, SPLP will use new pipe in the installation of the pipelines and therefore contamination of the water used for hydrostatic testing is not expected. To ensure the water being discharged is free of contaminants, a PAG-10 permit is obtained for all hydrostatic test locations and requires pre-test and discharge testing of the water.

5.2.3 PUBLIC WATER SUPPLY SURFACE WATER INTAKES

Potential Hazardous Material Spill and Encounter Impacts

Hazardous material spills and encounters with unanticipated contaminated soil has a potential to impact surface waters that may be upstream and in or along a surface water with a public water supply intake. Work with diesel run equipment is often carried out adjacent to, and within wetlands, waterways, and floodways. A spill could result in a direct and immediate impact.

Potential CAB Impacts

Because the CAB construction process is conducted in a dry environment, no interaction with surface waters is anticipated. The risk to surface water intakes is considerably low.

Potential HDD Impacts

HDD fluid follows the path of least resistance and may leave the bore hole through a variety of geologic features. The environment may be impacted if the fluid

inadvertently returns to the surface at a location on a waterway's banks or within a waterway or wetland. If the fluid cannot be adequately contained, it can mix with surface water, dramatically increasing turbidity, and flow downstream. If this turbid flow reaches a surface water intake, then the public water supply could be adversely affected.

Hydrostatic Testing

As noted in Section 5.2.1, SPLP will use new pipe in the installation of the pipelines and therefore contamination of the water used for hydrostatic testing is not expected. To ensure the water being discharged is free of contaminants, a PAG-10 permit is obtained for all hydrostatic test locations and requires pre-test and discharge testing of the water.

6.0 PREVENTION, PREPAREDNESS, AND CONTINGENCIES

Identification and description of the existing environment (see Section 4.0) in regards to public and private water supplies and the risks and threats (see Section 5.0) to these supplies in regards to Project actions, allowed SPLP to develop prevention, preparedness, and contingencies as outlined within the following subsections.

6.1 PUBLIC AND PRIVATE OWNER CONSULTATIONS

Attachment A provides the status of SPLP's efforts to consult with PWS authorities within the vicinity of the Project. The majority of the PWS authorities identified have responded with no issue or concern and/or provided the requested location. Several have not responded, and those that did not respond were contacted by telephone to ensure receipt and consideration of the correspondence. Some PWS authorities requested additional information, which SPLP has provided. Some consultations with PWS authorities are on-going and will be resolved to ensure that public water supplies are not put at risk from the Project. Identification of the PWS ntakes and concerns raised by the authorities has allowed SPLP to better prevent and prepare contingencies for potential impacts to these resources.

Ten days before HDD operations start at an HDD location, or re-start at an HDD location at which there was an IR (as listed on Appendix "E"), SPLP will identify all landowners within 450 feet of HDD alignments, and notify all such landowners (by U.S. Postal Service Certified Mail and First Class Mail) and offer such landowners the opportunity to have their water supplies located within 450 feet of the HDD alignment sampled before, during, and after start or re-start of such HDD in accordance with the parameters in the water supply testing plan (Appendix B). For any such water supplies, the drill path will be compared to the well depth and geology of the area. Those water supplies in geologies with potentially significant interconnected secondary porosity (solution openings and structural features) will be considered for monitoring during HDD installs depending on specific individual water supplier requirements. At the 22 HDDs identified on Appendix "F", water supplies within 150 feet shall receive 72 hours' notice (by U.S. Postal Service Certified Mail and First Class Mail) in advance of restarting these HDDs, and SPLP will provide notice to landowners (by U.S. Postal Service Certified Mail and First Class Mail) between 150 feet and 450 feet of the HDD within 30 days of the HDD restarting. Such notice shall offer the landowner with the opportunity to have a water supply located within 450 feet of the HDD alignment sampled in accordance with the parameters in the water supply testing plan (Appendix B) within 10 days of the landowner's request. Copies of the Certified Mail receipts and landowner responses shall be provided to PADEP.

SPLP will field verify the location of all private drinking water supplies within 450 feet of HDDs previously identified through PaGWIS data, through landowner responses to SPLP's notifications, requests for information, and landowner consultation. SPLP will seek landowner consent for water supply testing, and in doing so explain that the purpose is to establish water quality before pipeline construction activities start or restart, and that SPLP will provide the landowner with those results. With landowner consent, SPLP will test the private water supplies for water quality and quantity before, during, and after the drill operation in accordance with SPLP's water supply testing plan (Appendix B). Within seven days of receipt of well water test results of a landowner's water supply, SPLP will send those test results to the landowner, including a Guide to Reading and Understanding Your Laboratory Report. Also if any landowner outside of the HDD areas requested pre- and post-construction testing of the water supplies, that testing will also occur in accordance with SPLP's water supply testing plan.

PADEP will be notified within 24 hours of receipt of any water supply complaints. This data will be utilized as a baseline for comparison to post-inadvertent return and/or post-construction sampling results to evaluate potential impacts and mitigation measures, if necessary.

6.2 HAZARDOUS MATERIAL SPILLS AND ENCOUNTERS

Emergency response protocol for material spills is the same as the protocol documented in SPLP's PPC Plan. The PPC Plan provides the following:

- List of emergency response coordinators
- Duties and responsibilities of the emergency response coordinator
- Chain of command
- Countermeasures to be undertaken by facility
- Countermeasures to be taken by contractors
- Internal and external communications and alarm systems
- Evacuation plan for installation personnel
- Emergency equipment available for response

To ensure site personnel are adequately prepared so they can respond effectively to an emergency, a material spill training program has been generated. SPLP's PPC Plan provides documentation of this program. To mitigate the risk of fuel spillage, all fuel shall be stored in code compliant double-contained vessels. In addition, all fuels will be stored in accordance with the setbacks from aquatic resources as identified within the Project's E&S Plan. To comply with the regulatory requirements set forth in 25 Pa. Code Section 78, SPLP has developed a PPC Plan for effective action to minimize and abate hazards to human health and the environment from fire, explosion, emission or discharge of pollutants to air, soil, surface water, or groundwater. Although hazardous materials (other than diesel fuel) are not planned for use on the Project, SPLP's PPC Plan describes the actions that SPLP or contractor personnel will take regarding hazardous materials if encountered.

Specific Spill Clean Up Procedures:

In the event of a release of hazardous materials during construction activities or if impacted soils identified by visual or olfactory methods are encountered during construction, the following procedures will be followed:

1. Work is stopped immediately in the area if an apparent worker safety

- concern is identified.
2. Upon discovery, SPLP's Environmental Compliance Coordinator (ECC) will be contacted.
 3. If the ECC determines that impacted soils may be present, the ECC representative will notify an SPLP approved Rapid Response contractor. Additionally, if the ECC determines that current conditions cause or threaten pollution to surface or groundwater, then the ECC will immediately notify PADEP of the condition in accordance with 25 Pa. Code §91.33.
 4. The Rapid Response contractor dispatches the appropriate personnel and equipment to further assess the site.
 5. Rapid Response personnel examine the soil and screen it with a photoionization detector to determine the presence/absence of volatile and semi-volatile organic compounds.
 6. If the Rapid Response personnel determine there are no impacted soils in the area, then the soil is considered cleared and can be used as backfill.
 7. Upon positive identification of impacted soils, Rapid Response personnel will document site conditions, the estimated extent of the condition, and any potential threats to health, safety, and the environment. If at this or any other point of the response process, the ECC in consultation with the Rapid Response personnel concludes that there is a threat of or actual pollution to surface water or groundwater, and PADEP has not been previously notified of the incident, then the ECC will immediately notify PADEP of the condition in accordance with 25 Pa. Code §91.33.
 8. Rapid Response personnel will then excavate and segregate any impacted soils, placing an impervious cover over and under the impacted soils.
 9. After the impacted soils have been excavated and segregated, Rapid Response personnel collect representative samples of the impacted soils and analyze the soil samples for organics in accordance with PADEP's Management of Fill Policy.
 10. If the results of the sampling do not exceed the numeric standards in Table GP-1a of the General Permit for Beneficial Use of Regulated Fill, then the soils may be reused in the area as backfill. If the results of the sampling exceed the numeric standards in Table GP-1a of the General Permit for Beneficial Use of Regulated Fill, then the impacted soils shall be disposed at a properly permitted offsite disposal facility.
 11. Construction may continue unless the ECC, in consultation with the Rapid Response personnel, determines that proceeding with construction poses a threat to health, safety, or the environment.

Petroleum and Petroleum Related Materials: In dealing with a petroleum spill, the immediate response action is to attempt to eliminate the source of the spill as soon as possible. In the event of an accidental spill, emergency measures will be implemented by SPLP to isolate the spilled material and prevent the release from entering surface water or groundwater. Berms may be constructed to contain the spill, and/or excavation equipment may be used to promptly remove impacted soils, concrete, or asphalt. Stormwater collection structures will be either blocked or pumped, if appropriate, to prevent the release to surface water.

Soil that is impacted as a result of an accidental spill or release will be containerized for subsequent disposal. The typical clean up procedure for the spilled oil is as follows:

- Remove sources of ignition (ignition sources are not to be within 50' of any storage tanks)
- Contain the spill using whatever equipment and material are available. Petroleum captured within secondary containment should be recycled to the extent possible. In water, booms should be used to limit the spread of oil along the surface. On land, absorbent materials such as Oil Dri, straw, sawdust, or soil should be used to soak up any free or flowing oil and limit its spread. The most important thing is to act quickly to limit the extent of the spill.
- Remove the petroleum soaked materials using the most effective means, whether it is by hand using shovels or heavy earth moving equipment. Caution must be exercised in using construction equipment in and around streams to minimize the disturbance to the watercourse. It may be necessary to provide clean fill to reconstruct the affected areas after removal of the petroleum contaminated soils.

6.3 RELEASES FROM HDDS

A separate IR PPC Plan has been created for the Project and is supplemental to this PPC. Like this plan, the IR Plan is to be included with all permitting documents provided to the contractor (see Attachment 12C of the Chapter 105 Joint Application for Permit). The IR Plan addresses 25 Pa. Code §78a.68a: Horizontal Directional drilling for oil and gas pipelines. The immediate response actions in dealing with an inadvertent return of drilling fluids (primarily bentonite and water) from a horizontal direction drill include discontinuing drilling operations, identifying the area of the inadvertent return, and isolating the inadvertent return.

As identified in Section 5.3 the risks to water supplies associated with use of the CAB installation method are considerably low. However, HDD methods do present some risk. To ensure the highest probability of success on the proposed HDD installations, SPLP has assembled a technical team which includes engineers and consultants having expertise in HDD design, construction, and environmental issues. Groundwater & Environmental Services, Inc. (GES) reviewed certain information described in Appendix C to identify potential Inadvertent Return (IR) problem areas. GES assembled information related to certain parameters associated with aquifers to assess the relative risk of IRs at HDDs. Of the 17 counties that the proposed PPP crosses, GES reviewed HDD profiles and supplemental information for nine of the counties where geologies representative of all HDD crossings were evaluated. SPLP's IR Plan provides documentation of the methodologies the team employs to eliminate / minimize inadvertent releases of drilling fluids. These protocols include:

- Design criteria and geotechnical sampling
- Site feasibility analysis and inadvertent release risk assessments
- Drinking water source protection protocols

The most effective way to minimize environmental impact associated with HDD installations, and specifically with drilling fluids, is to maintain drilling fluid circulation to the extent practicable. To help facilitate this goal, SPLP's IR Plan provides documentation of the planned HDD implementation procedures and inadvertent returns preparedness measures. These protocols include:

- Drilling fluid control
- Environmental / geologic inspection

- HDD alignment monitoring and inadvertent return protocols

In the event an inadvertent release or return occurs, the fast and appropriate response by all Project parties is essential to minimize adverse impacts. These actions will depend on the location and time of release or return, site specific geologic conditions, and the volume of the release or return.

In the event an inadvertent release occurs to surface waters that could potentially affect a downstream water supply intake point, an SPLP representative will notify the owner / manager of the water supply to provide ample warning so that intake can be temporarily discontinued until the turbidity plume passes.

Should an inadvertent return adversely affect a groundwater or surface water supply source, the following actions shall occur:

- Clean drinking water shall be supplied to affected users until the situation is resolved.
- Water quality and quantity re-sampling shall be conducted to determine the extent of impact and help determine remedial actions, if any.

SPLP's IR Plan provides the details of planned response to inadvertent returns. These protocols address:

- Inadvertent returns in uplands
- Inadvertent returns in wetland(s) / stream(s)
- Containment and clean-up materials and equipment
- Notifications

6.4 NOTIFICATIONS

All identified public water suppliers with known wells within 150 feet of HDDs, will be notified at least 72 hours prior to initiation of the drilling phase of the HDD construction activity.

All identified private wells within 150 feet of HDDs, will be notified at least 72 hours prior to initiation of the drilling phase of the HDD construction activity.

PADEP will be notified at least 24 hours prior to initiation of the drilling phase of the HDD construction activity. This notification will be made through PADEP's online Oil and Gas Reporting Electronic (OGRE) application. The OGRE application is accessed via the DEP Greenport login in system at <https://www.depgreenport.state.pa.us>.

Sunoco will provide the Department with immediate verbal notification by an authorized Sunoco representative of any citizen complaint of an impact to a private water supply or when Sunoco otherwise becomes aware of an impact to a private water supply. Sunoco shall also report this information to the Department's online Oil and Gas Reporting Electronic ("OGRE") application within 24 hours. The OGRE application is accessed via the DEP Greenport login in system at <https://www.depgreenport.state.pa.us>.

The Project's IR Plan contains additional notifications regarding inadvertent returns.

The Pennsylvania Clean Streams Law regulations require that when any pollutant discharged into surface or groundwater, including sewers, drains and ditches, the person spilling the substance or the person owning the premises from which the substance is spilled must notify PADEP immediately. The following notifications will be made to PADEP immediately following an occurrence:

- PADEP Southwest Regional Office: 412-442-4000
- PADEP Southcentral Regional Office: 866-825-0208
- PADEP Southeast Regional Office: 484-250-5900
- PA Fish and Boat Commission Bureau of Law Enforcement: 717-705-7861
SWRO: 814-445-8974, SCRO: 717-486-7087, SERO: 717-626-0228
- Other agencies that will be notified:
 - U.S. Army Corps of Engineers
Pittsburgh District: 412-395-7155
Baltimore District: 410-962-3670
Philadelphia District: 215-656-6728
 - Local agencies and municipalities who are downstream users of water, as applicable (see Water Supply Plan supplied with the Project's E&S Plan)

Appendix B

Well Test Plan

Pre-Construction (Baseline) Potable Well Sampling and Well Yield Testing Scope

The general scope of work and execution is provided below to document pre construction conditions at domestic wells, proximal to HDD borings, and provide a data base on water quality and well yield. This data base can be used to inspect any post HDD construction claims of suspected well impact.

WELL YIELD TESTING

If given permission from the landowner, GES shall conduct well yield testing to measure the yield of the well. These activities will be completed prior to collecting the water sample. Well yield, or specific capacity is commonly used to describe the yield capacity (performance) of a well at a given time and discharge rate. Specific capacity cannot be obtained without invasive monitoring of drawdown during pumping, discharge rate, and time or duration of pumping. For this scope, the test will be conducted for a half hour (30 minutes).

When completing a yield testing, GES shall first ask permission from the landowner to open their well at the wellhead and assess whether a water level meter can be used to measure drawdown in the well during testing. The flow volume can be determined using an outside spigot using a calibrated five-gallon bucket, a time keeping device, and a water level meter. GES will ask the property owner to not use their water during the test and will gather information about the estimated gallons of water used prior to the test. The data gathered is as follows:

- During testing, take readings at five minute intervals. The first reading should be taken upon starting the test (within the first 30 seconds). The following parameters should be recorded at each five minute interval: discharge (gallons per minute [gpm]), drawdown (feet), pH (standard units), temperature (degrees Celsius), turbidity (Nephelometric Turbidity Units [NTU]), specific conductivity (microSiemens per centimeters [$\mu\text{s}/\text{cm}$]). The time should also be recorded at each interval, as well as any additional observations that the field team makes.
- Stop the test before one hour if there is a visual change in the turbidity of the water or if the water starts to surge. If the test is stopped before one hour, record the time that the test was stopped, why the test was stopped, and take a final set of readings. Turbidity increases may indicate the well is overstressed due to excessive drawdown. Surging may indicate that the drawdown in the well may be excessive, causing the pump to suck air.
- The specific capacity will be calculated by dividing the discharge rate by the drawdown.

If a landowner does not provide permission to access the well, or a water level meter cannot be placed in the well, the test can be completed, but drawdown will not be measured and specific capacity will not be calculated; however the discharge rate and the field-measured parameters can be monitored and recorded. If a landowner does not provide permission to complete well yield testing, this will be documented and the test will not be completed.

If a property owner wants flow testing to be completed, but does not agree to a full 30 minute test, a shorter test can be completed and the reason for completing a shorter test will be documented.

FIELD SAMPLING/TESTING ITEMS

Water samples will be collected in accordance with standard industry sampling techniques. For the purposes of this scope it will be assumed that water samples will be collected preferably from the pressure

tank, but if that location is not available or accessible, then the samples will be collected from an alternate location such as an indoor tap, outdoor spigot, or free flowing pipe. Where water treatment systems are present, GES will make all reasonable attempts to collect the water sample prior to any treatment system. If unable to collect a pre-treatment sample, GES will document the conditions and collect post-treatment.

If well yield testing is completed, then additional purging of the water source is not needed before the water sample is collected. If well yield testing is not completed, then the well will be purged before sample collection. Purge volumes will be two times the pressure tank volume. If there is no pressure tank, approximately 60 gallons will be purged. If a reduced purge is requested by the landowner, a minimum of ten gallons will be purged and the reason for a reduced purge will be documented. After purging, GES will collect one sample at each well location and submit to an SXL-approved laboratory for analysis of the following:

	<u>Parameters</u>
Inorganics	pH
	Specific Conductance
	Turbidity
	Total Dissolved Solids (TDS)
	Total Suspended Solids (TSS)
	Hardness
	Anions: Bromide, Chloride, Sulfate
	Total Alkalinity
Trace Metals	Metals Analysis: (Ba, Ca, Fe, K, Mg, Mn, Na)
Organics	BTEX
	Light Gas Analysis [Methane, ethane, Propane]
Pathogens	Total coliform
	E. coli

Field equipment will consist of a YSI water-quality meter, turbidity meter, photo-ionization detector (PID), digital camera, hand-held GPS unit, laboratory-supplied bottleware, calibrated five-gallon bucket, tubing, hand tools, water level meter, plastic sheeting, and decontamination materials. The following items will be documented on the Field Data Survey form.

- Sketch of parcel boundaries, parcel features, and water source location
- Water use (domestic or livestock)
- Well information (if known)
 - Vented
 - Depth
 - Diameter
 - Pump Depth
 - Water Level
 - Year Well Installed
 - Seasonal Information
- GPS location of source in decimal degrees format
- Pressure tank size
- Treatment system description and photographs

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- Sample collected pre- or post-treatment
- Purge volume (at a minimum twice the pressure tank size)
- Water quality data (pH, conductivity, temperature, turbidity, and VOCs)
- Well yield testing measurements (as detailed above)
- Photographs
- Observations related to well integrity and/or the condition of the environment surrounding the well

Appendix C
Hydrogeological Review and Aquifer Assessment

Hydrogeologic Review and Aquifer Assessment

Groundwater & Environmental Services, Inc. (GES) reviewed certain information described below to identify potential Inadvertent Return (IR) problem areas. GES assembled information related to certain parameters associated with aquifers to assess the relative risk of IRs at HDDs. Of the 17 counties that the proposed Pennsylvania Pipeline Project (PPP) crosses, GES reviewed HDD profiles and supplemental information for nine of the counties where geologies representative of all HDD crossings were evaluated, which are, from west to east: Washington, Allegheny, Westmoreland, Cumberland, Huntingdon, Lebanon, Lancaster, Chester, and Delaware.

For this assignment, GES reviewed the following information:

- HDD locations from the pipeline map
- Identification of geology (i.e., underlying formation) at each HDD location, including:
 - Soils Types and Thicknesses
 - Bedrock type, thickness
 - Structural features (i.e., faults, dikes)
 - Groundwater depth, yield
 - Topography
- Identification of surface water features and classifications
 - Streams (i.e., High Quality, Exception Value, etc.)
 - Wetlands
- Identification of Water Supplies within 200 feet of the HDDs
 - Private Water Supply Wells and Springs
 - Public Water Supply Well Source Water Protection Areas

Concurrently, GES had conversations with the TetraTech design team members and with the HDD drilling contractor to ascertain the risks of potential IRs in aquifers. GES provided resources consisting of Professional Registered Geologists and geologic specialists to conduct a hydrogeologic review of pertinent project files that were made available to GES, which also included the Water Supply Plan, the Void Mitigation Plan for Karst Terrain and Underground Mining and the HDD Inadvertent Return Assessment, Preparedness, Prevention and Contingency Plan (IR Plan).

Based on previous drilling and installation experience with the ME1 pipeline, the IR risk for many of the HDDs required for the PPP was assigned as “low.” GES recommended that the IR risk be elevated to “medium” in circumstances where HDDs are advanced in karst terrain, through faulted bedrock, and in areas where ME1 experienced problematic IRs. None of the HDDs were assigned a “high” risk for an inadvertent return.

In addition to the planning undertaken to locate and design the HDDs, aquifer resources will be further protected through the implementation of the measures described in the IR Plan, the Water Supply Plan and the Void Mitigation Plan.

Appendix D
Master Water Supplier Index

Appendix E

In-Progress HDDs Where IR Occurred

	Spread	Drill Name	HDD #	PADEP 105 Permit HDD #	Diameter
1	Spread 1	LINDEN ROAD	S1B-0080	PA-WA-0119.0000-RD	20
2	Spread 1	WHEELING AND LAKE ERIE RR	S1B-0120	PA-WA-0171.0000-RR	20
3	Spread 3	Old US 220	S2-0109	PA-BL-0001.0027-RD	20
4	Spread 3	Everett RR	S2-0121	PA-BL-0001.0048-RR	20
5	Spread 3	Piney Creek Drill	S2-0142	PA-BL-0126.0000-RD	20
6	Spread 3	Aughwick Creek	S2-0153	PA-HU-0078.0000-WX	20
7	Spread 4	Letorte Springs Run	S2-0210	PA-CU-0136.0002-WX	20
8	Spread 4	I-81	S2-0220	PA-CU-0136.0003-RD	20
9	Spread 4	Hwy 15	S2-0247	PA-CU-0176.0019-RD	20
10	Spread 4	Lewisberry Road	S2-0260	PA-YO-0016.0000-RD	20
11	Spread 5	Laural Lane	S3-0091	PA-LE-0005.0000-RD	20
12	Spread 5	T307 & Creek S-C86	S3-0110	PA-LE-0117.0000-WX	20
13	Spread 5	Hwy 222	S3-0200	PA-BR-0075.0000-RD	20
14	Spread 6	Milford Rd.	S3-0290	PA-CH-0100.0000-RD	20
15	Spread 6	Wetland C43 - Park Road	S3-0300	PA-CH-0111.0000-RD	20
16	Spread 6	Bow Tree Dr.	S3-0520	PA-CH-0413.0000-RD	20
17	Spread 6	Riddlewood Dr	S3-0620	PA-DE-0100.0000-RR	16

Appendix F

In-Progress HDDs Where No IR Occurred

	Spread	Drill Name	HDD #	PADEP 105 Permit HDD #	Diameter
1	Spread 1	Norfolk RR	S1B-0250	PA-WM1-0088.0000-RR	20
2	Spread 1	Old William Penn	S1B-0270	PA-WM1-0144.0000-RD	20
3	Spread 2	Grange Hall Rd	S2-0064	PA-IN-0086.0000-RD	20
4	Spread 3	Raystown Lake	S2-0150	PA-HU-0020.0008-WX	20
5	Spread 4	Pipeline/Double Gap Rd	S2-0160	PA-CU-0015.0000-RD	20
6	Spread 4	Wildwood Road	S2-0180	PA-CU-0067.0000-RD	20
7	Spread 4	Appalachian Trail	S2-0230	PA-CU-0136.0012-RD	20
8	Spread 4	Arcona Rd, Lisburn Rd	S2-0249	PA-CU-0189.0000-RD	20
9	Spread 4	S Market Street	S2-0246	PA-CU-0174.0001-RD	20
10	Spread 4	Waltonville Road	S3-0080	PA-DA-0056.0000-RD	20
11	Spread 5	Peach Tree Lane	S3-0201	PA-BR-0079.0000-RD	20
12	Spread 5	Gebhart School Road	S3-0230	PA-BR-0138.0001-RD	20
13	Spread 5	Joanna Road	S3-0250	PA-BR-0181.0000-RD	20
14	Spread 6	Pennsylvania Drive	S3-0310	PA-CH-0124.0000-RD	20
15	Spread 6	Dairy Queen Parking Lot	S3-0331	PA-CH-0138.0000-RD	20
16	Spread 6	Devon Dr. - Shoen Rd.	S3-0360	PA-CH-0199.0000-RD	20
17	Spread 6	Exton Bypass	S3-0400	PA-CH-0256.0000-RR	20
18	Spread 6	Hollyview Ln.	S3-0421	PA-CH-0290.0000-RD	20
19	Spread 6	Greenhill Road	S3-0460	PA-CH-0326.0000-RD	20
20	Spread 6	Carriage Dr.	S3-0461	PA-CH-0326.0004-SR	20
21	Spread 6	Village Square Dr.	S3-0471	PA-CH-0326.0006-RD	20
22	Spread 6	Highway 23		PA-CH-0002.0000-RD	20