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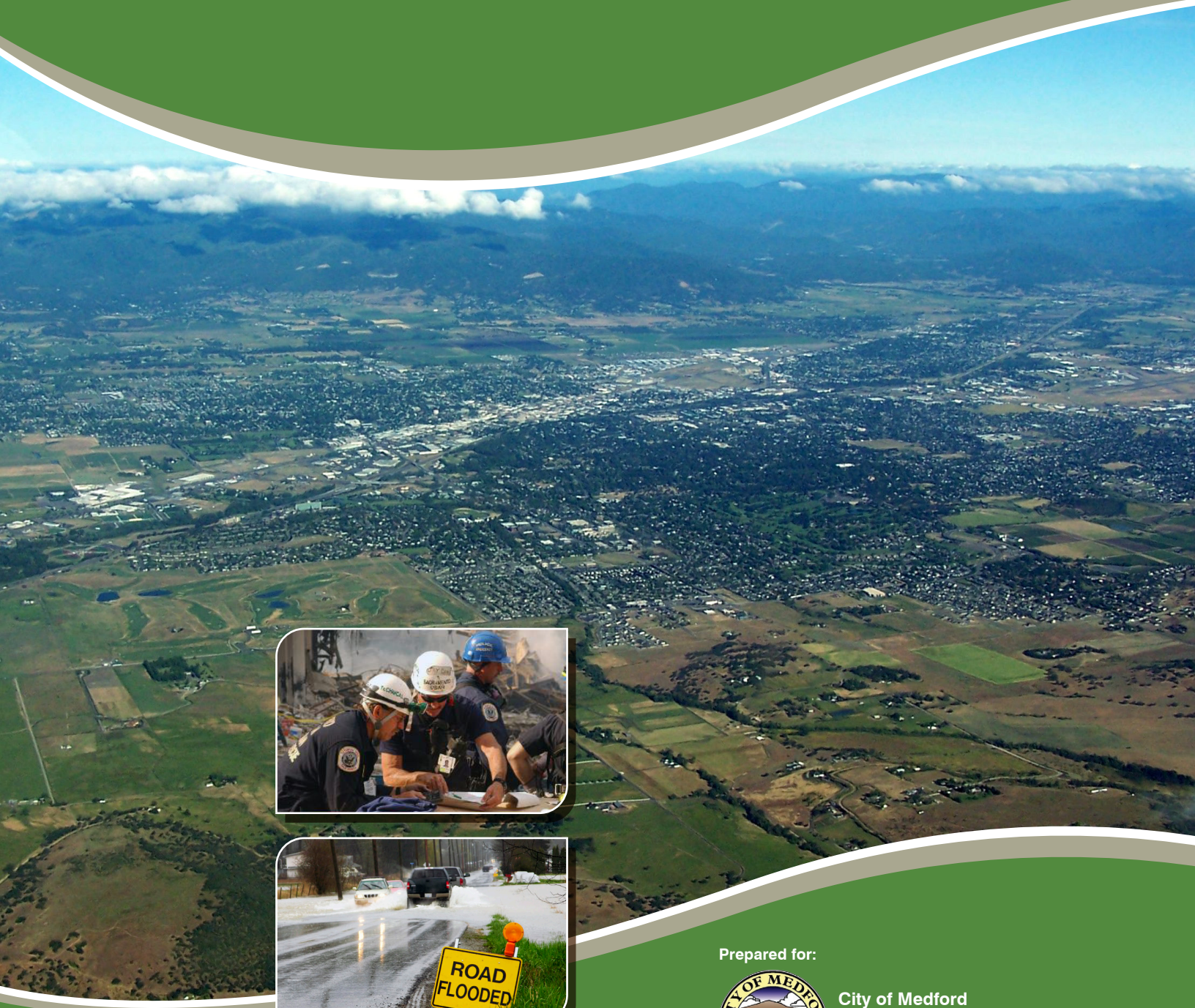
City of Medford
Emergency Operations Plan



Prepared for:

City of Medford
411 W. 8th Street
Medford, Oregon 97501

Prepared by:

ecology and environment, inc.
Global Environmental Specialists

City of Medford
Jackson County, Oregon
EMERGENCY OPERATIONS PLAN

June 2012

Prepared for:

City of Medford
411 W. 8th Street
Medford, Oregon 97501

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 Medford 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 County 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 Medford 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 Medford 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 Medford 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:

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

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

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

Gary Wheeler Mayor	Al Densmore Councilmember Ward 1
Dick Gordon Councilmember Ward 1	Karen Blair Councilmember Ward 2
James F. Kuntz Councilmember Ward 2	Chris Corcoran Councilmember Ward 3
John Michaels Councilmember Ward 3	Greg Jones Councilmember Ward 4
Bob Strosser Councilmember Ward 4	DATE

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Plan Administration

The Emergency Manager will administer review, revision and re-promulgation of this plan every five years or whenever changes occur, such as lessons-learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan may be made 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
2011	000	Plan Update

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 Emergency Manager is ultimately responsible for dissemination of all plan updates. All modifications and revisions to the EOP will be routed through the City Manager's office.

Date	No. of Copies	Jurisdiction/Agency/Person
		Fire Department
		Police Department
		Parks & Recreation Department
		Public Works Department
		Legal Department
		Finance Department
		Human Resources Department
		Technology Services Department
		Building Safety Department
		Planning Department
		Medford Water Commission

* 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 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	Emergency Manager (City Manager's Office)
Functional Annexes (FAs)	
FA 1 Emergency Services	Police Department Fire & Rescue
FA 2 Human Services	Emergency Manager (City Manager's Office)
FA 3 Infrastructure Services	Public Works Department
FA 4 Recovery Strategy	Emergency Manager (City Manager's Office)
Incident Annexes (IAs)	
IA 1 Drought	***** CHECK ANNEXES FOR APPROPRIATE DEPT ASSIGNMENTS *****
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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FA 2 – Human Services
FA 3 – Infrastructure Services
FA 4 – Recovery Strategy

Incident Annexes

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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 Medford'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, Scope and Objectives

1.2.1 Purpose

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

This plan is not intended for day-to-day emergency responses in Medford, but expands on the day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. It is the intent of the incident management process to provide a unified incident command that provides input into the decision process, but gives the decision making to an agreed upon individual or unified team. The level of

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

1.2.2 Scope

The City of Medford will respond to all man-made or natural disasters within the City Boundaries, to any land owned by the City of Medford or Medford Water Commission when the response will benefit the City and/or the City can benefit the outcome of the incident, and to any disaster within the Medford Rural Fire Protection District #2 that is normally covered by the Medford Fire Department.

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

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

1.2.3 Objectives

For a government agency to provide the best health, safety, and welfare of its citizens, it is to respond to a major emergency situation with the following priorities:

- Continuity of Government - identifying command personnel and providing them with the means to command.
- Emergency Management - including fire, rescue and police responding to and caring for involved citizens. (Fatal, injured, homeless or relatives of such persons and volunteer workers.)
- Citizen information and welfare - media releases, help for people outside the impacted area who are involved (loss of power, etc.).
- Routine operations of government that can be handled during the emergency, if possible (non-injury accidents, etc.).
- Preservation of records from fire, water, and theft.

- To keep the City of Medford's Emergency Operations Plan simple and easy to use during an emergency.
- Integration with Jackson County Emergency Operation Plan as follows:
  - The City of Medford's Emergency Operations Plan is designed to work with Jackson County's Emergency Operation Plan.
  - The City's Emergency Operations Plan may refer to certain parts of the County's Emergency Operation Plan.
  - Where there is a need for different directions or policies, the Medford Emergency Operations Plan will so indicate.

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.

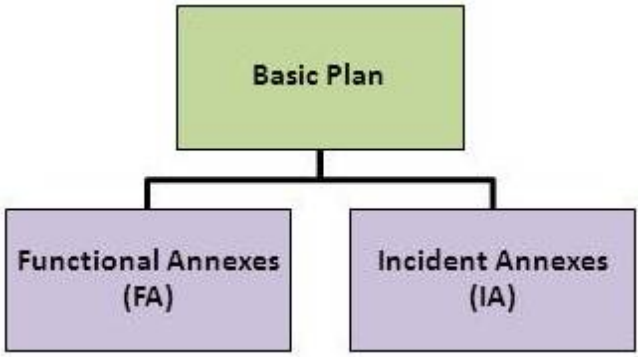
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

1.4 Plan Organization

The City EOP is comprised of three main elements:

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

Figure 1-1 City of Medford 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 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 procedures for requesting additional resources from County agencies. For the purposes of this EOP, information regarding common management functions

performed by the City and supporting agencies and organizations are streamlined into four FAs, which supplement the information in the Basic Plan:

- FA 1 – Emergency Services,
- FA 2 – Human Services,
- FA 3 – Infrastructure Services, 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 Systems
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: ▪ 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 include: ▪ 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: ▪ 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. Request 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.

1.4.4 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 1-5 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 Countywide emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS, as necessary.

1.5 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.

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 coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

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

1.5.1.3 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 provide for and staff a State Emergency Operations Center 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.

- 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 Medford Plans

1.5.4.1 City of Medford Continuity of Operations Plan (DRAFT)

The City has developed a draft Continuity of Operations (COOP) plan. Once finalized, this plan will be used in conjunction with the EOP during various emergency situations. The COOP plan details 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 elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.

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

1.5.4.2 City of Medford Pre-Disaster 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 Medford Pre-Disaster Mitigation Plan was updated in August 2010.

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.

At the City-level, emergency operations are governed by the Medford Municipal Code Chapter 12 – Emergency Management Responsibility with the stated purpose of "reducing the vulnerability of the City and its residents to loss of life, injury to persons or property, human suffering and financial loss resulting from emergencies, and to provide for recovery and relief assistance for the victims of emergencies."

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.

As approved by the City Council, the City Manager's Office has been identified as the lead agency in the EMO. The City Manager, or his designee, is given the collateral title of Emergency Manager, has the authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees as appropriate.

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

Table 1-6 Legal Authorities
Federal
– 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
– 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 Medford
– City of Medford Charter
– Medford Municipal Code Chapter 12 – Emergency Management Responsibility
– City Ordinance No. 1999-126
– City Resolution No. 2005-87

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 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

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 of Medford Disaster Declaration Process

A declaration of emergency by the City of Medford is the first step in accessing state and federal disaster assistance. The Medford Mayor and City Council have the legal authority under Medford Municipal Code Chapter 12, to declare that a Local Emergency exists. When the Mayor determines that a state of emergency exists, the Mayor shall make a written declaration to that effect and within 24 hours call a special meeting of the City Council to ratify the declaration of emergency. If a quorum of the council is not available, then as soon as a quorum can be assembled. If the Mayor for any reason is unable or unavailable to perform these duties, then the duties shall be performed in the following order of succession:

- City Council President;
- City Council Vice President; and
- City Council members in order of seniority in office.

The declaration by the Mayor of a state of emergency shall state the nature of the emergency, designate the geographical boundaries of the area subject to the emergency procedures, state the duration of time during which the area so designated shall remain an emergency area, and state any special regulations imposed as a result of the state of emergency.

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 Jackson County Board of Commissioners 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
- 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.

1.7.5 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

In order for any organized emergency response effort to be effective, the people to whom responsibilities have been assigned must not only know their assignments, but they must also be available to carry them out. Emergencies may well happen when some critical personnel are absent from the community, or the emergency may isolate, incapacitate, or eliminate some of those people. To prepare for this contingency, each emergency management position should have a pre-defined sequence of backup personnel capable of taking over in the absence of the person primarily responsible. Table 1-6 provides the policy and operational lines of succession during an emergency for the City.

Table 1-7 City Lines of Succession	
City Manager 1. Deputy City Manager 2. Police Chief 3. Finance Director 4. Fire Chief	**Mayor** 1. Council President 2. Council Vice President
Police Chief 1. Deputy Police Chief – Operations 2. Deputy Police Chief - Administration	**Fire Chief** 1. Deputy Chief – Operations 2. Deputy Chief – Administration 3. Training Chief
Public Works Director 1. City Engineer 2. Operations Manager	**Emergency Management Coordinator** 1. Fire Chief 2. Fire Marshal
City Attorney 1. Deputy City Attorney 2. Senior Assistant City Attorney	**Finance Director** 1. Finance Supervisor 2. Finance Accountant
City Recorder 1. Deputy City Recorder 2. Assistant to the Deputy City Manager	**Municipal Court Administrator** 1. Senior Clerk 2. Clerk
Water Commission Director 1. Principal Engineer 2. Operations Superintendent 3. Water Quality Superintendent	**Parks and Recreation Director** 1. Recreation Superintendent 2. Parks Superintendent
Planning Director 1. Deputy Planning Director 2. Senior Planner	**Other Departments** • As necessary

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 are defined in the City of Medford COOP. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing the COOP 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 City's vital records, systems, and equipment. These are records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the City's ability to conduct business or carry out essential functions. Each department 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 City's mission.

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

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Medford Fire & 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, notifies 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 Manager. 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 Manager (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

See Medford Municipal Code Section 12.060.

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. During activation of the City Emergency Operations Center, financial management will be handled by the Finance Section which will be staffed by the Finance Department.

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. 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 department.

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

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and Personal Protective Equipment (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 departments and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the City and its citizens as rapidly as possible.

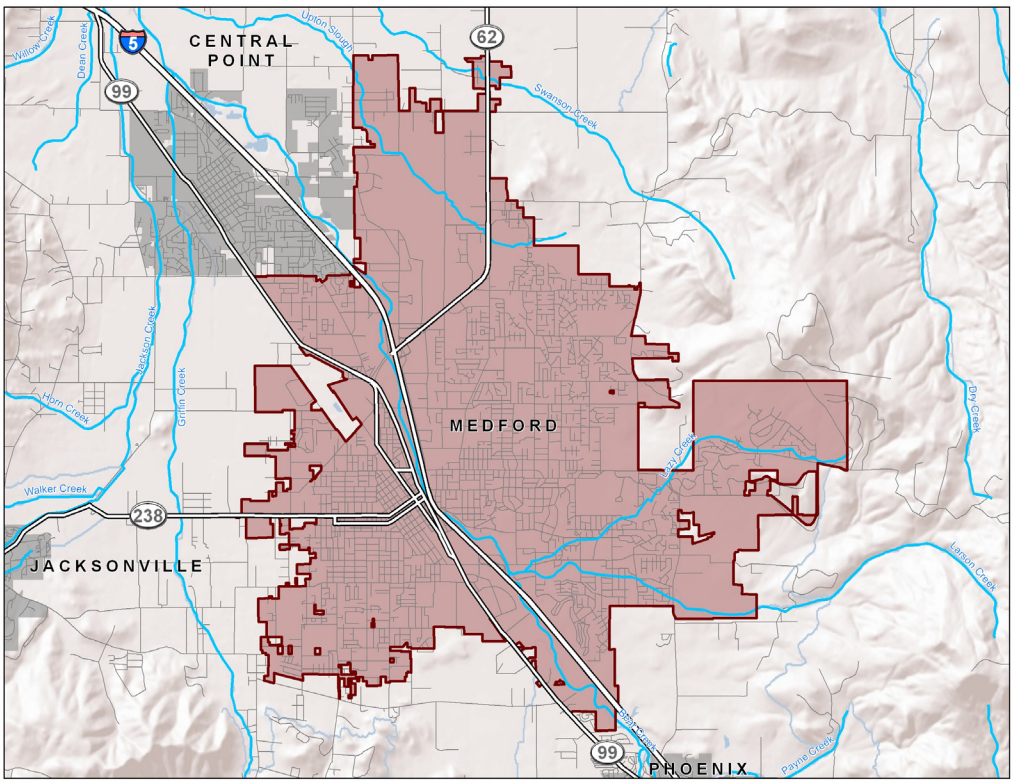
Processes that support employees and their families during emergency situations or disasters will be further developed through ongoing COOP and COG planning.

2 Situation and Planning Assumptions

2.1 Situation

The City of Medford 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 Medford



2.1.1 Community Profile

Medford is the largest city in southern Oregon and the eighth largest in the State. According to the Population Research Center's certified estimates, the City was

home to 77,240 people in July 2010. Given its regional role, the City actually serves a population of 460,000 or more people.

The City's land area totals over 26 square miles. The City is the center of commerce, industry, transportation, finance, retail and health services for an immediate metropolitan area including Jackson and Josephine counties, as well as for three other southwestern Oregon and northern California counties. Medford is the county seat of Jackson County. Medford abuts the City of Central Point on the Northeast and a developed area within Jackson County, but associated with the City of Phoenix, on the south. The nearest other urban area is White City, an unincorporated community several miles to the north. Interstate 5 and State Highway Nos. 99, 238, 140 and 62 provide access to Medford from all directions.

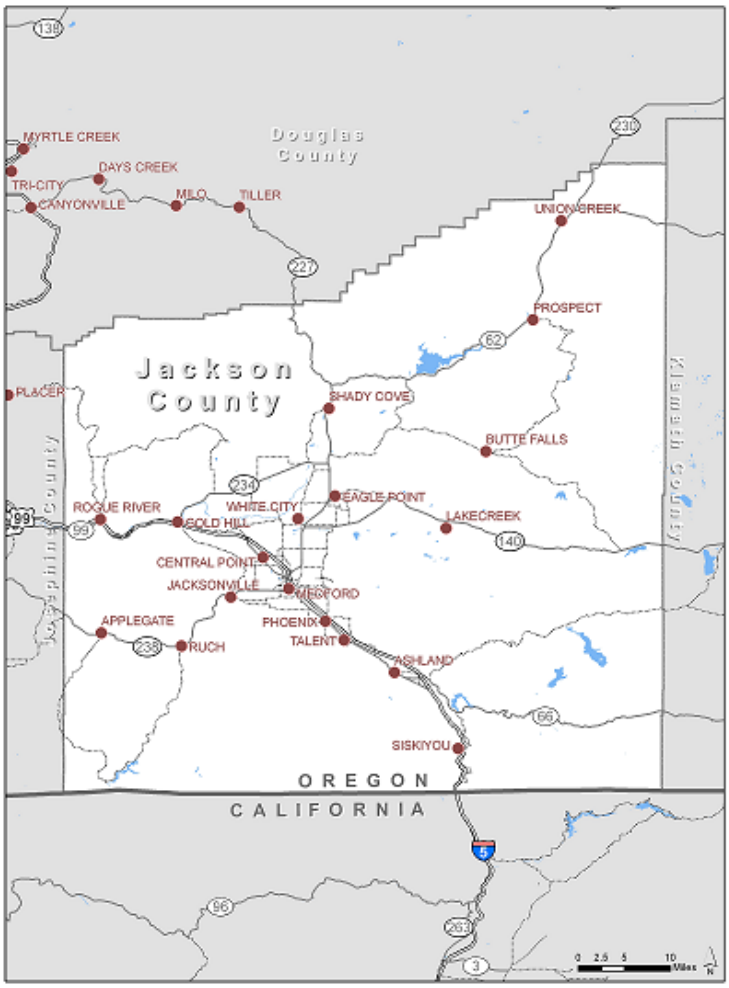
The City of Medford lies within the upper Rogue Valley, on the edge of the Siskiyou Mountains, which are part of the Klamath Mountain Range that extends to the Pacific Ocean and divides southern Oregon from northern California. The City of Medford has an elevation of 1300 to 2400 feet. Bear Creek, one of the Rogue River's primary tributaries, flows directly through the City of Medford from south to north. Bear Creek is the major discharge for floodwaters. Several tributaries, such as Larson Creek and Lone Pine Creek, also flow through the City.

Medford has a moderate, seasonal climate. The average daily high temperature in the City is between 80 and 95 degrees in the summer and between 25 and 45 degrees in the winter. The Rogue Valley has the lowest precipitation among Oregon's western interior valleys.

The City of Medford has been transformed into a regional retail and services hub for an area that covers southern and southeastern Oregon and northern California. Twenty years ago, forest products business provided more than 11% of all jobs in the County; today it is responsible for less than 5%. Retirement, tourism and health care continue to grow in importance. Despite a substantial decline in the forest products industry, manufacturing employment in Jackson County increased over the last fifteen years. While wood products jobs fell by 27% in the past decade, the rest of manufacturing increased by 50%. Local, state and federal government, including public education, the Bureau of Land Management and Forest Service, are major area employers. Health care constitutes the largest single category of employment in Medford with the Asante Health System being the largest year round private employer.

See the City of Medford Pre-Disaster Mitigation Plan for a more detailed Community Profile.

Figure 2-2 Map of Jackson County



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 City of Medford Pre-Disaster Mitigation Plan for more information regarding natural hazards for the area.

2.1.2.1 Drought

The Rogue Valley has extended hot and dry weather conditions during the summer and early fall months. Sequential years of below normal rainfall over winter months can result in severe drought conditions, as were seen in 1939, 1976 through 1981, 1987 through 1994, and again in 2001. Although professionals formerly spoke of a 10-year drought cycle in our region, some now believe that drought has become a more common phenomenon, occurring in a 5- to 7-year cycle.

Although the phenomenon of El Nino is not entirely understood, climatologists point to El Nino as a cause of below-normal rainfall in Oregon. Occurring approximately every 5 years, the El Nino effect consists of the warming of Pacific waters. This rise in water temperatures sets off changes in ocean currents and climate patterns. One typical climate change is the northerly movement of typical weather patterns, whereby Californian weather moves into Oregon and Oregon's weather moves into southern British Columbia.

2.1.2.2 Earthquake

Historically, California has been perceived as the most earthquake-prone state in the west. More recently, however, seismologists and geo-scientists have recognized that Oregon and the entire Pacific Northwest may be subject to earthquakes of substantial magnitude. Southern Oregonians are only now becoming aware of their risks from earthquakes. Research by the Oregon Department of Geology and Mineral Industries (DOGAMI), as well as other state agencies, has clarified the degree of risk and the potential effects of such an event.

Earthquakes that occur in Oregon are typically crustal, intraplate, or great subduction earthquakes. Crustal earthquakes are most common, and occur along relatively shallow faults, normally within 10 miles of the earth's surface. Intraplate earthquakes occur at greater depths, approximately 20 to 40 miles beneath the surface. Great subduction earthquakes occur along an offshore fault that parallels the Oregon and Washington coasts.

Medford's risk from earthquakes is related to its location between two active fault areas. To the east is the fault zone in the Klamath Falls area where researchers estimate that a 7.0 magnitude earthquake is possible. To the west is the Cascadia Subduction Zone along the coast of Oregon which may produce a severe earthquake of 7.0 or greater magnitude.

2.1.2.3 Wildland/Urban Interface Fire

Nationally, more and more homes are being constructed in or adjacent to wildland areas. A desire for a rural or suburban living environment on the fringe of urban areas has increased the risk of fires in what is termed the urban/wildland interface. The interface is the area where residential development comes into contact with areas of natural vegetation contributing to rapid fire spread and additional fuel loading.

In recent years, Jackson County has experienced several large wildland fires and interface fires. 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. For example, 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; lightening started the remaining 44%.

Potential is growing for the City of Medford to experience wildland-urban interface (WUI) fires. The City was identified by the State as a community at risk for a wildland urban interface fire.

2.1.2.4 Flood

The Rogue Valley has a long history of destructive flood events. Over the past 50 years, major floods occurred in the Rogue Valley in 1955, 1962, 1964, 1974 and 1997. The region experiences the most severe flooding conditions when the effects of snowmelt and direct, heavy rainfall combine during periods of warmer temperatures in winter and early spring months.

These floods can threaten public health, safety, and welfare by destroying or isolating structures, disrupting transportation systems, polluting water supplies, and destroying basic public facilities, such as sewer and electric services.

In addition to the flooding of Bear Creek and the Rogue River, the City of Medford has a history of slow-rise flooding along Larson Creek, Lazy Creek, Bear Creek, Elk Creek Terrain and Lone Pine Creek. Some flash flooding from heavy down pour may occur on Lone Pine Creek and Larson Creek. A portion of the City to the west borders the Elk Creek tributary, which can exhibit uncontrollable flooding. Localized flooding may also result from debris blocking and plugging drainage systems. Recent incidences of record rainfall and flooding across Oregon have renewed concerns about the potential for flooding in the Medford UGB, and have rekindled interest in preparing for potential floods.

2.1.2.5 Landslide

In general, a landslide is the down slope movement (sliding or falling) of soil, rock, or some mixture of the two. One or more of the following factors triggers landslides:

- Intense or prolonged rainfall, or rapid snow melt
- Undercutting of a slope by erosion or evacuation
- Shocks or vibrations from earthquakes or construction
- The removal of vegetation by fires, timber harvesting or land clearing
- Placing fill (weight) on steep slopes

There are at several types of landslides, including rock falls, rockslides, slumps and debris flows. Landslides in our region have most commonly consisted of debris flows along stream channels or slides along hillsides whose soils have become saturated during heavy rains.

NOTE: Landslide is not included as an individual Incident Annex to this EOP as it is typically a secondary hazard of a severe weather, flooding or earthquake event.

2.1.2.6 Severe Weather

Severe storms are the most frequently occurring natural hazard in Medford. Fortunately, they are short-term in nature, lasting only one to two days, and can be managed with local emergency response resources. The City of Medford is not prone to a wide range of storms; however, emergency planning must include all reasonable weather potentials. Particularly common are high winds and periods of extreme cold and heat. Less frequent, but not unknown incidents of severe weather include Siskiyou Mountains snow or ice storms, which create very hazardous driving conditions and may lead to power outages.

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 and power outages. Severe weather and trees are the greatest cause of power outages in southern Oregon.

With overall electrical service reliability at 99.96 percent, trees are responsible for approximately half of all outages to Jackson County customers. Fallen limbs and uprooted trees can also block roadways, disrupting the transportation network.

Significant storms have sustained winds of 40 mph with gusts of 55 mph for more than 2 hours. Particularly threatening are wintertime winds from the Cascades that can funnel through the Rogue Valley at 50 mph. Late summer and early fall wind storms often increase wildfire risks. Heavy rains, followed by strong winds, often result in the falling of entire, shallow-rooted trees. 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 every year. These events can create traffic congestion at Interstate 5 Interchanges in Medford. Low elevation snow accumulation, followed by durations of warmer rains, frequently leads to flood events.

2.1.2.7 Volcano

Cascadia Subduction Zone movement, the movement of continental plates against each other, generates volcanic activity in the Pacific Northwest.

Shield and composite volcanoes are present in the region of Jackson County. Nearby Mount McLoughlin, a basaltic andesite lava conde, is considered dormant. It presents so little earthquake activity that seismic measurements are not taken. However, if Mount McLoughlin were to erupt, in response to another disaster, such as an earthquake, the results could be catastrophic.

Prevailing winds would normally carry the volcanic dust eastward. Residue from the eruption, due to our close proximity to the volcanic action, and a natural

change of wind direction, either at low levels or in the winds aloft, would cause hot or cold ash to fall most anywhere. The City would have to remove accumulated ash and extinguish fires started by air borne hot embers. An eruption could render portions of the Medford water system sources inoperable.

"NueeArdante", very hot gasses with ash and poisonous gases, can follow a valley down from the volcano. In this instance, it could move from Mount McLoughlin down highway 140 to Medford. To save lives, advance evacuation would have to occur before the gas clouds arrived.

Mount Shasta, second in activity to Mount St. Helen's, lies 100 miles to the south of Medford. If it were to explode, the strength of the eruption would be similar to that of Mount St. Helen's explosion in 1980. The winds would likely take most of the ash and flumes to the east. It could, however, deposit an inch of ash over Medford. Ash and solid debris could create utility outages, fires, health problems, and transportation problems. Damage to northern California would be much more significant and the Rogue Valley could expect to see an influx of victims seeking shelter, medical care and sustenance.

2.1.2.8 Hazardous Materials Incident

Hazardous materials incidents include fixed site and transportation related incidents involving hazardous and radiological materials. Also included in this hazard are drug labs. Hazardous materials are transported through the county in freight trucks using the Interstate 5 corridor, state highways and county roadways.

2.1.2.9 Public Health Incident

Epidemic

Epidemics are outbreaks of infectious disease that spread rapidly through a localized community to a broader and more extensive population. Understanding how and why a particular epidemic spreads requires a multi-disciplinary study of biology, culture, society, economics, environment and technology. Epidemics are caused by viruses, bacteria or protozoa, which infect humans in a variety of ways. Some are water borne, some air borne, others food borne, and yet others are transmitted via interpersonal contact or contact with a vector, such as a mosquito. The common cold and flu are examples of familiar viruses. Examples of bacteria are E. coli and streptococcus. Familiar protozoas include malaria and giardia.

The City of Medford is more likely to be affected by an epidemic because it is the largest, most concentrated population in our region. As a regional employment, recreational, residential, retail and health care hub, the City draws many non-residents on a daily basis into the City, multiplying the opportunities for further exposure to both visitors and residents.

Air Quality Issues

Given its bowl-like shape, the Rogue Valley experiences periods of air stagnation and atmospheric temperature inversions that trap pollution, particularly during the

months of December, January, and February. During these months, the temperature near the ground decreases rapidly toward sunset. As the surface air cools, it flows down the mountain slopes, forming a pool of cold air on the valley floor with the warmer air above acting as a lid. The cooling within this layer typically produces fog, and, as air pollutants are discharged, they become trapped. During these stagnant conditions, the fog and trapped air can remain under this "lid" for several days, becoming increasingly polluted and unhealthy.

2.1.2.10 Terrorism/Civil Disturbance

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

2.1.2.11 Transportation Accident

Transportation accidents may include major automobile or airplane crashes, or train derailments. Interstate 5 and State Highway Nos. 99, 238, 140, and 62 all are significant transportation routes. Additionally, Medford is home to the Rogue Valley International Airport.

2.1.2.12 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.

2.1.3 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.

2.1.4 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 Medford 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	10 x 2 = 20	10 x 5 = 50	10 x 10 = 100	9 x 7 = 63	**233**
Flood	10 x 2 = 20	9 x 5 = 45	9 x 10 = 90	10 x 7 = 70	**225**
Earthquake	1 x 2 = 2	10 x 5 = 50	10 x 10 = 100	7 x 7 = 49	**201**
Air Quality	8 x 2 = 16	4 x 5 = 20	8 x 10 = 80	9 x 7 = 63	**179**
Epidemics	10 x 2 = 20	1 x 5 = 5	9 x 10 = 90	9 x 7 = 63	**178**
Drought	10 x 2 = 20	2 x 5 = 10	6 x 10 = 60	10 x 7 = 70	**160**
Volcano	1 x 2 = 2	10 x 5 = 50	10 x 10 = 100	1 x 7 = 7	**159**
Wildland/Urban Interface Fire	5 x 2 = 10	5 x 5 = 25	5 x 10 = 50	9 x 7 = 63	**148**
Landslides	1 x 2 = 2	10 x 5 = 50	5 x 10 = 50	1 x 7 = 7	**109**

Notes:
1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.

2.2 Assumptions 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 City. 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.

3 Roles and Responsibilities

3.1 General

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

The County Emergency Management 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 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 standard operating procedures to perform these emergency functions as identified in this plan. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

For the purposes of this plan, the City's emergency management structure will be referred to generally as the City Emergency Management Organization (EMO)

and is incorporated into the City Manager's office. Under this structure, the City Manager would be considered the Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and departments are described throughout the plan to further clarify the City's emergency management structure.

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

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

3.2.1 Executive Group

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

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction and, as appropriate, including the private sector.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
    - The jurisdiction, including persons, property, and structures,
    - Vulnerable populations including unaccompanied children and those with service animals, 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 ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies this responsibility includes encouraging positive support with citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and Federal officials. Additionally, the council will provide elected liaison with the community and other jurisdictions. In the event of a need for a State of Emergency, the Mayor or designee will initiate and terminate the State of Emergency through a Declaration ratified by the Council.

General responsibilities of the Mayor and City Council include:

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

3.2.1.2 City Manager

The City Manager is responsible for continuity of government, overall direction of City emergency operations and dissemination of public information.

The City Manager is responsible for:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring that plans are in place for the protection and preservation of City records.

3.2.1.3 Emergency Manager

The City Manager serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for

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

- Serving as staff advisor to the Mayor and City Council 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 Emergency Operations Center.
- Activating the City Emergency Operations Center.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and County Emergency Management.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 Unified Administrative Team

The City Manager, Police Chief, Fire Chief, Public Works Director, Parks Director, Water Commission Manager and other departments, as needed, are not an action group, as such, but serve as an oversight team to do long-range administering of policy and planning and to make decisions on situations not covered by pre-planned responses. Planning is needed to stay ahead of the disaster. This level can override the Operations Level.

If the City Manager is not present during an emergency situation, the authority and responsibilities of the City Manager will be assumed by the designee or a Unified Operations Team made up of City Fire, Police, Water Commission, Public Works and Parks Department Directors and Chiefs.

Unified Administrative Team is a method for all departments or individuals who have jurisdictional responsibilities at the incident or over the disaster to:

- Maintain Continuity of Government
- Maintain Communications with Council and Public
- Determine overall objectives for the incident.
- Select a strategy to achieve the objectives.
- Function under the Unified Administrative Team to coordinate emergency activities at the Emergency Operations Center.

3.2.1.5 Emergency Planning Committee

The Emergency Planning Committee is responsible for Emergency Operations Center, administration work, and emergency coordination with County, State and Federal governments. These responsibilities may be assigned to one individual.

- Coordinates the operation of the Emergency Operations Center (and/or the alternate facility).
- Responsible for collection, plotting, and dissemination of information for the Emergency Operations Team.
- Acquires outside assistance as required from County, State and Federal agencies.

3.2.1.6 City Department Heads

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

3.2.2 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 focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are responsible for:

- Support Emergency Operations Center 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 must be filed with the City 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 Emergency Operations Center, as charged by this plan.
- Develop and implement procedures for protecting vital records, materials, and facilities.
- 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.

It is the responsibility of each department in the city to develop departmental procedures to meet these requirements. These procedures should be updated regularly and will be used during training activities and tabletop exercises as well as during actual emergencies when the department is involved.

The departmental procedures will provide necessary information to that department for indicating who is designated for what position, how to call back (with phone numbers), indicate special needs, what in-house protocols are to be followed, where to access items or people, resources available, and other pertinent information for that department.

These procedures are not included here because they change regularly and are primarily departmental in nature. However, copies of individual departmental procedures should be provided to the Emergency Manager/City Manager's Office whenever changes are made. These will be copied and distributed as is appropriate.

3.2.2.2 Fire & Rescue

Fire & Rescue is responsible for disaster command coordination, fire fighting response and resources, search and rescue, hazardous materials response, health and medical services and recovery.

- Handles regular functions of the department in fire fighting.
- Assists in disaster/emergency incident management.
- Organizes disaster work in light duty rescue, heavy duty rescue and emergency medical care including triage of patients.
- Coordinates public information resources as directed by the City Manager or designee in cooperation with other agencies.
- Identifies and manages hazardous materials problems.
- Manages and supervises volunteers assisting with these functions.
- Coordinates recovery operations.
- Provides emergency warning in assigned areas.

3.2.2.3 Police Department

The Police Department is responsible for law enforcement, riot and civil disturbances control, evacuations, transportation resources, and liaison for state military support.

- Coordinates and conducts evacuation as needed in disasters.
- Provides protection for key public officials and facilities, if necessary, during a crisis or disaster situation.
- Provides security of the disaster scene and Emergency Operations Center.
- Controls all traffic into and out of the disaster area.

- Prevents criminal activity.
- Provides warning service to designated areas.
- Collects and identifies bodies.
- Initiates and participates in any investigation of a disaster or unusual occurrence for the purpose of determining possible criminal culpability.
- Acts as liaison for military support from state or federal government.

3.2.2.4 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 responsibility is to open emergency routes to enable fire and police equipment to reach the disaster area.
- Works directly with the Fire Department, Parks & Recreation Department and Building Safety Department to remove debris, secure unstable structures, and gain access to victims.
- Provides vehicles and personnel to evacuate records and equipment and/or relocate them, if necessary.
- Provides emergency repair to all city owned vehicles (through the Maintenance Section).
- Maintains city-owned vehicles/properties in coordination with City Parks and Recreation.
- Monitors all city traffic control devices for proper functioning. Supplies police and fire temporary traffic control devices, as needed.
- Removes debris in the disaster area. Coordinates plans for trash removal. Coordinates with Building, Planning and Parks & Recreation Departments in Recovery phase.
- Supplies fuel for emergency vehicles at scene if necessary.
- Supplies staff to assist if City Hall relocation is activated.
- Serves as liaison for transportation with local, state and federal needs.
- Coordinates flood, drainage and sewer problems.

- Makes sure Engineering Division coordinates with Building Safety Department on structural integrity for rescue work and for occupancy after a disaster.
- Recognizes City Engineer will participate in a Structural Damage Survey for FEMA with the help of the Building Safety Department.

3.2.2.5 Building Safety Department

The Building Safety Department is responsible for structural damage surveys, supporting disaster recovery functions and floodplain management.

- Coordinates with Public Works/Engineering to participate in Structural Damage Surveys for FEMA.
- Prepares damage reports for the Emergency Operations Center and the City Manager.
- Condemns damaged buildings.
- Supports recovery functions of disaster.

3.2.2.6 Water Commission

The Water Commission is responsible for water needs for disaster situations.

- Coordinates the restoration of all water utilities.
- Maintains records (or has access to records) of the location of water utilities throughout the city.
- Coordinates with Public Works on water/sewer utilities breaks.
- Provides personnel/apparatus available for disaster.
- Assists in providing potable water for emergencies.

3.2.2.7 Technology Services Department

Technology Services Department is responsible for disaster information flow.

- Provides computer service needs and backs up the Communications needs.
- Establishes message service for Emergency Operations Center.
- Provides basic maps, GIS information and tax lot information to Emergency Operations Center and Incident Commander.

3.2.2.8 Finance Department

The Finance Department is responsible for Local, State, Federal funds, and financial records and documents for disaster.

- Becomes available to the City Council and City Manager, upon request, to advise on financial matters and emergency allocations.
- Maintains records of all disaster expenditures for future State and Federal reimbursement through claims, time unit, purchasing, and cost unit records.
- Develops a system for emergency funding, if requested.
- Acts as primary contact for State or Federal funds through other departments.
- Provides periodic updated summary reports of the disaster to the City Manager and a corresponding analysis of the financial impact on the City.
- Support the Emergency Operations Center Finance Section in coordinating the hours and salary of paid and volunteer personnel.
- Procures resources from outside of City agencies in coordination with the Logistics Team.
- Helps disaster victims understand the procedures and complete paperwork necessary for State and Federal assistance programs.

3.2.2.9 Human Resources

Human Resources is responsible for maintaining continuity of government and supplying staff for disaster functions as needed and at City Manager's request.

- Provides technical help to Parks for disaster volunteers.
- Keeps records of volunteer assignments and accounts for whereabouts of all volunteers.
- Keeps records of staff participation in the disaster response.
- Maintains a secretarial/clerk list of helpers for Emergency Operations Center staff and runners.
- Support the Emergency Operations Center Finance Section in coordinating the hours and salary of paid and volunteer personnel.

3.2.2.10 Parks and Recreation Department

The Parks and Recreation Department is responsible for volunteer and donation coordination and providing an equipment/personnel backup.

- Solicits and logs volunteers, equipment, and donations with staff help from other departments as necessary.
- Manages relocation centers and related tasks.
- Coordinates volunteer recruitment with Human Resources Department and Finance Department.
- Coordinates volunteer emergency vehicle permits with Public Works.
- Expedites delivery of volunteer goods and services for relief efforts in disaster area.
- Establishes volunteer relocation sites, volunteer reporting, and assigns staff members to manage them.
- Coordinates volunteer functions with the Fire Department through the Incident Commander of the emergency, who is directly responsible for the incident.
- Provides equipment and personnel as requested for back up.
- Coordinates field response and recovery efforts with Public Works.
- Provides building maintenance functions as needed.

3.2.2.11 City Recorder

The City Recorder is responsible for coordinating recording of all disaster documentation needs for City, County, State and Federal requirements.

- Transcribes chronological log of all incidents and activities with the help of City Secretarial Staff provided by Human Resources.
- Assures the security of all city documents and papers.

3.2.2.12 Municipal Court

The Municipal Court is responsible for mass-arrest processing and backing up City Recorder for disaster documentation.

- Assists in the processing of mass-arrests, if needed.
- Provide assistance with Emergency Operations as necessary.

3.2.2.13 City Attorney

The City Attorney is responsible for all legal issues relating to the disaster.

- Responds to the Emergency Operations Center, when requested.
- Advises the City Manager and City Council on legal matters and legislation, if requested.

3.2.2.14 Planning Department

The Planning Department supports Emergency Operations Center in Recovery and Planning function.

- Provides staff for situation status, reconnaissance, and planning documentation.
- Assists Building Safety Department in Recovery and Planning for future needs.
- Supports efforts of Parks and Recreation Department in delivery of volunteer goods and services to the incident site.
- Provides equipment and personnel to assist Technology Services for GIS production.

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 department or County agency.

3.2.3.1 Transportation

Public Works Department

Transportation responsibilities include:

- Planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including vulnerable populations).
- 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.

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

3.2.3.2 Communications

Alert and Warning

Police Department/Emergency Communications of Southern Oregon (ECSO)

Alert and warning responsibilities include:

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

Communication Systems

Technology Services 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 Emergency Operations Center, once activated.

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

3.2.3.3 Public Works and Engineering

Public Works 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.
- Directing temporary repair of essential facilities.

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

3.2.3.4 Firefighting

Fire & Rescue

Fire service responsibilities include:

- 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.

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

3.2.3.5 Emergency Management

Emergency Operations Center

City Manager's Office

Emergency Operations Center responsibilities include:

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions and the County Emergency Operations Center.
- Maintaining the Emergency Operations Center in an operating mode at all times or ensuring the ability to convert Emergency Operations Center space into an operating condition.
- Assigning representatives (by title) to report to the Emergency Operations Center and developing procedures for crisis training.

- Developing and identifying duties of staff, use of displays and message forms, and procedures for Emergency Operations Center activation.

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

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

City Manager's Office/American Red Cross

The City relies on the support of Jackson 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 Jackson County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.7 Logistics Management and Resource Support

Finance Department/Human Resources 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 Jackson 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 Jackson 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.
- 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 Jackson 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 Jackson 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 Jackson County EOP, ESF 9 – Search and Rescue for more detail.

3.2.3.10 Oil and Hazardous Materials Response

Fire & Rescue/OSFM Regional Hazardous Materials Response 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.
- 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 Jackson County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.11 Agriculture and Natural Resources

Jackson County Environmental Health

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 Jackson County EOP, ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.12 Energy and Utilities

City Manager's Office/Water Commission/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 Emergency Operations Centers, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See FA 3 – Infrastructure Services and the Jackson 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 Jackson County EOP, ESF 13 – Public Safety and Security for more information.

3.2.3.14 Recovery

City Manager's Office/City Council

Recovery-related responsibilities include:

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

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

3.2.3.15 External Affairs

City Manager's Office

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 Jackson 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:
  - 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

Building Safety Department

Damage assessment responsibilities include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage assessment plotting team members to Emergency Operations Center.
- 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.
  - 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

Rogue Valley Community Organizations Active in Disaster (RVCOAD)

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

City Council/City Manager's Office

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.

3.2.3.21 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

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

- 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.

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.
- 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 Jackson County Emergency Management Program Coordinator has been appointed under the authority of the Board of County Commissioners. The

Jackson County Emergency Management Program Coordinator is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster.

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-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.

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	▪ 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	▪ 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	Police Department/ECSO	Sheriff's Office Emergency Management Emergency Communications of Southern Oregon	Oregon Emergency Management	Department of Homeland Security (National Communications System)
ESF 3 Public Works & Engineering	▪ 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	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	▪ 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)

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 5 Emergency Management	▪ Coordination of incident management and response efforts ▪ Issuance of mission assignments ▪ Resource and human capital ▪ Incident action planning ▪ Financial management	City Manager's Office	Emergency Management Emergency Management Advisory Committee	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	▪ Mass care ▪ Emergency assistance ▪ Disaster Housing ▪ Human services	City Manager's Office American Red Cross	Health and Human Services American Red Cross	Department of Human Services	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	▪ Comprehensive, national incident logistics planning, management, and sustainment capability ▪ Resource support (facility space, office equipment and supplies, contracting services, etc.)	Human Resources Department 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	▪ Public health ▪ Medical services ▪ Behavioral health services ▪ Mass fatality management	Jackson County Health Dept.	Health and Human Services	Department of Human Services, Public Health Division	Department of Health and Human Services
ESF 9 Search & Rescue	▪ Life-saving assistance ▪ Search and rescue operations	Fire & Rescue (Coordinate with Police)	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

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 10 Oil & Hazardous Materials	▪ 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)
ESF 11 Agriculture & Natural Resources	▪ Nutrition assistance ▪ Animal and plant disease and pest response ▪ Food safety and security ▪ Natural and cultural resources and historic properties protection ▪ Safety and well-being of household pets	Jackson County Health & Human Services	Fairgrounds Extension Office Health and Human Services	Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	▪ Energy infrastructure assessment, repair, and restoration ▪ Energy industry utilities coordination ▪ Energy forecast	Water Commission Local Utilities	Roads & Parks Public Utilities	Department of Administrative Services Department of Energy Public Utility Commission	Department of Energy
ESF 13 Public Safety & Security	▪ Facility and resource security ▪ Security planning and technical resource assistance ▪ Public safety and security support ▪ Support to access, traffic, and crowd control	Police Department	Sheriff's Office	Department of Justice/ Oregon State Police	Department of Justice

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	▪ Social and economic community impact assessment ▪ Long-term community recovery assistance to States, tribes, local governments, and the private sector ▪ Analysis and review of mitigation program implementation	City Manager's Office City Council	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	▪ Emergency public information and protective action guidance ▪ Media and community relations ▪ Congressional and international affairs ▪ Tribal and insular affairs	City Manager's Office	County PIO	Oregon Emergency Management	Department of Homeland Security (FEMA)

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4 Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, police departments and public works departments, 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 transfer 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 top priority.

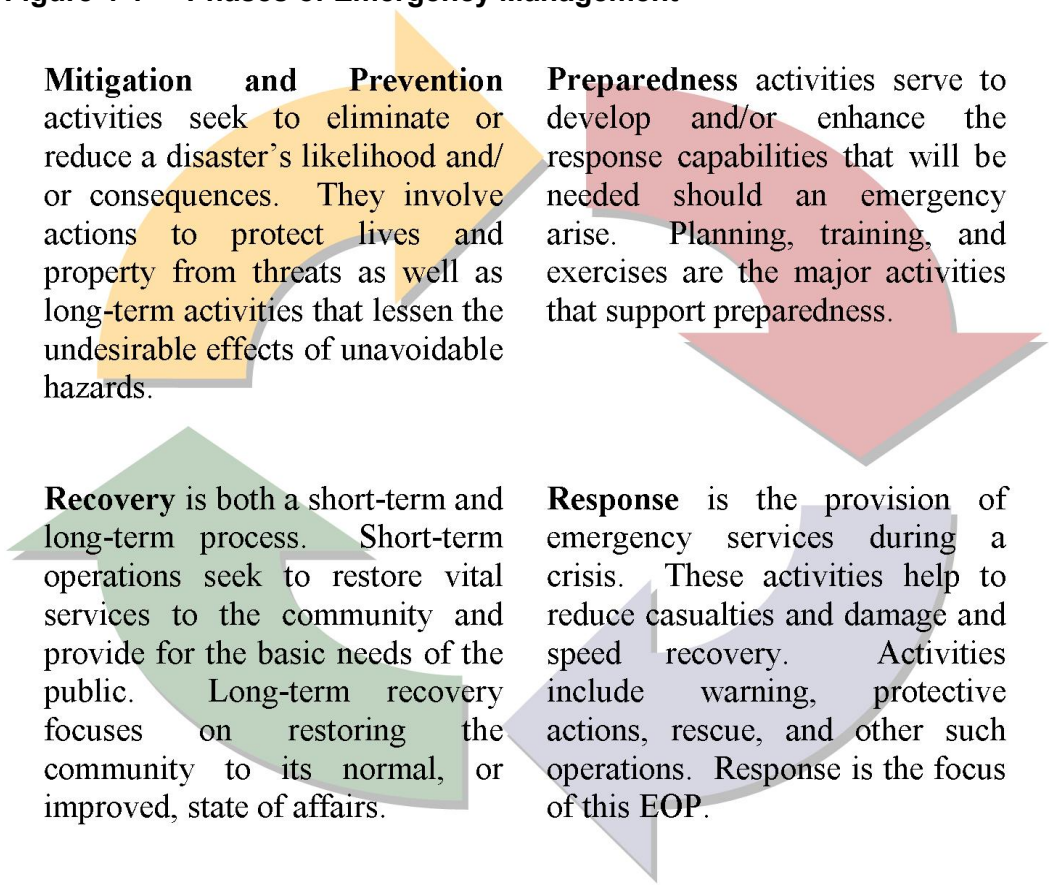
The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when the City of Medford response is reaching or has exceeded its ability 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.

Figure 4-1 Phases of Emergency Management



4.3 Incident Levels

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

4.3.1 Level 1

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

4.3.2 Level 2

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

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

4.3.3 Level 3

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

Table 4-1 NIMS Incident Levels

Type 5	■ 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	■ 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 are 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.

Table 4-1 NIMS Incident Levels	
Type 3	■ 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.
Type 2	■ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of ■ Resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

Table 4-1 NIMS Incident Levels	
Type 1	■ 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.
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, 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

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 Emergency Operations Center based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an IC. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

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

4.5.2 Initial Actions

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

- Alert threatened populations and initiate evacuation as necessary. *See FA 1– Emergency Services 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 Emergency Operations Center 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 Emergency Operations Center 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

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

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

Plain language will be used during all emergency responses 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 Emergency Operations Center 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 Emergency Operations Center 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 Emergency Operations Center 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 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 City may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command staff, or it may fall to the Planning Section Chief or designee.

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

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

- Deploy resources according to the following priorities:
    1. Protection of life.
    2. Protection of responding resources.
    3. Protection of public facilities.
    4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the 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 volunteer and 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 unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

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

4.5.7 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.

The City has the following programs in place for special populations. References to be found within this plan are in parenthesis:

- TTD/TTY contact and captioned cable alert for the hearing-impaired (Communications).

- Spanish/English outreach programs in the Police Department, identified language skills of City employees (Resources), KSYS programs and special contacts.
- Handicapped access to City facilities and Red Cross shelter facilities (Housing, Sheltering, and Feeding).
- Routine fire inspections of adult assisted living facilities, rest homes, nursing homes and hospitals.
- Identified transportation assistance for the physically handicapped (Resources).
- Identified facilities at special risk to power failures (Weather).

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 City 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.

The City Manager, with advice from the Unified Command Team, will determine when a State of Emergency no longer exists and request restoration of normal city functions. Emergency operations can then be terminated.

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

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 Public Information Officer (PIO) will also work with voluntary organizations to provide certain services in emergency situations, typically through previously

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

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5 Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Manager.

Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System. The City EMO is responsible for maintaining the readiness of the Emergency Operations Center 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 Emergency Operations Center during a major disaster. Other departments may be requested to provide assistance in a major emergency.

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 & Rescue). Depending on the incident, the Director/Chief of the responding agency may act as both the IC as well as chief of their respective resource agencies. During the initial response an IC from the appropriate department 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.

- 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 Manager 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 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, the City may activate the Emergency Operations Center and assign an Incident Commander. The City will require and request additional personnel to support this expanded structure. Depending on the incident type, the City departments will provide staff to the Emergency Operations Center. 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.

Upon activation of the City Emergency Operations Center, the City 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 City Manager (or designee) may declare a "state of emergency," place this plan into effect, and activate and staff the City Emergency Operations Center 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 City Manager is empowered to assume executive control over all departments, divisions, and offices of the City of Medford during a state of emergency.

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

5.4.1 Emergency Operations Center Scope of Operation and Assistance

- The Unified Incident Command System will be used. The lead agency will be determined by the type of incident.
- Unified Command Team is a method for all agencies or individuals who have jurisdictional responsibilities at the incident or over the disaster to:
  - Determine overall objectives for the incident.
  - Select a strategy to achieve the objectives.
  - Function under the Unified Administrative Team to coordinate emergency activities at the Emergency Operations Center.
- In a major emergency, or if an incident is one part of a city wide disaster, the Emergency Operations Center may be activated and the Emergency Management Command (EMC) may provide an off-scene command structure.
- Provisions of the Jackson County Emergency Operations Plan may be initiated to support the City of Medford's response capabilities upon specific request or in accordance with mutual aid agreements.
- In a major incident the Emergency Operations Center can provide resources and information to on-scene responders, planning, alerting, warning and watching assistance, communications assistance, public information, an off-scene Public Information Officer (PIO) and other forms of assistance. However, up to a two-hour delay to full operation is expected.

- In the absence of mutual aid agreements, a request for assistance/equipment will be made by the Medford City Manager or designee.

5.4.2 Emergency Operations Center Levels of Command

5.4.2.1 Policy Level

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

5.4.2.2 Administrative Level

The City Manager, Police Chief, Fire Chief, Public Works Director, Parks Director, Water Department, and other departments, as needed, are not an action group, as such, but serve as an oversight team to do long-range administering of policy and planning and to make decisions on situations not covered by pre-planned responses. Planning is needed to stay ahead of the disaster. This level can override the Coordination Level.

The Administrative Level works on a Unified Command structure, yet the City Manager is the final authority in decision making. If the City Manager is not present during an emergency situation, the authority and responsibilities of the City Manager will be assumed by the designee or a Unified Administrative Team made up of City Fire, Police, Water Commission, Public Works and Parks Department Directors and Chiefs with the lead agency in charge.

5.4.2.3 Command Level

This position will work under a Unified Command situation with a lead agency. Police, fire, public services, water and other command personnel as needed work together to handle specific decisions of incident control and coordinate between departments. (This position is also known as the Operations Level in other organizations).

- DISPATCH/COMMUNICATIONS LEVEL. Insuring adequate, accurate relay of information to and from the field via any means available (radio, teletype, telephone, courier, etc.).

- FIELD COMMAND LEVEL. On-scene management of the situation to implement instructions from the Emergency Operations Center and

direct the field units controlled by the scene Incident Commander that performs scene operations.

- FIELD OPERATIONS LEVEL. Decision implementation by emergency personnel under the control of field officers.

5.4.1 Emergency Operations Center Activation

Any supervisor may request activation of the Emergency Operations Center.

Situations that may require activation of the Emergency Operations Center include:

- Information received of an impending catastrophic event to the City of Medford and/or Medford Rural Fire Protection District #2 citizens or property; dam break, etc.
- Severe weather conditions about to endanger the City and/or District.
- Utilities malfunction that could be or is problematic.
- Hazardous material condition that is life and/or health threatening to the area.
- Terrorism threat that could exceed resources.
- Earthquake.
- Any other situation that could place the City of Medford and/or the Medford Rural Fire Protection District #2 in a position threatening life, health and or property beyond those events that would be handled by "normal" emergency response.

The following process is used to activate the Emergency Operations Center:

- Contact Emergency Communications of Southern Oregon (ESCO)_at 776-7206.
- Initiator will contact and inform the City Manager of incident. The City Manager will decide when and at what level the Emergency Operations Center is activated.
- Activation of the Emergency Operations Center and the level of activation will be given to ESCO by the Emergency Management Coordinator.
- ESCO will activate the Emergency Operations Center system and indicate the level of activation and reason for activation.

- All personnel assigned to the Emergency Operations Center will respond as per their "Departmental Procedures".

During emergency operations and upon activation, the Emergency Operations Center 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 Incident Commander. The Incident Commander will assume responsibility for all operations and direction and control of response functions.
- The Incident Commander 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 Emergency Operations Center will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the Emergency Operations Center.
- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The Emergency Operations Center will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Emergency Manager will immediately notify Jackson County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.4.2 Emergency Operations Center Location

Key officials; i.e., City Manager, Police Chief, Fire Chief and Public Works Director are not limited to a location during any emergency. The only major criteria is that they work together for decision making and apply the command concepts. However, the nature of any emergency provides some guidelines:

- Small incident (S.E.R.T. action) - at the scene.
- Large incident (major fire) - at the scene.

- Major incident (full block on fire, train wreck) - at the scene with backup in the Emergency Operations Center.
- Disaster (resources overextended or prolonged major incident) - at the Emergency Operations Center.
- Planning for the possibility of any incident escalating (lightning storm, wildland fires, winter storm with possible power loss, etc.) - at the Emergency Operations Center.

The City of Medford's primary Emergency Operations Center is in the City Hall, Lausmann Annex, 200 Ivy Street, second floor and the backup Emergency Operations Center is Emergency Communications of Southern Oregon at 400 Pech Road, Medford.

The **primary location** for the City Emergency Operations Center is:

City Hall, Lausmann Annex
200 Ivy Street
Medford, Oregon, 97502

If necessary, the **alternate location** for the City Emergency Operations Center is the County Emergency Operations Center located at:

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

Figure 5-1 Primary Emergency Operations Center Location

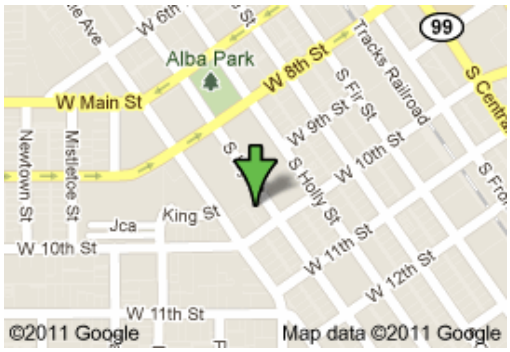
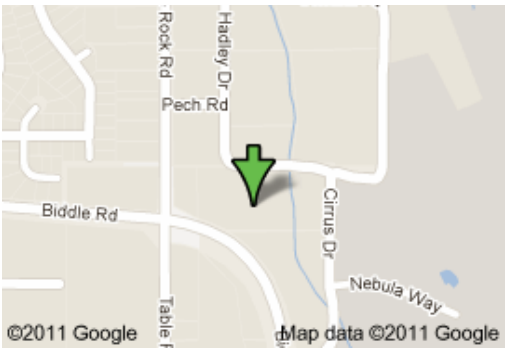


Figure 5-2 Alternate Emergency Operations Center Location



5.4.3 Emergency Operations Center Staffing

If the Emergency Operations Center (or Alternate) is fully activated, the following personnel will report to their assigned station at the Center: City Manager or designee, Police Department Command Personnel, Fire Department Command Personnel, Public Works Command Personnel, Water Commission Command Personnel and Emergency Management Coordinator.

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate Emergency Operations Center 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 Emergency Operations Center operation efficiency and add depth to existing City emergency management and response organizations.

5.4.4 Security and Rules of Conduct

Due to the nature of the activities conducted in the Emergency Operations Center, conduct of personnel must be efficient and professional. The Emergency Operations Center is restricted to official affairs of the City of Medford during a designated emergency or designated use in the Medford EOP.

The Emergency Operations Center is restricted to authorized personnel only. An official of the Medford Police Department will be stationed at the entrance to the Emergency Operations Center and will only allow entry to personnel displaying official identification.

The Incident Commander or designee is the final authority to whom authorization for a badge to enter the Emergency Operations Center is to be issued.

Only necessary personnel designated by the responsible City Department will be authorized access to the Emergency Operations Center by the Incident Commander.

To keep the traffic and congestion down, it is imperative that personnel in the Emergency Operations Center keep to their task and position unless they have business elsewhere.

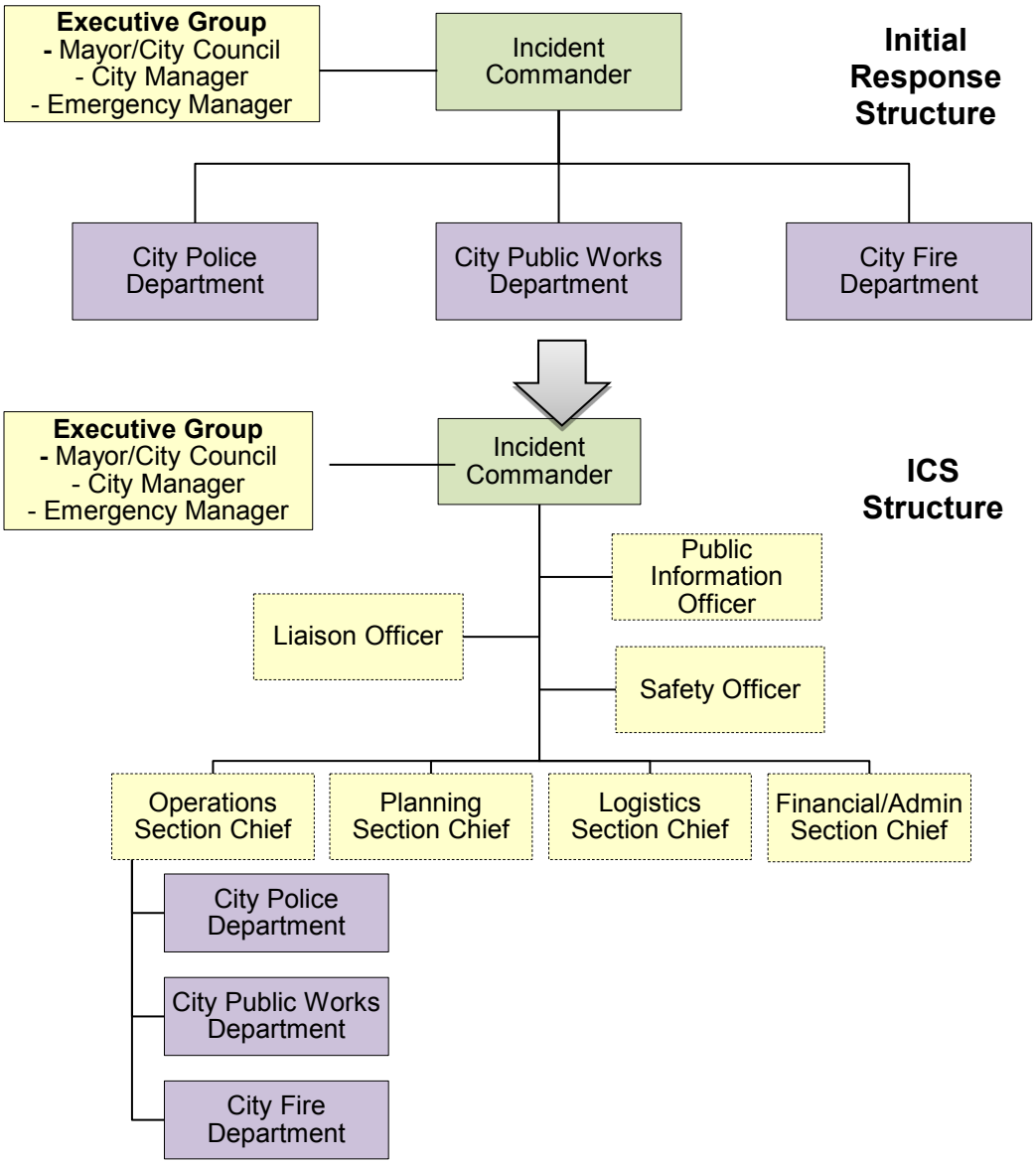
Due to the compact quarters, it is necessary that talk, and voice and radio traffic be kept at a level that does not disturb other work stations.

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 Emergency Operations Center activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an Emergency Operations Center manual. A transitional ICS organizational chart for the City is presented in Figure 5-4.

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



5.5.1 Command Staff

5.5.1.1 Incident Commander

The Incident Commander (IC) is responsible for the operations of the Emergency Operations Center when it is activated and has overall responsibility for

accomplishing the Emergency Operations Center mission. In general, the IC is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP).
- Coordinating activities supporting the incident or event.
- Approving release of information through the PIO.
- 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 Emergency Operations Center 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 Emergency Operations Center as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for Emergency Operations Center 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:

- 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 (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 Emergency Operations Center and/or County Emergency Operations Center, 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 Emergency Operations Center or other designated facility where response efforts will be coordinated.

5.5.2 Emergency Operations Center 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 departments are typically included in the Operations Section:

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

- Public 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:

- Providing and managing resources to meet the needs of incident personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, Emergency Operations Center 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, departments 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 departments/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.

The Jackson County Board of Commissioners is ultimately responsible for emergency management operations within the County's jurisdiction. Each city has full authority and responsibility for emergency management operations within their jurisdiction. If a disaster affects more than one city or there is a very serious emergency within a given city, County Emergency Management may be activated, but may restrict its activities to monitoring, coordinating, and providing requested support. During regional or widespread disasters, County and City emergency management organizations may operate under a Unified Incident Command System.

Three situations may prevail where two or more emergency management organizations and/or federal agencies could be working together. These three systems are a city with the county (a traditional system); city, city and county situation; and a city, city, county and federal situation.

5.5.3.1 City/County Situation (Traditional)

It is requested that in a city and county emergency management situation, that coordination be done through a unified incident command system either in the same facilities or with separate facilities through a "liaison" at each center to facilitate coordination and information between the two agencies. It is recognized that the City involved would be responsible for its citizens and political arena,

while the County would be the governmental agency that would access the State, Federal and other necessary agencies that were not under an agreement or contract with the City. This traditional system of unified command would be used by the City of Medford Emergency Management and the Jackson County Emergency Management. Both agencies now have a system set up for having a city/county liaison at each Emergency Management Center.

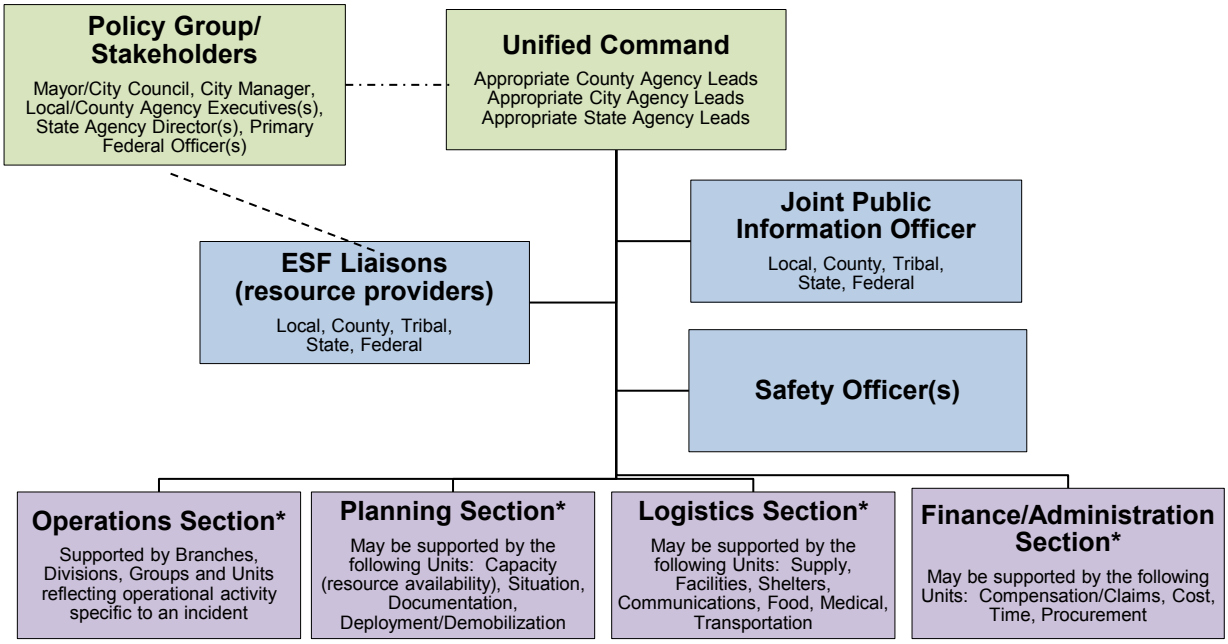
5.5.3.2 City/City/County Situation

In the event several emergency management centers are working on the same disaster, such as the City of Medford, City of Central Point, City of Talent, City of Ashland and the Jackson County emergency management centers, there will be a system of cooperative/unified command used. This is further defined that each City is responsible for its political area in responding, commanding, organizing and generally taking care of its own area responsibilities during the disaster except in case of outside resource request. When the Cities resources are overwhelmed, and they request help from the County or any other out-of-County agency, the Jackson County Emergency Center would become the center to better facilitate the distribution of similarly needed resources for all the Cities and/or coordinate the efforts of the outside agencies. Each City Emergency Management Center would request help from the County Emergency Management Center unless it had prearranged contracts for mutual aid/resources.

5.5.3.3 City/County/Federal/Private Situation

This scenario involves one or more cities, the county, and a Federal agency that has direct control of the event in the situation, such as airplane crash or terrorism events where the National Transportation Security Board or Federal Bureau of Investigation would be the lead agency. In this situation the immediate response would most likely be the emergency management of the community where the response originated, backed up by the County Emergency Management with the necessary contacts and resources. Then the County would provide the backup or more in-depth concerns to the event, such as media, investigation, logistics, and airline coordination. It is recognized that the NTSB and/or the FBI would have legal authority to fill the position of Lead Agency in these situations with each emergency management center's cooperation.

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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6 Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, this EOP will be formally reviewed and re-promulgated every five years to comply with State requirements. This review will be coordinated by the Emergency Manager and will include participation by members from each of the departments assigned as lead departments 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 Manager's Office
411 W. 8th Street
Medford, Oregon 97501

6.2 Training Program

The City Emergency Manager will coordinate 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:

- 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 Emergency Operations Center 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 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 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 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 at http://www.ci.medford.or.us/.

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.

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A City Authorities

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[INSERT CITY EMERGENCY CODE HERE]

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B

Sample Disaster Declaration Forms

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DECLARATION OF STATE OF EMERGENCY

To: _____,
Jackson County Office of Emergency Management

From: _____,
City of Medford, Oregon

At _____ (time) on _____ (date),

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

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

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

Signed: _____

Title: _____ Date & Time: _____

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

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C 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)

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

7. Current and Planned Objectives:

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

Time:	Actions:

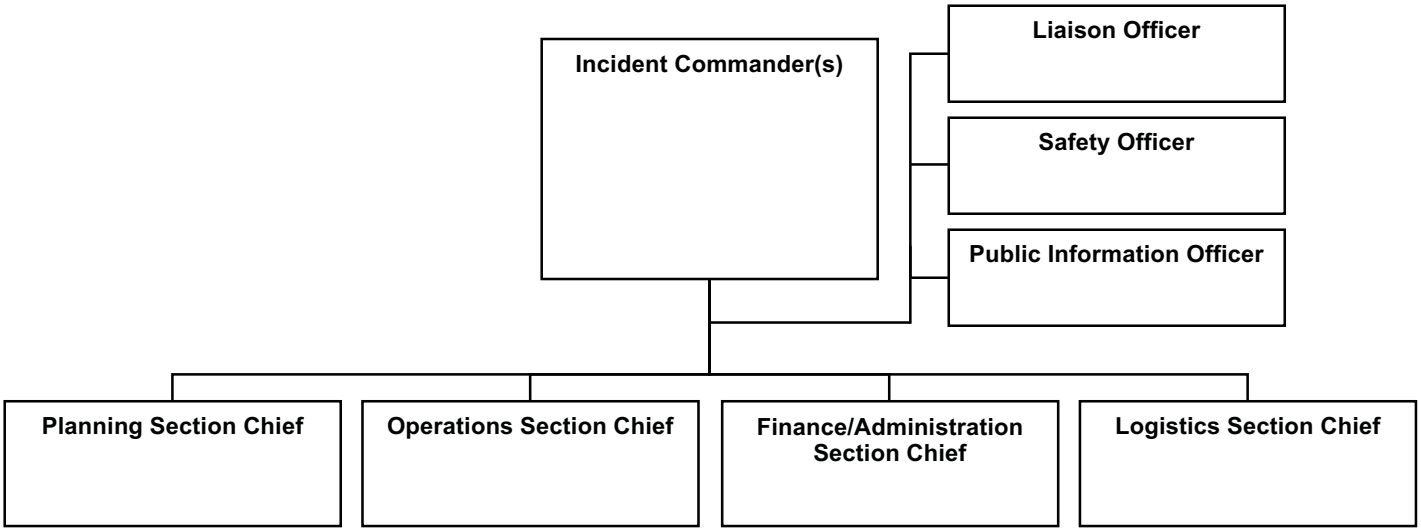
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

ICS 201, Page 2 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

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

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



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

ICS 201, Page 3 Date/Time: _____

INCIDENT BRIEFING (ICS 201)

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

10. Resource Summary:

Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	

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** • 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** • 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** • 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) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	• 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 ☐ No ☐

Approved Site Safety Plan(s) Located at:

6. Incident Action Plan (the items checked below are included in this Incident Action Plan)**:**

☐ ICS 202	☐ ICS 206	Other Attachments:
☐ ICS 203	☐ ICS 207	☐ _____
☐ ICS 204	☐ ICS 208	☐ _____
☐ ICS 205	☐ Map/Chart	☐ _____
☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____

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** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**Objective(s)**	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: **S**pecific – Is the wording precise and unambiguous? **M**easurable – How will achievements be measured? **A**ction-oriented – Is an action verb used to describe expected accomplishments? **R**ealistic – Is the outcome achievable with given available resources? **T**ime-sensitive – What is the timeframe?
4	**Operational Period Command Emphasis**	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	**Site Safety Plan Required?** Yes ☐ No ☐	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): ☐ ICS 202 ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/ Tides/Currents Other Attachments:	Check appropriate forms and list other relevant documents that are included in the IAP. ☐ ICS 202 – Incident Objectives ☐ ICS 203 – Organization Assignment List ☐ ICS 204 – Assignment List ☐ ICS 205 – Incident Radio Communications Plan ☐ ICS 205A – Communications List ☐ ICS 206 – Medical Plan ☐ ICS 207 – Incident Organization Chart ☐ ICS 208 – Safety Message/Plan
7	**Prepared by** • 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** • Name • Signature • Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

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ORGANIZATION ASSIGNMENT LIST (ICS 203)

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

3. Incident Commander(s) and Command Staff:	
IC/UCs	
Deputy	
Safety Officer	
Public Info. Officer	
Liaison Officer	

4. Agency/Organization Representatives:	
Agency/Organization	Name

5. Planning Section:	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	

6. Logistics Section:	
Chief	
Deputy	
Support Branch	
Director	
Supply Unit	
Facilities Unit	
Ground Support Unit	
Service Branch	
Director	
Communications Unit	
Medical Unit	
Food Unit	

7. Operations Section:		
Chief		
Deputy		
Staging Area		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Branch		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Air Operations Branch		
Air Ops Branch Dir.		

8. Finance/Administration Section:	
Chief	
Deputy	
Time Unit	
Procurement Unit	
Comp/Claims 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** • 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** • 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** • 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** • 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** • Chief • Deputy **Support Branch** • Director • Supply Unit • Facilities Unit • Ground Support Unit **Service Branch** • Director • Communications Unit • Medical Unit • Food Unit	Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
7	**Operations Section** • Chief • Deputy • Staging Area **Branch** • Branch Director • Deputy • Division/Group **Air Operations Branch** • Air Operations Branch Director	Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column. Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
8	**Finance/Administration Section** • Chief • Deputy • Time Unit • Procurement Unit • Compensation/Claims Unit • Cost Unit	Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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ASSIGNMENT LIST (ICS 204)

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

4. Operations Personnel: Name Contact Number(s)

Operations Section Chief: _____

Branch Director: _____

Division/Group Supervisor: _____

Division:

Group:

Staging Area:

5. Resources Assigned:

Resource Identifier	Leader	# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	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)**:**

Name/Function Primary Contact: indicate cell, pager, or radio (frequency/system/channel)

_____ / _____ _____

_____ / _____ _____

_____ / _____ _____

_____ / _____ _____

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

ICS 204	IAP Page _____	Date/Time: _____

ICS 204
Assignment List

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • 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** • Name, Contact Number(s) – 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) • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	**Prepared by** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

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

4. Basic Radio Channel Use:

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

5. Special Instructions:

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

ICS 205	IAP Page _____	Date/Time: _____

ICS 205
Incident Radio Communications Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Date/Time Prepared**	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	**Operational Period** • 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) • Name • Signature • Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

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COMMUNICATIONS LIST (ICS 205A)

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

3. Basic Local Communications Information:

Incident Assigned Position	Name (Alphabetized)	Method(s) of Contact (phone, pager, cell, etc.)

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** • 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** • 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: Date To: Time From: Time To:

3. Medical Aid Stations:

Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No
			☐ Yes ☐ No

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

Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS
			☐ ALS ☐ BLS

5. Hospitals:

Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/ Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____	☐ Yes ☐ No	☐ Yes ☐ No

6. Special Medical Emergency Procedures:

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

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

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

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

ICS 206
Medical Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	**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? ☐ Yes ☐ 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 ☐ ALS ☐ 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 ☐ Yes Level:_____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad ☐ Yes ☐ 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.
	☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	**Prepared by** (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	**Approved by** (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

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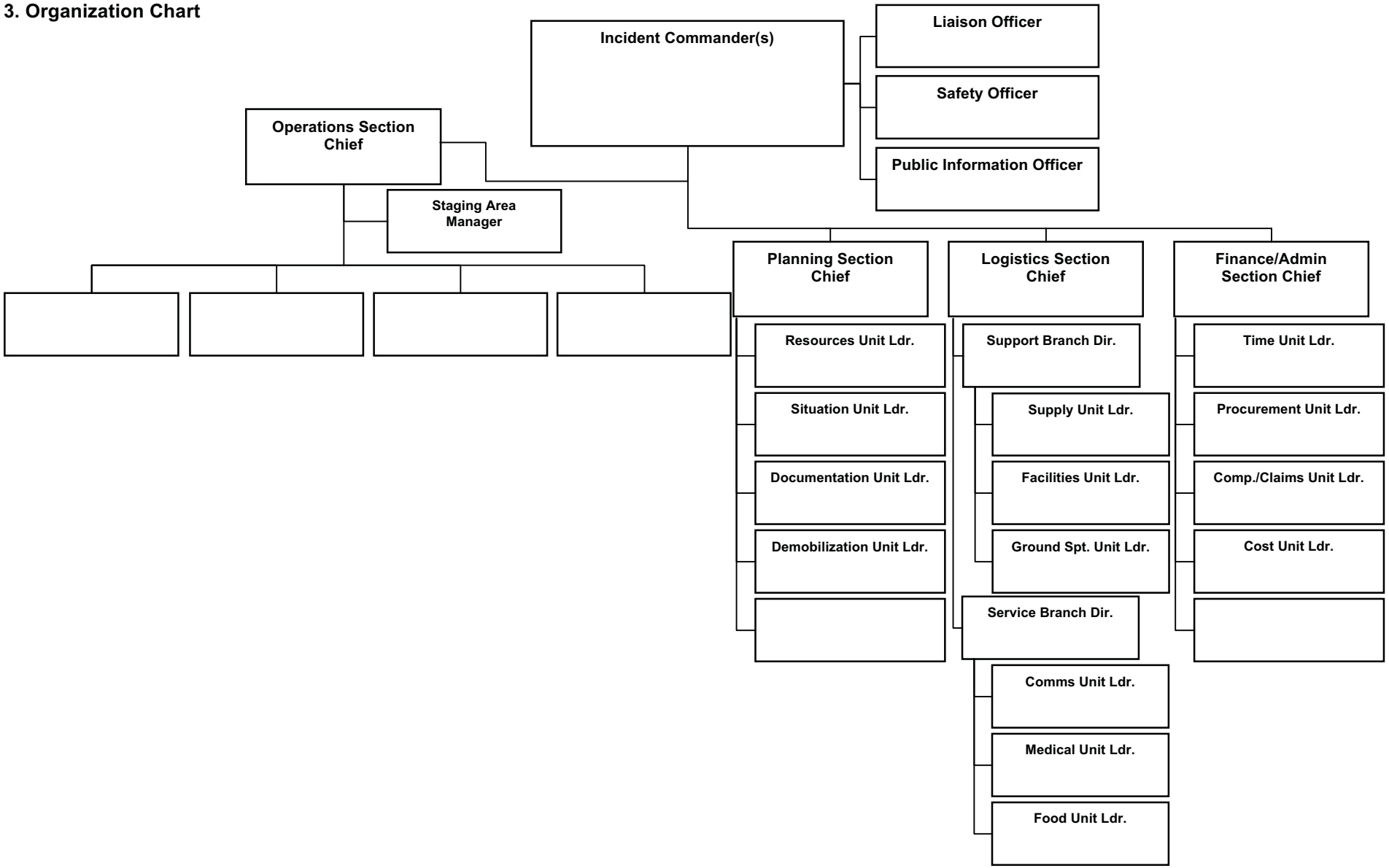
INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:

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

3. Organization Chart



ICS 207	IAP Page ___	4. Prepared by: Name:_____ Position/Title: _____ Signature: _____ Date/Time: _____

ICS 207
Incident Organization Chart

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Print the name assigned to the incident.
2	**Operational Period** • 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**	• 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** • 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 ☐ No ☐
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** • 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 ☐ No ☐	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** • 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)**:** ☐ Initial ☐ Update ☐ Final Rpt # (if used):	***4. Incident Commander(s) & Agency or Organization:**		**5. Incident Management Organization:**	***6. Incident Start Date/Time:** Date: _____ Time: _____ Time Zone: _____
7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block")**:**	**8. Percent (%) Contained** _____ **Completed** _____	***9. Incident Definition:**	**10. Incident Complexity Level:**	***11. For Time Period:** From Date/Time: _____ To Date/Time: _____

Approval & Routing Information

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

Incident Location Information

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

Incident Summary

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

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

A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
E. Single Residences			
F. Nonresidential Commercial Property			
Other Minor Structures			
Other			

ICS 209, Page 1 of ___	** Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information

*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
C. Indicate Number of Civilians (Public) Below:			*C. Indicate Number of Responders Below:*		
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					
N. Total # Civilians (Public) Affected:			*N. Total # Responders Affected:*		

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

35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern)**:**

*34. Life, Safety, and Health Threat Management:	A. Check if Active
A. No Likely Threat	☐
B. Potential Future Threat	☐
C. Mass Notifications in Progress	☐
D. Mass Notifications Completed	☐
E. No Evacuation(s) Imminent	☐
F. Planning for Evacuation	☐
G. Planning for Shelter-in-Place	☐
H. Evacuation(s) in Progress	☐
I. Shelter-in-Place in Progress	☐
J. Repopulation in Progress	☐
K. Mass Immunization in Progress	☐
L. Mass Immunization Complete	☐
M. Quarantine in Progress	☐
N. Area Restriction in Effect	☐
	☐
	☐
	☐
	☐

36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

37. Strategic Objectives (define planned end-state for incident)**:**

ICS 209, Page 2 of ___	* *Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:

Additional Incident Decision Support Information *(continued)*

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

12 hours:

24 hours:

48 hours:

72 hours:

Anticipated after 72 hours:

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

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

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

41. Planned Actions for Next Operational Period:

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

43. Anticipated Incident Management Completion Date:

44. Projected Significant Resource Demobilization Start Date:

45. Estimated Incident Costs to Date:

46. Projected Final Incident Cost Estimate:

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

ICS 209, Page 3 of ___	* *Required when applicable.*

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:

Incident Resource Commitment Summary

48. Agency or Organization:	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):																					50. **Additional Personnel** not assigned to a resource:	51. **Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead):
52. Total Resources																							

53. Additional Cooperating and Assisting Organizations Not Listed Above:

ICS 209, Page ___ of ___	* *Required when applicable.*

ICS 209
Incident Status Summary

Purpose. The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. **T**he 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.** • 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**	• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. • Examples include: o A computer-aided dispatch (CAD) number. o An accounting number. o A county number. o A disaster declaration number. o A combination of the State, unit/agency ID, and a dispatch system number. o A mission number. o 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.** • 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").
	☐ Initial	Check "Initial" if this is the first ICS 209 for this incident.
	☐ 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).
	☐ Final	• 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.** • 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")	• 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)	• 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.** • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	• Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	• Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

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		
• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.		
***16**	**State**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
***17**	**County / Parish / Borough**	**REQUIRED BLOCK WHEN APPLICABLE.** • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.

Block Number	Block Title	Instructions
*18	**City**	**REQUIRED BLOCK WHEN APPLICABLE.** • 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.** 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).
21	**Incident Location Ownership** (if different than jurisdiction)	• 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)**:**	• 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**	• 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)	• 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.** • 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)	• 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.** • Describe significant events that occurred during the period being reported in Block 6. Examples include: o Road closures. o Evacuations. o Progress made and accomplishments. o Incident command transitions. o Repopulation of formerly evacuated areas and specifics. o Containment. • Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47. • Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. • This block may be used for a single-paragraph synopsis of overall incident status.
29	**Primary Materials or Hazards Involved** (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. • Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	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.)	• 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**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.
		• Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).
		• Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.
		• NOTE: *Do not estimate any fatality information*.
		• NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.
		• NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) *even if they are related to the incident*.
		  o Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.
		  o For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.
		• NOTE: When providing an estimated value, denote in parenthesis: "est."
		
		Handling Sensitive Information
		• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.
		• Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.
		• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

	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	• Enter the total number of individuals impacted in each category for the entire duration of the incident. • This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	• For lines 31D–M below, enter the number of civilians affected for each category. • Indicate if numbers are estimates, for those blocks where this is an option. • Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* civilian/public fatalities. • See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	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**	• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. • Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. • Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. • NOTE: *Do not estimate any fatality information or responder status information.* • NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • NOTE: Do not complete this block if the incident covered by the ICS 209 is *not directly responsible* for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. **Handling Sensitive Information** • Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. • Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. • Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

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	• Enter the total number of individuals impacted in each category for the *entire duration* of the incident. • This is a *cumulative* total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	• For lines 32D–M below, enter the number of responders relevant for each category. • Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	• Enter the number of *confirmed* responder fatalities. • See information in introductory instructions ("Distribution") and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	• Enter the number of incident responders with serious injuries or illnesses due to the incident. • *For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment,* but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	**Life, Safety, and Health Status/Threat Remarks**	• Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. • This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. • Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. • Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. • Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

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	• 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)	• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. • Include current and/or predicted weather factors, and the timeframe for predictions. • Include relevant factors such as: o Wind speed (label units, such as mph). o Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., "from NNW," "from E," or "from SW"). o Temperature (label units, such as F). o Relative humidity (label %). o Watches. o Warnings. o Tides. o Currents. • Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	**Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• 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	**Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	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.

Block Number	Block Title	Instructions
39	**Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: **12 hours** **24 hours** **48 hours** **72 hours** **Anticipated after 72 hours**	• List the specific critical resources and numbers needed, in order of priority. *Be specific as to the need.* • 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: o 24 hrs: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams o 48 hrs: Mobile Communications Unit (Law/Fire) o After 72 hrs: 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. o Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. o Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, "Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out"). • Do not use this block for noncritical resources.
40	**Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:** 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. **Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**	• 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**	• Provide a short summary of actions planned for the next operational period. • Examples: o "The current Incident Management Team will transition out to a replacement IMT." o "Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports." o "Continue refining mapping of the recovery operations and damaged assets using GPS." o "Initiate removal of unauthorized food vendors."
42	**Projected Final Incident Size/Area** (use unit label – e.g., "sq mi")	• Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc. • Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	**Anticipated Incident Management Completion Date**	• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	**Projected Significant Resource Demobilization Start Date**	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	**Estimated Incident Costs to Date**	• Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	**Projected Final Incident Cost Estimate**	• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions

47	**Remarks** (or continuation of any blocks above – list block number in notation)	• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed.
		• List the block number for any information continued from a previous block.
		• Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc.
		• For Complexes that include multiple incidents, list all sub-incidents included in the Complex.
		• List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be:
		  o By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or
		  o By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).
		• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).
		• This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).
		• Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

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

For summarizing:

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

Block Number	Block Title	Instructions

48	**Agency or Organization**	• 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.
		  o 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.
		  o For example:
		  ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel).
		  ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel).
		• Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.

49	**Resources** (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	• List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information.
		  o 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.
		  o 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.
		  o For example:
		  ▪ *Resource:* Type 2 Helicopters… 3/8 (indicates 3 aircraft, 8 personnel).
		  ▪ *Resource:* Type 1 Decontamination Unit… 1/3 (indicates 1 unit, 3 personnel).
		• <u>NOTE</u>: One option is to group similar resources together when it is sensible to do so for the summary.
		  o 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.
		• <u>NOTE</u>: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.

50	**Additional Personnel** not assigned to a resource	List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization.

51	**Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)	• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.
		• <u>WARNING</u>: Do not simply add the numbers across!
		• The number of Total Personnel for each row should include <u>both</u>:
		  o The total number of personnel assigned to each of the resources listed in Block 49, and
		  o 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 *resources* in Block 49, as personnel totals will be counted under Block 51.
53	**Additional Cooperating and Assisting Organizations Not Listed Above**	• List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

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RESOURCE STATUS CHANGE (ICS 210)

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

3. Resource Number	**4. New Status** (Available, Assigned, O/S)	**5. From** (Assignment and Status)**:**	**6. To** (Assignment and Status)**:**	**7. Time and Date of Change:**	

8. Comments:

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

ICS 210 | Date/Time: _____

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** • 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: • 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** • 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): ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ 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 **17. Prepared by:** Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____

ICS 211
Incident Check-In List

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

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

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

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

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Check-In Location** ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ 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**	• 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** • 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** • 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** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

ACTIVITY LOG (ICS 214)

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

3. Name:	**4. ICS Position:**	**5. Home Agency** (and Unit)**:**

6. Resources Assigned:

Name	ICS Position	Home Agency (and Unit)

7. Activity Log:

Date/Time	Notable Activities

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

ICS 214, Page 1	Date/Time: _____

ACTIVITY LOG (ICS 214)

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

7. Activity Log (continuation)**:**

Date/Time	Notable Activities

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

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OPERATIONAL PLANNING WORKSHEET (ICS 215)

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

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

ICS 215
Operational Planning Worksheet

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Operational Period** • 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** • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:	2. Incident Number:

3. Date/Time Prepared:	4. Operational Period: Date From:	Date To:
Date: Time:	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** • 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) • 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 if 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** • Name • Position/Title • Signature	Enter the name, ICS position/title, and signature of the person preparing the form.

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ICS 219
Resource Status Card (T-Card)

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

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

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

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

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

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

Acronyms. Abbreviations utilized on the cards are listed below:

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

Prepared by:
Date/Time:

ICS 219-1 HEADER CARD (GRAY)

Prepared by:
Date/Time:

ICS 219-1 HEADER CARD (GRAY)

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: ☐ Yes ☐ No

Total Weight:

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD: **ETA:**

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ 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:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-2 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 ☐ Yes ☐ 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 ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ 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 ☐ Vehicle ☐ Bus ☐ Air ☐ 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 ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew/team's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

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

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

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

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-3 ENGINE (ROSE)

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

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-3 ENGINE (ROSE)

ICS 219-3: Engine Card

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

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

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

Front

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD: **ETA:**

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

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

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ICS 219-4: Helicopter Card

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

ST/Unit:	Name:	Position/Title:

Front

Date/Time Checked In:

Name:

Primary Contact Information:

Manifest: ☐ Yes ☐ No

Total Weight:

Method of Travel to Incident:
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other

Home Base:

Departure Point:

ETD: **ETA:**

Transportation Needs at Incident:
☐ Vehicle ☐ Bus ☐ Air ☐ Other

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-5 PERSONNEL (WHITE CARD)

ST/Unit:	Name:	Position/Title:

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-5 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	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.
Manifest ☐ Yes ☐ 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 ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ 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 ☐ Vehicle ☐ Bus ☐ Air ☐ 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 ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the 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:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-6 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 ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **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:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-7 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 ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the resource's current status: • Assigned – Assigned to the incident • O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft • O/S Pers – Out-of-service for personnel reasons • Available – Available to be assigned to the incident • O/S Mech – Out-of-service for mechanical reasons • ETR – Estimated time of return
Notes	Enter any additional information pertaining to the resource's current location or status.
Prepared by **Date/Time**	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

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

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

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

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

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

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

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

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

ICS 219-8: Miscellaneous Equipment/Task Force Card

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

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

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

Front

Date/Time Checked In:

Leader Name:

Primary Contact Information:

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

Home Base:

Departure Point:

ETD: **ETA:**

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-10 GENERIC (LIGHT PURPLE)

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

Back

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Incident Location: **Time:**

Status:
☐ Assigned ☐ O/S Rest ☐ O/S Pers
☐ Available ☐ O/S Mech ☐ ETR: _____

Notes:

Prepared by:

Date/Time:

ICS 219-10 GENERIC (LIGHT PURPLE)

ICS 219-10: Generic Card

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

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:

7. Personnel:	Name:	Phone Number:
Air Operations Branch Director		
Air Support Group Supervisor		
Air Tactical Group Supervisor		
Helicopter Coordinator		
Helibase Manager		

8. Frequencies:	AM	FM	**9. Fixed-Wing** (category/kind/type, make/model, N#, base)**:**
Air/Air Fixed-Wing			Air Tactical Group Supervisor Aircraft:
Air/Air Rotary-Wing – Flight Following			
Air/Ground			
Command			Other Fixed-Wing Aircraft:
Deck Coordinator			
Take-Off & Landing Coordinator			
Air Guard			

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** • 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** • 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** • 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** • 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** • 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** • 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
☐	Supply Unit			
☐	Communications Unit			
☐	Facilities Unit			
☐	Ground Support Unit			
☐	Security Manager			
☐				

FINANCE/ADMINISTRATION SECTION

	Unit/Leader	Remarks	Name	Signature
☐	Time Unit			
☐				
☐				

OTHER SECTION/STAFF

	Unit/Other	Remarks	Name	Signature
☐				
☐				

PLANNING SECTION

	Unit/Leader	Remarks	Name	Signature
☐				
☐	Documentation Leader			
☐	Demobilization Leader			

7. Remarks:

8. Travel Information:

Estimated Time of Departure: _____

Destination: _____

Travel Method: _____

Manifest: ☐ Yes ☐ No
Number: _____

Room Overnight: ☐ Yes ☐ No

Actual Release Date/Time: _____

Estimated Time of Arrival: _____

Contact Information While Traveling: _____

Area/Agency/Region Notified:
_____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____

Location: _____

Incident Number: _____

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). • 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 ☐ Supply Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	**Finance/Administration Section** ☐ 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 ☐	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 ☐ Documentation Leader ☐ 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 ☐ Yes ☐ 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** ☐ Yes ☐ 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** • 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 ONLY 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:** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 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.)	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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).	☐	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. ☐	☐	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. ☐	☐	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).	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	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. ☐	☐	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. ☐	☐	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.	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	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** • From • To	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	**Incident Complexity Level** ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 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) • 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** • 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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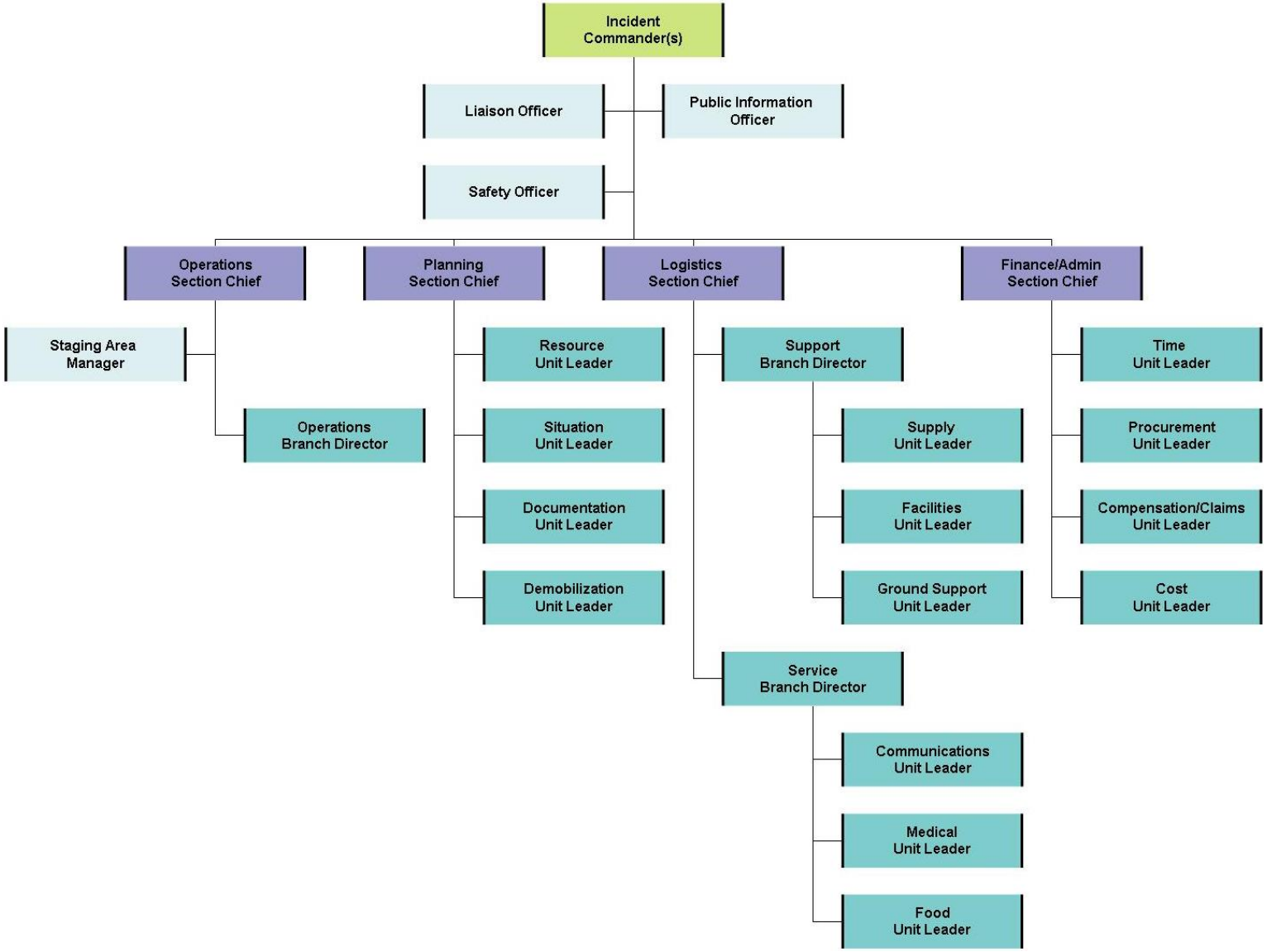
Index of Emergency Operations Center Position Checklists

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

Figure D-1 Emergency Operations Center Position Organizational Chart



Communication Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from the Logistics Section Chief or Service Branch Director.
☐	2. Organize and staff Unit as appropriate: ▪ Assign Communications Center Manager and Lead Incident Dispatcher. ▪ Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
☐	3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
☐	4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.
☐	5. Assess Incident Command Post phone load and request additional lines as needed.
☐	6. Prepare and implement Incident Communications Plan (ICS Form 205): ▪ Obtain current organizational chart. ▪ Determine most hazardous tactical activity; ensure adequate communications. ▪ Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid. ▪ Determine Command communications needs. ▪ Determine support communications needs. ▪ Establish and post any specific procedures for use of Incident Command Post communications equipment.

☐ 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.

- [ ] 14. Estimate Unit needs for expected operations; order relief personnel.
- [ ] 15. Provide briefing to relief on current activities and unusual situations.
- [ ] 16. Document all activity on Unit Log (ICS Form 214).

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Compensation/Claims Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine accidents/injuries to date. ▪ Determine status of investigations.
☐	2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.
☐	3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.
☐	4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
☐	5. Ensure that volunteer personnel have been appropriately registered.
☐	6. Ensure written authority for persons requiring medical treatment.
☐	7. Ensure correct billing forms for transmittal to doctor and/or hospital.
☐	8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
☐	9. Coordinate with Safety Officer to: ▪ Provide liaison with Occupational Safety and Health Administration (OSHA). ▪ Provide analysis of injuries. ▪ Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.
☐	10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.
☐	11. Provide briefing to relief on current activities and unusual events
☐	12. Document all activity on Unit Log (ICS Form 214).

Compensation/Claims Unit Leader Position Checklist

Claims Specialist:

- [ ] 1. Work closely with Operations and Planing 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.

☐ 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.

☐ 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).

- [ ] 14. Assist in the coordination of the Demobilization Plan (ICS Form 221).
- [ ] 15. Provide briefing to relief on current activities and unusual events.
- [ ] 16. Document all activity on Unit Log (ICS Form 214).
- [ ] 17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

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Documentation Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Planning Section Chief.
☐	2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
☐	3. Establish work area: ▪ Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
☐	4. Establish and organize incident files.
☐	5. Establish duplication services, and respond to requests.
☐	6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
☐	7. Retain and file duplicate copies of official forms and reports.
☐	8. Accept and file reports and forms submitted by incident personnel.
☐	9. Check the accuracy and completeness of records submitted for files.
☐	10. Ensure that legal restrictions on public and exempt records are observed.
☐	11. Provide briefing to relief on current activities and unusual events.
☐	12. Document all activity on Unit Log (ICS Form 214).
☐	13. Give completed incident files to Planning Section Chief.

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Facilities Unit Leader Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Expected duration and scope of the incident. ▪ Facilities already activated. ▪ Anticipated facility needs.
☐	2. Obtain a copy of the Incident Action Plan (IAP) and determine: ▪ Location of Incident Command Post. ▪ Staging Areas. ▪ Incident Base. ▪ Supply/Receiving/Distribution Centers. ▪ Information/Media Briefing Center. ▪ Other incident facilities.
☐	3. Determine requirements for each facility to be established: ▪ Sanitation. ▪ Sleeping. ▪ Feeding. ▪ Supply area. ▪ Medical support. ▪ Communications needs. ▪ Security needs. ▪ Lighting.

☐ 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.

☐ 3. Obtain briefing from agency Finance/Administration representative:

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

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

☐ 5. Attend Planning Meeting:

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

Sample Planning Meeting Agenda

	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.

☐ 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.

☐ 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.

☐ 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:

- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
- Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

☐ 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).

☐ 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:

- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

☐ 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.

☐ 13. Assist Logistics in resource procurement:

- Identify vendors for which open purchase orders or contracts must be established.
- Negotiate ad hoc contracts.

☐ 14. Ensure coordination between Finance/Administration and other Command and General Staff.

☐ 15. Coordinate Finance/Administration demobilization.

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

- [ ] 17. Ensure all Logistics Units are documenting actions on Unit Log (ICS Form 214).
- [ ] 18. Submit all Section documentation to Documentation Unit.

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Food Unit Leader Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Logistics Section Chief or Service Branch Director: ▪ Determine potential duration of incident. ▪ Number and location of personnel to be fed. ▪ Last meal provided. ▪ Proposed time of next meal.
☐	2. Determine food service requirements for planned and expected operations.
☐	3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).
☐	4. Determine location of working assignment.
☐	5. Ensure sufficient potable water and beverages for all incident personnel.
☐	6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.
☐	7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.
☐	8. Supervise administration of food service agreement, if applicable.
☐	9. Provide copies of receipts, bills to Finance/Administration Section.
☐	10. Let Supply Unit know when food orders are complete.
☐	11. Provide briefing to relief on current activities and unusual situations.
☐	12. Document all activity on Unit Log (ICS Form 214).

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Ground Support Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Fueling needs of apparatus on incident. ▪ Transportation needed for responders. ▪ Location of Supply Unit receiving and distribution point(s). ▪ Incident transportation maps and restrictions on transportation routes. ▪ Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.
☐	2. Staff Unit by the above considerations, as indicated.
☐	3. Consider the need to use agency pool vehicles or rental vehicles to augment transportation resources.
☐	4. Support out-of-service resources according to agreement for mutual aid and rental equipment.
☐	5. Notify Resources Unit of all changes on support and transportation vehicles.
☐	6. Arrange for and activate towing, fueling, maintenance, and repair services.
☐	7. Maintain fuel, parts, and service use records and cost summaries. Forward to Finance/Administration Section.
☐	8. Maintain inventory of support and transportation vehicles.

☐ 9. Provide transportation services:

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

☐ 10. Implement Transportation Plan:

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

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

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

Incident Commander Position Checklist

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

✓	Task
☐	1. Ensure welfare and safety of incident personnel.
☐	2. Supervise Command and General Staff.
☐	3. Obtain initial briefing from current Incident Commander and agency administrator.
☐	4. Assess incident situation: ▪ Review the current situation status and initial incident objectives. Ensure that all local, State and Federal agencies impacted by the incident have been notified.
☐	5. Determine need for, establish, and participate in Unified Command.
☐	6. Authorize protective action statements, as necessary.
☐	7. Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents: ▪ Confirm dispatch and arrival times of activated resources. ▪ Confirm work assignments.
☐	8. Brief staff: ▪ Identify incident objectives and any policy directives for the management of the incident. ▪ Provide a summary of current organization. ▪ Provide a review of current incident activities. ▪ Determine the time and location of first Planning Meeting.
☐	9. Determine information needs and inform staff of requirements.
☐	10. Determine status of disaster declaration and delegation of authority.

☐ 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

☐ 15. Approve and authorize implementation of the IAP:

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

☐ 16. Ensure Command and General Staff coordination:

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

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

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

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Liaison Officer Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Incident Commander: ▪ Obtain summary of incident organization (ICS Forms 201 and 203). ▪ Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).
☐	2. Obtain cooperating and assisting agency information, including: ▪ Contact person(s). ▪ Radio frequencies. ▪ Phone numbers. ▪ Cooperative agreements. ▪ Resource type. ▪ Number of personnel. ▪ Condition of personnel and equipment. ▪ Agency constraints/limitations.
☐	3. Establish workspace for Liaison function and notify agency representatives of location.
☐	4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.
☐	5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.
☐	6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

☐ 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.

☐ 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.

- [ ] 15. Provide briefing to relief on current activities and unusual situations.
- [ ] 16. Ensure that all personnel observe established level of operational security.
- [ ] 17. Ensure all Logistics functions are documenting actions on Unit Log (ICS Form 214).
- [ ] 18. Submit all Section documentation to Documentation Unit.

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Medical Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Service Branch Director or Logistics Section Chief: ▪ Obtain information on any injuries that occurred during initial response operations. ▪ Name and location of Safety Officer.
☐	2. Determine level of emergency medical activities performed prior to activation of Medical Unit: ▪ Number and location of aid stations. ▪ Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident. ▪ Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc. ▪ Medical supplies needed.
☐	3. Respond to requests for medical treatment and transportation.
☐	4. Request/supervise ambulance support. Order through established Incident chain of command.
☐	5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section**. Plan should include: ▪ Medical Assembly Area. ▪ Triage Area. ▪ Ambulance Traffic Route. ▪ Landing Zone for Life flight (incident and hospital). ▪ Aid Station Location(s). ▪ Hazard specific information (HAZMAT treatment, etc.). ▪ Closest hospitals. ▪ Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

- [ ] 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.

- [ ] 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.

☐ 7. Assess life safety:

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

☐ 8. Evaluate situation and provide update to Planning Section:

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

☐ 9. Determine need and request additional resources.

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

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

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

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

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

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

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

☐ 15. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

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

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Planning Section Chief Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Incident Commander: ▪ Determine current resource status (ICS Form 201). ▪ Determine current situation status/intelligence (ICS Form 201). ▪ Determine current incident objectives and strategy. ▪ Determine whether Incident Commander requires a written Incident Action Plan (IAP). ▪ Determine time and location of first Planning Meeting. ▪ Determine desired contingency plans.
☐	2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.
☐	3. Establish and maintain resource tracking system.
☐	4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.
☐	5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.
☐	6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms): ▪ Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required. ▪ Provide copy to Public Information Officer.
☐	7. Obtain/develop incident maps.
☐	8. Establish information requirements and reporting schedules for ICP and field staff.

☐ 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.

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

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

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

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

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

☐ 17. Provide periodic predictions on incident potential.

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

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

☐ 20. Ensure Section has adequate coverage and relief.

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

☐ 22. Ensure preparation of demobilization plan, if appropriate.

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

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

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

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

☐ 27. Submit all Section documentation to Documentation Unit.

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Procurement Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident. ▪ Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group. ▪ Determine status of bid process. ▪ Determine current vendor list. ▪ Determine current blanket Purchase Order (PO) list. ▪ Determine time-lines established for reporting cost information.
☐	2. Contact Supply Unit on incident needs and any special procedures or requirements.
☐	3. Prepare and sign offers for rental, as necessary.
☐	4. Develop Incident Procurement Plan. This plan should address/include: ▪ Spending caps. ▪ Necessary Forms. ▪ Identify who has purchasing authority. ▪ Process for obtaining approval to exceed caps. ▪ Coordination process with Supply Unit. ▪ Supply of emergency purchase orders.

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

- [ ] 16. Provide briefing to relief on current activities and unusual events.
- [ ] 17. Document all activity on Unit Log (ICS Form 214).

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Public Information Officer Position Checklist

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

✓	**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.

☐ 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.

☐ 16. Update off-incident agency personnel on a regular basis:

- Utilize electronic mail for agency updates.
- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
- Provide standard statement which can be given to general requests for information.

☐ 17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

☐ 18. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

☐ 19. Respond to special requests for information.

☐ 20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

☐ 21. Confirm the process for the release of information concerning incident-related injuries or deaths.

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

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Resources Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Planning Section Chief.
☐	2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
☐	3. Establish check-in function at incident locations (ICS Form 211).
☐	4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.
☐	5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles: ▪ Review ICS Form 201 for resource information. ▪ Review Check-In List (ICS Form 211). ▪ Confirm resources assigned to Staging. ▪ Confirm resources assigned to tactical Operations organization. ▪ Confirm resources assigned to other Command and General Staff functions.
☐	6. Establish and maintain resource tracking system.
☐	7. Maintain master roster of all resources at the incident: ▪ Total number of personnel assigned to the incident. ▪ Total number of resources assigned to each Section and/or Unit. ▪ Total number of specific equipment/apparatus types.

☐ 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:

Sample Planning Meeting Agenda

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

☐ 11. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).
- Provide Safety Message (ICS Form 202) and/or approved document.
- Assist in the development of the “Special Instructions” block of ICS Form 204, as requested by the Planning Section.

☐ 12. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report as per agency policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and agency.

☐ 13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

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

Service Branch Director Position Checklist

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

✓	Task
☐	1. Obtain briefing from Logistics Section Chief: ▪ Determine number of personnel to be fed. ▪ Determine communications systems in use. ▪ Determine medical support needs of the incident. ▪ Confirm personnel already requested for Branch.
☐	2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: ▪ Provide summary of emergency situation. ▪ Provide summary of the communications, food, and medical needs of the incident.
☐	3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).
☐	4. Ensure that incident personnel receive adequate food and water.
☐	5. Coordinate with Operations to ensure adequate medical support to incident personnel.
☐	6. Participate in organizational meetings of Logistics Section personnel.
☐	7. Coordinate activities of Branch Units.
☐	8. Keep Logistics Section Chief apprised of Branch Activities.
☐	9. Document all activity on Unit Log (ICS Form 214).

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Situation Unit Leader Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Planning Section Chief. ▪ Review ICS Form 201 for incident status. ▪ Determine incident objectives and strategy. ▪ Determine necessary contingency plans. ▪ Identify reporting requirements and schedules-both internal and external to the incident.
☐	2. Organize and staff Unit, as appropriate: ▪ Assign Field Observers. ▪ Request Technical Specialists, as needed.
☐	3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists): ▪ Brief Technical Specialists on current incident status. ▪ Assign analysis tasks. ▪ Notify staff of time lines and format requirements. ▪ Monitor progress.

☐ 4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:

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

☐ 5. Provide photographic services and maps:

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

☐ 6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

☐ 7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

- [ ] 8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.
- [ ] 9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:
    - Provide copies to Command and General Staff.
    - Forward to agency administrator and to other entities, as directed.
- [ ] 10. Participate in Planning Meetings, as required.
- [ ] 11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- [ ] 12. Provide briefing to relief on current and unusual situations.
- [ ] 13. Document all activity on Unit Log (ICS Form 214).

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Staging Area Manager Position Checklist

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

✓	Task
☐	1. Obtain a briefing from Incident Commander or Operations Section Chief: ▪ Determine types and numbers of resources to be maintained in Staging. ▪ Confirm process for requesting additional resources for Staging. ▪ Confirm process for reporting status changes.
☐	2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).
☐	3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.
☐	4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.
☐	5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
☐	6. Post areas for identification and traffic control.
☐	7. Respond to requests for resources: ▪ Organize Task Forces or Strike Teams, as necessary.
☐	8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.
☐	9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.
☐	10. Maintain Staging Area in orderly condition.
☐	11. Demobilize Staging Area in accordance with instructions.
☐	12. Document all activity on Unit Log (ICS Form 214).

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Supply Unit Leader Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Logistics Section Chief or Support Branch Director: ▪ Determine charge code for incident. ▪ Confirm ordering process. ▪ Assess need for 24-hour staffing. ▪ Determine scope of supply process.
☐	2. Organize and staff Unit, as appropriate: ▪ Consider need for "lead agency" representation in ordering process. ▪ Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).
☐	3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering: ▪ Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff. ▪ Confirm process for coordinating contract related activities with the Procurement Unit. ▪ Confirm process for emergency purchase orders with Finance Section.
☐	4. Determine type and amount of supplies and equipment on hand and en route: ▪ Contact Resources Unit to determine resources on order.

☐ 5. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):

- Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
- Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
- Obtain estimated price for resources which expect reimbursement.
- Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

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

☐ 7. Order, receive, distribute, and store supplies and equipment:

- Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
- Relay this information to appropriate staff.

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

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

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

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

☐ 12. Maintain inventory of supplies and equipment.

☐ 13. Service re-usable equipment.

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

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

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

Support Branch Director Position Checklist

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

✓	Task
☐	1. Obtain briefing from Logistics Section Chief: ▪ Determine facilities activated in support of the incident. ▪ Determine ground support and transportation needs. ▪ Determine resource ordering process. ▪ Confirm personnel already requested for Branch.
☐	2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.
☐	3. Confirm facilities in use and determine the potential for additional facilities.
☐	4. Determine need for fuel delivery and vehicle support.
☐	5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.
☐	6. Staff Branch appropriately.
☐	7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel: ▪ Provide summary of emergency situation. ▪ Provide summary of the facility, supply, and ground support needs of the incident.
☐	8. Participate in organizational meetings of Logistics Section personnel.
☐	9. Coordinate activities of Branch Units.
☐	10. Keep Logistics Section Chief apprised of Branch Activities.
☐	11. Document all activity on Unit Log (ICS Form 214).

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Time Unit Leader Position Checklist

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

✓	**Task**
☐	1. Obtain briefing from Finance/Administration Section Chief: ▪ Determine incident requirements for time recording. ▪ Determine required time-lines for reports. ▪ Determine location of timekeeping activity. ▪ Determine number of personnel and rental equipment for which time will be kept.
☐	2. Organize and staff Unit, as appropriate.
☐	3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.
☐	4. Establish contact with appropriate agency personnel representatives: ▪ Determine time-keeping constraints of individual agencies. ▪ Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
☐	5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
☐	6. Establish files for time records, as appropriate.
☐	7. Provide for records security.
☐	8. Ensure that all records are complete or current prior to demobilization.
☐	9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
☐	10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

- [ ] 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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- National Incident Management System, 2008. (http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)
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State

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011. (http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml)
- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2010. (http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t)
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (http://www.leg.state.or.us/ors/)

County

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

Other

- City of Medford Charter
- Medford Emergency Management Code, Section 12.020
- City Ordinance No. 1999-126
- 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

AAR	After Action Report
ADA	Americans with Disabilities Act
AOC	Agency Operations Center
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Citizen Emergency Response Team
City	City of Medford (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
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
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 decisionmaking.

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 refers 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 managingthe 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 Emergency Operations Center. 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 Emergency Operations Center 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. Emergency Operations Centers 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 mutualaid 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 Emergency Operations Center.

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 area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

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 mobilehome 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

Functional Annexes

1 FA 1 – Emergency Services

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FA 1 Tasked Agencies	
Primary Agencies	Emergency Manager (City Manager's office) 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

agencies to provide back-up law enforcement calls for services, both emergency and non-emergency.

- There is a mutual aid agreement among local fire services and the State of Oregon, 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 the Medford 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

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 (City Manager's Office)

- 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.

- Notify Emergency Management and other appropriate agencies of situations affecting the City.

4.3 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 stations and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist law enforcement in traffic/crowd control as necessary.
- Coordinate activities through the City EOC.
- Specific departmental duties and responsibilities are contained in 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.

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 City Manager 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.

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 Manager has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Council.

Emergency contact information for the EOC staff is housed in the City Manager'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's alert and warning system utilizes the local Emergency Alert System (EAS), mobile police and fire vehicle public address systems, and door-to-door contact. Police and fire vehicle public address systems and door-to-door contact are either last-resort or used for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification.

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 to notify the City Emergency Manager and implement the City's emergency management organization.
- 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 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.

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

Medford 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.

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.

5.3 Fire Services

The primary Fire Services agency for the City of Medford is the Medford 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 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 Protection Branch Director, coordinating the flow of fire and rescue information and processing requests for additional fire and rescue resources, granting them as appropriate.

Fire service personnel are responsible for assessing threat hazards posed by fire, 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.

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 Medford (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.

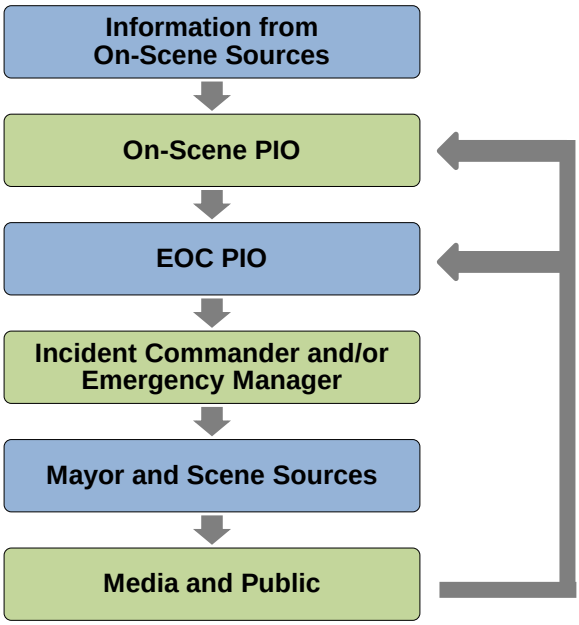
See the Jackson County EOP, ESF 13 – Public Safety and Security for more details.

5.8 Emergency Public Information

The City PIO is located in the City Manager'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 will be implemented 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:

- 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.

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, Medford 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 Medford, formal authority to order an evacuation lies with the City Manager/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.

5.9.3 Evacuation of Access and Functional Needs Populations

Populations with access and functional needs within the City of Medford 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.

- 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

- 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
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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 Medford is managing a(n) _____ emergency. A State of Emergency has been declared. The Incident Command and Medford 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 Medford 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?
    c. Time: When did it occur? How long will it last?
    d. Fatalities: Are there any? How many?
    e. Injuries: Are there any? How Many? What is the nature of the injuries?
    f. Injured: Where are they being treated? Where can family members call to get information?
    g. Involved agencies: What agencies responded? How many? What level of involvement do they have?
7. Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
    a. Personal conjecture about the course of the emergency or the conduct of response.
    b. Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.
    c. Contents of statements used in alibis, admissions, or confessions.
    d. References to the results of various tests and examinations.
    e. Statements that might jeopardize the testimony of witnesses.
    f. Demeaning information/statements.
    g. Information that might compromise the effectiveness of response and recovery.
8. In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the District Attorney's and Medical Examiner's office.
9. Confidential information is not to be released. This includes home phone numbers of City personnel, volunteer emergency workers, and any unpublished fire stations and City telephone numbers.
10. Public information briefings, releases, interviews, and warnings shall be logged and tape-recorded. Copies shall become part of the final incident package.
11. Do not commit to firm briefing times unless it is certain these times can be kept.

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 Medford, 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 Medford is requesting the immediate evacuation of:
   _____
   _____
5. The City of Medford 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 Medford 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 Medford 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 Medford 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: ▪ Determine population of risk area(s) ▪ Identify any special facilities and functional needs populations in risk area(s)	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities and advise them to activate evacuation, transportation, and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk.	
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. 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.	

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: ▪ 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 that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public information that addresses: ▪ 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) (Highway 99 and I-5) 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 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 Medford Public Works.

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2 FA 2 – Human Services

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FA 2 Tasked Agencies	
Primary Agencies	City Administrator (Emergency Manager) Jackson County Health and Human Services American Red Cross
Supporting Agencies	Fire & Rescue Jackson County Emergency Management Jackson County Sheriff's Office Medford 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.

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. It is the policy of the City of Medford not to sanction or refer citizens to shelter and feeding operations which are not managed by the American Red Cross.
- The Red Cross has agreements with approximately 30 businesses and schools in Medford. Only the American Red Cross can activate these agreements. Medford 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

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 City Administrator (Emergency Manager)

- Coordinate emergency preparedness planning and exercise activities with the Red Cross.

- 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 debriefing/evaluation regarding the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 American Red Cross

It is not the intent of the City to supplant the Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its 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.

- Implement the response actions outlined in the MOU with the City, as necessary.
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.
- Coordinate activities with voluntary organizations active in disaster; faith-based organizations; other social service agencies; and local, State, and Federal government to provide emergency food and shelter.
- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.3 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.

4.4 Parks and Recreation

- Solicit and logs volunteers, equipment, and donations with staff help from the Water Commission.
- Manage relocation centers and related tasks.
- Coordinate volunteer recruitment with Human Resources Department and Finance Department.
- Coordinate volunteer emergency vehicle permits with Public Works.
- Expedite delivery of volunteer goods and services for relief efforts in disaster area, utilizing Planning Department staff.

- Establish volunteer relocation sites, volunteer reporting, and assigns staff members to manage them.
- Coordinate volunteer functions with the Fire Department through the Incident Commander of the emergency, who is directly responsible for the incident.

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.

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. 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 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.

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 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.

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 the City Emergency Manager, likely in coordination with County Emergency Management. 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.); 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.
- **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

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

5.5.2.4 Programs in Place

The City has the following programs in place for vulnerable populations:

- To be developed.

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.

The City should maintain a comprehensive list of all city employees, their addresses, and dependents in the City EOC. 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 are 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

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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:_____

Primary Contact to Open Facility:	**Alternate Contact to Open Facility:**
Name: _____	Name: _____
Day Phone: (_____) _____-_____	Day Phone: (_____) _____-_____
After Hours/Emergency Phone: (___) _____-_____	After Hours/Emergency Phone: (____) _____-_____
Mobile Phone: (_____) _____-_____	Mobile Phone: (_____) _____-_____
E-mail: _____	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.

☐ Facility available for use at any time of the year

☐ Facility **only** available for use during the following time periods:
From: to
From: to

☐ 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? ☐ Yes ☐ No

Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? ☐ Yes ☐ 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? ☐ Yes ☐ No
If yes, please describe:

Is smoking allowed in the facility buildings? ☐ Yes ☐ No
Is smoking allowed on the facility grounds? ☐ Yes ☐ No

Capacity

Shelter Capacity - How many persons can be accommodated for sleeping?

Area available for shelter use:

Length: _____ x Width: _____ = Total Area: _____

Record only useable space. For example, if a room is 600 square feet but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.

The area listed above ☐ is ☐ is not ☐ 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

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
☐ Evacuation			
☐ General			
☐ 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)?

☐ Bench	Measured Linear Feet of Bench _____ ÷ 16 ft^2/person = Bench Seating Capacity _____
☐ Chairs	Number of Chairs Counted = _____ = Seating Capacity _____
☐ 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? ☐ Yes ☐ 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):
☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available	☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available

General Facility Construction

Facility Construction		Number of stories:	Approximate year of construction:
☐ Wood Frame	☐ Prefabricated		
☐ Concrete	☐ Trailer	Elevator: ☐ Yes ☐ No	Chair Lift: ☐ Yes ☐ No
☐ Masonry	☐ Bungalow		
☐ Metal	☐ Pod	Where, in relation to shelter area?	Quantity:
☐ Portable Classroom	☐ Other		
If "Other," describe:			

☐ Accessible doorways (minimum 35 inches wide)	☐ Ramps (minimum 35 inches wide): ☐ Fixed ☐ Portable ☐ Level Landings
☐ Automatic doors or appropriate door handles	

Open Space: Indicate quantity and size (square feet)
☐ Athletic Field(s):
☐ Fenced Court(s):
☐ Secured Playground Area
☐ Other:

Fire Safety

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.

Does the facility have inspected fire extinguishers?	☐ Yes ☐ No
Does the facility have functional fire sprinklers?	☐ Yes ☐ No
Does the facility have a fire alarm?	☐ Yes ☐ No
If yes, choose one:	☐ Manual (pull down) ☐ Automatic
Does the fire alarm directly alert the fire department?	☐ Yes ☐ No
Does the facility have an internal fire hose system?	☐ Yes ☐ No
Does the facility have smoke detectors in/near the shelter area?	☐ Yes ☐ 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:

Toilets: Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)

Showers: 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:

Sinks: Sink (34 inches in height); Towel dispenser (39 inches in height)

	Urinals		Toilets		Showers		Sinks	
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men's								
Women's								
Unisex								
Total								

Are there any limitations on the availability of these facilities? ☐ Yes ☐ 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? ☐ Yes ☐ No

Food Preparation Facilities		
☐ There are no food preparation or food service capabilities at this facility		
☐ Full-Service Kitchen: food is stored, prepared, and served on site. If full-service, number of meals that can be produced: _____		
☐ Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ( )		
☐ 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 *(approved sanitation levels):*	Non-commercial Dishwasher:	
Location of equipment if in area other than kitchen:		

Dining Facilities	
Dining area on site: ☐ Yes ☐ No	Location:
Snack Bar: ☐ Yes ☐ No	If yes, seating capacity:
Cafeteria: ☐ Yes ☐ No	If yes, seating capacity:
Other indoor seating: ☐ Yes ☐ No	If yes, describe; include size and seating capacity:
Total estimated seating capacity for eating:	

Standards for accessible for people with disabilities Tables (28-34inches in height); Serving Line/Counter (28-34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? ☐ Yes ☐ No If yes, number:	Are serving line/counters accessible? ☐ Yes ☐ No	Are aisles accessible? ☐ Yes ☐ No

Additional comments related to food preparation or dining areas:	
Health Service Facilities	
Number of private rooms available:	Access to locked refrigeration? ☐ Yes ☐ 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	☐ Yes ☐ No
Are laundry facilities coin operated?	☐ Yes ☐ No
Special conditions or restrictions:	

Facility Services Information

Electricity		
Emergency (generator power) on site: ☐ Yes ☐ No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? ☐ Yes ☐ No		
This generator powers: ☐ Facilities throughout the shelter area ☐ Only emergency lights and other critical circuits in the shelter area ☐ No generator serves the shelter area		
Estimated run-time without refueling (in hours):	☐ Auto start ☐ Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: ☐ Yes ☐ 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: ☐ Electric ☐ Natural Gas ☐ Propane ☐ Oil ☐ Gasoline ☐ Diesel		
Shelter area is heated: ☐ Yes ☐ No		

Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Cooling	
Source of cooling: ☐ Electric ☐ Natural Gas ☐ Propane	
Shelter area is air conditioned: ☐ Yes ☐ No	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Water	
Source of Water: ☐ Municipal ☐ Well(s) ☐ Trapped Water	
If trapped, potable (*drinkable*) storage capacity in gallons:	Non-potable (*undrinkable*) storage capacity in gallons:
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -
Cooking: *refer to **Food Preparation Facilities** for additional information on facility cooking capacities.	
Source of Cooking Energy: ☐ Electric ☐ Natural Gas ☐ Propane	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

Communications Information

Radio:
Is there an NOAA Weather Radio at this facility? ☐ Yes ☐ No If yes, where is it located?
Is there an emergency communications (ham) radio at this facility? ☐ Yes ☐ No If yes, where is it located? Who is trained/authorized to operate it? Name: Contact #: ( )
Telephone/fax machines:
Telephone Service: ☐ Traditional Landline ☐ VOIP (internet line)

Are there business telephones available to shelter staff: ☐ Yes ☐ No	If yes, list any restrictions:
Are there business telephones available to shelter occupants: ☐ Yes ☐ No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? ☐ Yes ☐ No If yes, number of accessible phones:	Is there Telecommunications Devise for the Deaf (TDD) availability? ☐ Yes ☐ No
Are there Earpiece telephones (volume adjustable)? ☐ Yes ☐ No	Are there Fax machines available to shelter staff? ☐ Yes ☐ No
Is there speaker telephone/conference availability? ☐ Yes ☐ No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Computers:	
Type of internet service connection: ☐ Dial-up ☐ High-Speed ☐ Cable ☐ Wireless	
Computers available to shelter staff: ☐ Yes ☐ No	Is there public access to computers? ☐ Yes ☐ 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?	☐ Yes ☐ No
Location of cable TV drop for shelter area:	

Shelter Management Information

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? ☐ Yes ☐ No

Location of office for shelter management team:	Is there a computer network drop in this area? ☐ Yes ☐ 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:

☐ On-site in existing facility Capacity:_____
☐ On-site using additional resources (Tents/Trailers) Capacity:_____
☐ Combination of existing facility and additional resources
☐ Off-site

Location of pet intake area:	Location of pet shelter area:

Is the space used for the pet shelter area near chemicals: ☐ Yes ☐ No

Location of outdoor pet walking area:

Facility Staff

Facility personnel required when using facility:	☐ Yes	☐ No
Facility kitchen staff required when using facility kitchen:	☐ Yes	☐ No
Voluntary organizations *(such as church or fire auxiliaries)* required when using the facility:	☐ Yes	☐ No
Sanitation/Maintenance staff required:	☐ Yes	☐ No
Will any of the above groups be experienced or trained in shelter management?	☐ Yes	☐ No

Shelter Agreement Information

Does the facility/owner have a current agreement for use as emergency shelter?	☐ Yes	☐ No

Date: Updated:

Additional information about agreement, if applicable:

Additional Notes (use additional page as needed):

Survey completed/updated by:	**Date:**
Printed name and title of authorized facility personnel:	*Signature of authorized personnel:*
Agency/Organization of authorized facility personnel:	
Printed name and title of shelter surveyor:	*Signature of shelter surveyor*
Agency/Organization of surveyor:	

Shelter Determination:

☐ Facility can be used as general emergency shelter.
☐ Facility can be used as an evacuation shelter.
☐ Facility can be used as a access and functional needs shelter.
☐ Facility can be used as a pet-friendly shelter
☐ Facility will not be used as a shelter.

Facility is ADA-compliant: ☐ Partially ☐ Fully ☐ Not ADA Accessible

Is this shelter entered in the National Shelter System (NSS)? ☐ Yes ☐ No
NSS ID:_____

Appendix A-2 Sample Shelter Agreement

The City of Medford 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 Medford 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 Medford

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]

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write "See attached facility list" and attach a facility list, including the complete street address of each building that is part of this agreement).

_____

_____

_____

_____

Terms and Conditions

- Use of Facility: Upon request, and if feasible, the Owner will permit City of Medford to use the facility on a temporary basis as an emergency public shelter.
- Shelter Management: City of Medford 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 Medford.
- 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 Medford to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Medford should not use while sheltering in the facility. The City of Medford 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 Medford, 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 Medford.

- Custodial Services: Upon request by the City of Medford, 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 Medford may post signs identifying the shelter as a City of Medford 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 Medford 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 Medford 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 Medford. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Medford will select from among bids from at least three reputable contractors. The City of Medford 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 Medford's use of the facility for sheltering. The City of Medford 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

costs would not have been incurred but for the City of Medford's use of the premises (both parties must initial all utilities to be reimbursed by the City of Medford):

	Owner initials	City initials
Water	_____	_____
Gas	_____	_____
Electricity	_____	_____
Waste Disposal	_____	_____

The Owner will submit any request for reimbursement to the County within 60 days after the shelter closes. Any request for reimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel and the dates and hours worked at the shelter.

- Insurance: The City of Medford 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 Medford 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 Medford 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 Medford during the use of the premises.
- Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

Owner (legal name)	
By (signature)	By (signature)
Name (printed)	Name:
Title	Title :
Date	Date

3 FA 3 – Infrastructure Services

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FA 3 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	Building Safety Department Fire & Rescue Medford Parks & Recreation Jackson County Emergency Management Jackson County Road Department Oregon Department of Transportation Local Utilities: Water: Medford Water Commission Sewer: City of Medford, Rogue Valley Sewer Services Electricity: Pacific Power & Light 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:

- None at this time.

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 General Responsibilities

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

4.1.1 Emergency Manager (City Manager's Office)

- Regularly brief the Mayor and City Council on situational developments.
- Collect resource requirement information from all City departments and the Fire District.
- Evaluate the situation and determine whether the EOP needs to be implemented.
- Assess developing conditions and evaluate their potential impact.
- Research sources of needed resources.

- Establish and maintain contact with the County; provide updates on developing conditions.
- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.1.2 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 develop new ones to restore infrastructure and services.
- Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.
- Keeping the Public Works Department’s emergency generators operational.
- Coordinating with the police to assist in traffic control.

- Developing and maintaining operating procedures for disaster response.
- Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of City infrastructure.
- Requesting assistance through the EOC, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.1.3 Fire & Rescue

The Fire District 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.

4.1.4 Police Department

The Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential security and safety issues and making recommendations to the Safety Officer.
- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.1.5 Building Safety Department

- Supporting PW Engineering in conducting surveys of damaged structure.

4.1.6 Parks & Recreation

- Assisting Public Works in removal of debris.

4.1.7 Water Commission

- Coordinating the restoration of all water utilities.
- Maintaining records (or has access to records) of the location of water utilities throughout the city.
- Coordinating with Public Works on water/sewer utilities breaks.
- Providing personnel/apparatus available for disaster.
- Assisting in providing potable water for emergencies.

4.1.8 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.
- 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, repair and mitigate transportation infrastructure owned by the City and County.

Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

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 transportation 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 transportation 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 transportation 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.

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 Building Safety Department will address debris management issues for the City including:

- 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.

The City is currently developing a Debris Management Plan that will address development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

If necessary the City will request assistance from the Jackson County Road Department to address larger debris management issues through the County EOC.

6 Annex Development and Maintenance

The Public Works Department is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing infrastructure services, the City 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.

4 FA 4 – Recovery Strategy

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FA 4 Tasked Agencies	
Primary Agencies	Emergency Manager (City Manager's Office) Public Works Department Building Safety Department
Supporting Agencies	Finance Department Fire & Rescue Urban Renewal 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 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.
- 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 of 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.
- 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

- Coordinate with Building Safety Department with 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 Safety Department on structural integrity for rescue work and for occupancy after a disaster.
- City Engineer will coordinate with Building Safety Department and FEMA concerning structural damage surveys.

4.2.2 Building Safety Department

The Building Safety Department is responsible for structural damage surveys, supports disaster recovery functions and flood way and plain.

- Provide qualified representative to report to the EOC to assume overall responsibility for structural damage assessment activities.
- Prepare damage reports for the Emergency Operations Center and the City Manager.
- Condemn damaged buildings and post.
- Support recovery functions of disaster.

- 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.
- Help disaster victims understand the procedures and complete paperwork necessary for State and Federal assistance programs.

4.2.4 Planning

- Assists Building Safety Department in Recovery and Planning for future needs.

4.2.5 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 Mayor (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the County, can set the stage for requesting State assistance.

See the Basic Plan, Chapter 1 for procedures for declaring a state of emergency.

5.1.2 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 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.
- 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 in order to prioritize resource assignments.

As appropriate after an event, units from appropriate departments may begin a process called "windshield surveys." Windshield surveys consist of response department units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

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 Manager coordinates this assessment and usually assigns some IDA responsibilities to other 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 Medford 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
Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.	

Table 1 City of Medford Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Priority #2	Assessment of Damage to Support Emergency or Major State or Emergency Declaration
	Multi-family complexes Single-family residences Other businesses

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 Manager (or designee) will coordinate this activity.

The Building Safety Department will provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 IDAs. Additional support may be available from the County.

5.2.1.4 Damage Survey Reports Development

The damage survey reports process is the primary responsibility of the State and Federal representatives on the Damage Assessment teams and is the third phase of the damage assessment process. During this phase, detailed evaluations of the fiscal and social impacts of each project are developed and documented.

5.2.1.5 Support Services

The Police Community Affairs Unit and Fire & Rescue are organized to use local volunteers, as available, to assist in both primary and secondary assessment. Information gathered via this process will be reported to the Planning Section, and may be used to allocate resources, as well as to focus assessment activities on the area of greatest impact.

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 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 insurance policies. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance are the only avenues for helping families and individuals 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.
- 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 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 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 Manager 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 Recover 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.

- Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into SBA programs.
- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, more than one person should be involved in the IDA process. The Emergency Manager should assemble a team to assist, including members such as:

- 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.

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 Manager should coordinate the PDA or designate a PDA Coordinator. The person in this position should have a working knowledge of the PDA process and forms and thorough familiarity with local geography, government officials, and public facilities.
- Line up appropriate officials who will become the local government representatives on the joint PDA Teams. For Individual Assistance, consider assessors, Building Safety Department inspectors, etc. For Public Assistance, consider Building Safety 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

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?

- 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

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

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)

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Oregon Emergency Management

INDIVIDUAL ASSISTANCE INITIAL DAMAGE ASSESSMENT (IDA) FIELD DATA COLLECTION FORM

For the purposes of this form, "Individual Assistance" may be thought of as potential assistance to individuals, families, and businesses which is tied to the structures they inhabit. This form is intended for use by local governments and their agents collecting IDA data on homes and businesses in the field. It may also be useful for collecting data being provided via "telephone-banks." The information collected on these forms should be summarized on the Initial Damage Assessment Summary Report Form.

JURISDICTION: _____ DATE: _____

AREA BOUNDARIES: North _____ East _____

West _____ South _____

STREET NAME: _____

Place a mark for each unit, and a diagonal line for every fifth unit (i.e.: 𝍸). 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 <u>same period</u> 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? _____

<u>If your business also suffered property damage, answer the following questions</u>:

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

updated 05/19/03

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OREGON EMERGENCY MANAGEMENT
INFRASTRUCTURE (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

NAME OF PUBLIC (GOVERNMENT) OR PRIVATE NONPROFIT AGENCY: _____ **COUNTY:** _____

(List damage and emergency response costs for only one agency on each form. Use more than one form per agency if necessary. Only certain private nonprofits should be included on this form. Additional Instructions for this form on reverse side.)

Category	Brief Description of Damage or Cost	Location	Estimated Cost	Comments (Impacts)

Inspector's Name: _____ **Contact Information:** _____ **Date:** _____

This Page Total by Categ

Total A	*$0*	*Total E*	*$0*
Total B	*$0*	*Total F*	*$0*
Total C	*$0*	*Total G*	*$0*
Total D	*$0*	*Total*	*$0*

Total
$0.00

INSTRUCTIONS FOR THE INSTRUCTIONS (PUBLIC ASSISTANCE) INITIAL DAMAGE ASSESSMENT FIELD DATA COLLECTION FORM

This form is intended to be utilized by local government officials or their agent during the Initial Damage Assessment (IDA) to record estimates of damage, costs, and impacts of the disaster on public infrastructure. The following categories of work shall be utilized:

Emergency Work Categories	Permanent Work Categories
A = Debris Removal	C = Roads and bridges
B = Protective Measures	D = Water control facilities
	E = Public buildings and equipment
	F = Public utility systems
	G = Parks and other

List the work performed, and public facilities damaged, as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and which has not.

For Roads and bridges on the Federal Aid System, Enter "FAS" instead of "C" under the category of work; likewise for debris removal and protective measures related to FAS facilities. Alternatively, FAS damage and costs can be listed on separate field data collection forms if the local jurisdiction wishes. Although FAS costs will not be a factor in determining a request for a Presidential declaration, it may be useful to assess and summarize these damages for inclusion in any requests to the FHWA for assistance.

Only private nonprofits (PNPs) providing the following types of government-like services to the general public should be included on this form: education facilities, utilities, emergency or medical facilities, custodial care facilities, museums, zoos, community centers, libraries, homeless shelters, and senior citizen centers. All other PNPs should be treated as businesses fro 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	Destroyed (use 90% of ave. cost)	#	$
(Ave. value = $ _____)	Major (use 60% of ave. cost)	#	$
	Minor (use 20% of ave. cost)	#	$
	Affected Habitable (use 10% of ave.)	#	$
Medium-cost homes	Destroyed (use 90% of ave. cost)	#	$
(Ave. value = $ _____)	Major (use 60% of ave. cost)	#	$
	Minor (use 20% of ave. cost)	#	$
	Affected Habitable (use 10% of ave.)	#	$
High-cost homes	Destroyed (use 90% of ave. cost)	#	$
(Ave. value = $ _____)	Major (use 60% of ave. cost)	#	$
	Minor (use 20% of ave. cost)	#	$
	Affected Habitable (use 10% of ave.)	#	$
Low-cost apartments	Destroyed (use 90% of ave. cost)	#	$
(Ave. value = $ _____)	Major (use 60% of ave. cost)	#	$
	Minor (use 20% of ave. cost)	#	$
	Affected Habitable (use 10% of ave.)	#	$
Medium-cost apartments	Destroyed (use 90% of ave. cost)	#	$
(Ave. value = $ _____)	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:

COUNTY:

EMAIL:

TELEPHONE:

DATE - TIME OF THIS REPORT:

NAME OF REPORTING OFFICIAL:

TITLE:

FAX:

DATE - TIME OF START OF EVENT:

EOC ACTIVATED: DATE: TIME:

EOC CLOSED: DATE: TIME:

LOCAL EMERGENCY DECLARED: DATE: TIME:

TYPE OF EMERGENCY:

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:

IDA Impacts page 1/2

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:

INITIAL DAMAGE ASSESSMENT (IDA) SUMMARY REPORT FORM

OERS INCIDENT #
0
OERS 24 hr line 1-800-452-0311

JURISDICTION 0

NAME OF REPORTING OFFICIAL: 0

COUNTY: 0
EMAIL: 0
TELEPHONE: -

TITLE: 0

FAX: -

Complete green areas of form below

HOUSING COSTS & LOSS	**#**	**$$s**	**COMMENTS**
Destroyed:			
Major damage:			
Minor damage:			
Affected habitable:			
"Second" homes:			
Personal property (not included above):			
Cost & loss estimate for housing:	**0**	**$0**	

BUSINESS COSTS & LOSS	**#**	**$$s**	**COMMENTS**
Destroyed:			
Major damage:			
Minor damage:			
Business interrupted:			
Cost & loss estimate for business:	**0**	**$0**	

PRIVATE NONPROFIT COSTS & LOSS	**#**	**$$s**	**COMMENTS**
Destroyed:			
Major damage:			
Minor damage:			
Service interrupted:			
Cost & loss estimate for PNPs:	**0**	**$0**	

AGRICULTURE COSTS & LOSS	**#**	**$$s**	**COMMENTS**
Crop loss (acres/$$s):			
Equipment lost/damaged:			
Livestock lost:			
Out-buildings damaged:			
Cost estimate for agriculture:		**$0**	

INFRASTRUCTURE

CITY(IES) COSTS & LOSS	**#**	**$$s**	**COMMENTS**
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for city(ies):	**0**	**$0**	

IDA Cost Summary page 1/2

SPECIAL DISTRICTS COSTS & LOSS	#	$$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for special district(s):	**0**	**$0**	

STATE FACILITIES COSTS & LOSS	#	$$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
Cost & loss estimate for state facilities:	**0**	**$0**	

COUNTY FACILITIES COSTS & LOSS	#	$$s	COMMENTS
A. Debris removal:			
B. Protective measures:			
C. Transportation system damage:			
Federal Aid System (FAS)			
non-Federal Aid System			
D. Water control facilities:			
E. Public buildings / equipment:			
insured			
uninsured			
F. Public utility systems:			
G. Parks and other:			
cost & loss estimate for county facilities:	**0**	**$0**	

TOTALS - ALL GOVERNMENTS	#	$$s	COMMENTS
A. Debris removal:	0	$0	
B. Protective measures:	0	$0	
C. Transportation system damage:			
Federal Aid System (FAS)	0	$0	
non-Federal Aid System	0	$0	
D. Water control facilities:	0	$0	
E. Public buildings / equipment:			
insured	0	$0	
uninsured	0	$0	
F. Public utility systems:	0	$0	
G. Parks and other:	0	$0	
Jurisdiction total for all infrastructure:	**0**	**$ -**	

Grand total of housing, business, pnp, agriculture, infrastructure:

Sites **0** **$0**

COUNTY TRANSMITS TO: OREGON EMERGENCY MANAGEMENT

EMAIL: 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 : _____

4-10-01

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JOINT PRELIMINARY DAMAGE ASSESSMENT	CITY	COUNTY	STATE	TYPE OF DISASTER
INDIVIDUAL ASSISTANCE FIELD FORM	ASSESSMENT TEAM		DATE OF ASSESSMENT	

ADDRESS (Number and Street, Road, Route, Apartment Bldg., Etc.)	HOME		DWELLING TYPE			STATUS		EXTENT OF DAMAGE				ESTIMATED VALUE				HEAT SOURCE		INSURANCE		BUSINESS	
	PRI	SEC	SINGLE FAMILY	MULTI-FAMILY	MOBILE HOME	OWN	RENT	DEST	MAJOR	MINOR	A - H	HIGH	MED	LOW	PERS PROP	B/F	C/F	Y	N	MAJOR	MINOR
TOTALS																					

Adapted from FEMA Form 76-39, JUN 84

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FEMA – OEM Public Assistance

Joint Preliminary Damage Assessment Site Estimate Form

Number	Inspected? / Projected?	No. of Sites	Cat	Location *(use map location, address, etc.)*	Lat/Long
Description of Damages/Repairs ☐ Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected? / Projected?	No. of Sites	Cat	Location *(use map location, address, etc.)*	Lat/Long
Description of Damages/Repairs ☐ Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected? / Projected?	No. of Sites	Cat	Location *(use map location, address, etc.)*	Lat/Long
Description of Damages/Repairs ☐ Critical Facility Type _____					
Impact				% Complete	Cost Estimate

Number	Inspected? / Projected?	No. of Sites	Cat	Location *(use map location, address, etc.)*	Lat/Long
Description of Damages/Repairs ☐ 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 0		TOTAL 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.

FEMA Form 90-80, JAN 84

PDA SUMMARY OF DAMAGES FOR POTENTIAL SUBGRANTEE

Public Entity/Potential Subgrantee Information

Public Entity/Potential Subgrantee	Total Operating Budget	County	Team Leader/Date of PDA
Population	Maintenance Budget		
Contact and Telephone Number	Additional Contacts and Telephone Numbers		

Site Estimated Summary

Category		Critical Facilities and Other Damages	Inspected		Projected		Total	
			# of Sites	Cost	# of Sites	Cost	# of Sites	Cost
Emergency Work								
A.	Debris							
B.	Emer. Pro. Meas.							
		Emergency Work sub-total	0	0	0	0	0	0
Permanent Work								
C.	Roads & Bridges							
		Sub-total	0	0	0	0	0	0
D.	Water Control & Facilities							
		Sub-total	0	0	0	0	0	0
E.	Building & Equipment							
		Sub-total	0	0	0	0	0	0
F.	Utilities							
		Sub-total	0	0	0	0	0	0
G.	Parks & Other							
		Sub-total	0	0	0	0	0	0
		Permanent Work Sub-total	0	0	0	0	0	0
		Emergency and Permanent Work Total	0	0	0	0	0	0

Appendix B Public Assistance Materials

Electronic copies of the following public assistance materials can be found at http://www.fema.gov/government/grant/pa/forms.shtm.

- Request for Public Assistance (FF90-49)
- Hazard Mitigation Proposal (FF90-61)
- Project Worksheet (FF90-91)
- PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)
- PW-Cost Estimate Continuation sheet (FF90-91B)
- PW-Maps and Sketches Sheet (FF90-91C)
- PW-Photo Sheet (FF90-91D)
- Validation Worksheet (FF90-118)
- Project Validation Form (FF90-119)
- Special Considerations Questionnaire (FF90-120)
- PNP Facility Questionnaire (FF90-121)
- Historic Review For Determination of Adverse Effect (FF90-122)
- Force Account Labor Summary Record (FF90-123)
- Materials Summary Record (FF90-124)
- Rented Equipment Summary Record (FF90-125)
- Contract Work Summary Record (FF90-126)
- Force Account Equipment Summary Record (FF90-127)
- Applicant’s Benefit Calculation (FF90-128)

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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

APPLICANT PHYSICAL LOCATION

STREET ADDRESS			
CITY	COUNTY	STATE	ZIP CODE

MAILING ADDRESS (If different from Physical Location)

STREET ADDRESS			
POST OFFICE BOX	CITY	STATE	ZIP CODE

Primary Contact/Applicant's Authorized Agent	**Alternate Contact**
NAME	NAME
TITLE	TITLE
BUSINESS PHONE	BUSINESS PHONE
FAX NUMBER	FAX NUMBER
HOME PHONE (Optional)	HOME PHONE (Optional)
CELL PHONE	CELL PHONE
E-MAIL ADDRESS	E-MAIL ADDRESS
PAGER & PIN NUMBER	PAGER & PIN NUMBER

Did you participate in the Federal/State Preliminary Damage Assessment (PDA)? ☐ YES ☐ NO

Private Non-Profit Organization? ☐ YES ☐ NO

If yes, which of the facilities identified below best describe your organization? _____

Title 44 CFR, part 206.221(e) defines an eligible private non-profit facility as: "... any private non-profit educational, utility, emergency, medical or custodial care facility, including a facility for the aged or disabled, and other facility providing essential governmental type services to the general public, and such facilities on Indian reservations." "Other essential governmental service facility means museums, zoos, community centers, libraries, homeless shelters, senior citizen centers, rehabilitation facilities, shelter workshops and facilities which provide health and safety safety services of a governmental nature. All such facilities must be open to the general public."

Private Non-Profit Organizations must attach copies of their Tax Exemption Certificate and Organization Charter or By-Laws. If your organization is a school or educational facility, please attach information on accreditation or certification.

OFFICIAL USE ONLY: FEMA - _____ -DR- _____ - _____ FIPS# _____ DATE RECEIVED _____

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

HAZARD MITIGATION PROPOSAL (HMP)

Sheet _____ of _____ Sheets

NAME OF APPLICANT	CATEGORY	DSR NUMBER

SCOPE OF MITIGATION WORK:

ESTIMATE OF WORK

QUANTITY	UNIT	MATERIAL AND/OR DESCRIPTION	UNIT	COST (Dollars)
		TOTAL (Not to be included in DSR)		

RECOMMENDED BY (Signature)*	AGENCY	DATE
CONCURRENCE BY STATE INSPECTOR (Signature)*	AGENCY	DATE
CONCURRENCE BY LOCAL REPRESENTATIVE (Signature)*	AGENCY	DATE

NOTE: *Signature by the Federal Inspector is not an approval of this work, and signature by the State and local applicant is not a commitment to perform the work.

FEMA Form 90-61, JUL 07 REPLACES ALL PREVIOUS EDITIONS.

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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:

FEMA Form 90-91A, FEB 06

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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

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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		

FEMA Form 90-91C, FEB 06

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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 FEMA-_____ -DR-____	PROJECT NO.	PA ID NO.	DATE	CATEGORY
APPLICANT		COUNTY		

PHOTO	PHOTO
DESCRIPTION	DESCRIPTION

FEMA Form 90-91D, FEB 06

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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

☐ Review projects
☐ Visit site
☐ Statement of work
  ☐ Accurate
  ☐ Complete
  ☐ Eligible
☐ Pictures
☐ Sketches/drawings	

II- COMPLETED WORK

☐ Forced Account Labor
  ☐ Eligible employee
  ☐ Hours
  ☐ Regular
  ☐ Overtime
☐ Fringe benefits
  ☐ Regular
  ☐ Overtime
☐ Calculations	

III- FORCE ACCOUNT EQUIPMENT

☐ Labor hours exceeds or match Equipment hours ☐ FEMA rates used ☐ PAC approved rates used ☐ Mileage used for automobiles, busses, pickups, and ambulances ☐ Calculations	

IV- LEASED/RENTAL EQUIPMENT

☐ Invoice ☐ Price reasonable ☐ Operation/labor cost ☐ Gasoline/oil/lubricants ☐ Eligible repairs/parts ☐ Calculations	

V- MATERIALS

☐ Purchase orders/invoices ☐ Inventory records/stock tickets ☐ Calculations	

FEMA Form 90-118, NOV 98

VI- CONTRACT	
VALIDATION ITEM	**REMARKS**
☐ Price reasonable ☐ Competitive bids ☐ Exception ☐ Follow procurement procedures ☐ Calculations	
VII- WORK TO BE COMPLETED	
☐ Cost estimating method approved by PAC ☐ Calculations	
VIII- SPECIAL CONSIDERATIONS	
☐ Insurance ☐ Mitigation ☐ Environmental ☐ Historic	

ADDITIONAL REMARKS

FEMA Form 90-118, NOV 98, Back

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** %
TOTAL VARIANCE (COL. C + D) = F			F $	*(F divided by B)*

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%

FEMA Form 90-119, NOV 98

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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

FEMA Form 90-120, FEB 96 **PREVIOUS EDITION OBSOLETE**

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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 faciltiy _____

6. What fee, if any, is charged for the use of the faciltiy _____

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

FEMA Form 90-121, FEB 09

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

HISTORIC REVIEW ASSESSMENT FOR DETERMINATION OF ADVERSE EFFECT

PA ID NO.	PROJECT NO.	LATITUDE/LONGITUDE

ADDRESS/LOCATION OF FACILITY/SITE	HISTORIC NAME AND ID #

HISTORIC STATUS ☐ NHL ☐ NR/NR eligible ☐ State Register or other ☐ Contributing to Historic District

1. Describe disaster damage, particularly as it relates to character-defining features:

2. The proposed scope of work will (check all that apply):

☐ Repair or replace non character-defining features
☐ Repair and or/replace historic features/elements in kind to return facility to pre-disaster condition.
☐ Alter or remove historic features/elements.
☐ Add non-historic features/elements to a historic facility, setting or
☐ Disturb, destroy or make archeological resources
☐ Include mitigation, an alternate project or an improved project.
☐ Other _____

3. Describe measures to prevent or minimize loss or impairment of character-defining features:

4. Attachments:

☐ Maps ☐ Field Notes ☐ Scope of Work ☐ Site Plan ☐ Nation Register Nomination Form
☐ Drawings ☐ Research Material ☐ Project Worksheet ☐ Specifications ☐ Summary Views of Interested Parties
☐ Photographs ☐ Archeological ☐ Other

5. Conclusions:

☐ 5a. No Character-defining features will be affected.
☐ 5b. The above action(s) meets the conditions for a Programmatic Exclusion #_____ of the Programmatic Agreement governing historic review.
☐ 5c. The above action(s) substantially conforms with the applicable parts of the Secretary of Interior's Standards and Guidelines for Archeology and Historic Preservation.
☐ 5d. Further consultation with the SHPO and applicant in accordance with the Programmatic Agreement is required.
☐ 5e. Development of STMA or Memorandum of Agreement is required to treat the adverse effect.

6. Assessment of Adverse Effect (check one) ☐ No Adverse Effect ☐ Adverse Effect

7. Specialist: Your signature shows that you have reviewed this form and related material for conformity with requirements in FEMA's Programmatic Agreement governing compliance with the National Historic Preservation Act; applicable parts of the Secretary of the Interior's Standards for Rehabilitation and Guidelines for Rehabilitating Historic Buildings 1992 (Standards), the Secretary of the Interior's Guidelines for Archeological Documentation (Guidelines), or any other applicable Secretary of the Interior's Standards, CR 44 CFR Part 206, and FEMA Management Policies, and have provided your best professional opinion.

COMMENTS

NAME	FIELD OF EXPERTISE	DATE

8. Action Taken and Date

FEMA Form 90-122, NOV 98

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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 / JOB TITLE	DATES AND HOURS WORKED EACH WEEK								COSTS				
	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

FEMA Form 90-123, FEB 09

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DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

MATERIALS SUMMARY RECORD

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires December 31, 2011

APPLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

VENDOR	DESCRIPTION	QUAN.	UNIT PRICE	TOTAL PRICE	DATE PURCHASED	DATE USED	INFO FROM (CHECK ONE) INVOICE	STOCK
GRAND TOTAL								

I CERTIFY THAT THE INFORMATION WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

FEMA Form 90-124, FEB 09

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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

FEMA Form 90-125, FEB 09

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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
LOCATIOJN/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

FORCE ACCOUNT EQUIPMENT SUMMARY RECORD

PAGE _____ OF _____

O.M.B. No. 1660-0017
Expires April 30, 2013

APLICANT	PA ID NO.	PROJECT NO.	DISASTER
LOCATION/SITE		CATEGORY	PERIOD COVERING

DESCRIPTION OF WORK PERFORMED

TYPE OF EQUIPMENT		OPERATOR'S NAME	DATES AND HOURS USED EACH DAY								COSTS		
INDICATE SIZE, CAPACITY, HOURSEPOWER, MAKE AND MODEL AS APPROPRIATE	EQUIPMENT CODE NUMBER		DATE								TOTAL HOURS	EQUIPMENT RATE	TOTAL COST
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
			HOURS										
GRAND TOTAL													

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM PAYROL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED	TITLE	DATE

FEMA Form 90-127, AUG 10

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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

FEMA Form 90-128, FEB 09

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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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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.

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: **days:**	Site keys: location and who has them?

DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available?		
Secure, safe, and sanitary facility? - 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? - 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? - 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? - number of faxes: _____ - make/model #: _____ (identify for each in comments)		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

Oregon Emergency Management *Disaster Recovery Assistance Guidebook* 04-08-05

Disaster Recovery Center Requirements Checklist - 2

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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.

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.

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.

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

2 Drought Response Planning ..... IA 1-1

3 Drought Information ..... IA 1-1

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5.6 Emergency Manager (City Manager's Office) ..... IA 1-5
5.7 City Attorney ..... IA 1-6

6 Supporting Plans and Procedures ..... IA 1-6

7 Appendices ..... IA 1-6

Appendix A Drought Incident Checklist ..... IA 1-7

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IA 1 Tasked Agencies	
Primary Agencies	Public Works Department
Supporting Agencies	Fire & Rescue Medford Water Commission

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.

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 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.

4 Instructions to the Public

Requests for voluntary cutbacks in water consumption may be issued by the City of Medford Public Works Department and/or Medford Water Commission. Such requests should be coordinated with the City of Medford conservation division.

Any mandatory rationing or curtailment instructions must be issued by the City. Such instructions should be carefully coordinated with other affected jurisdictions.

5 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.

5.1 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.
- Begin public information and curtailment plan at whatever level indicated by conditions. Public information and curtailment programs should be coordinated through Conservation Division.
- Continue to monitor drought conditions, keep City Manager, 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.
- Advise Administration to begin tracking costs associated with the drought for possible disaster relief reimbursement.
- Advise Fire Department if reservoir levels are projected to fall below minimum levels required for fire suppression.

5.2 Fire & Rescue

Preparedness

- Alert fire stations of developing situation.
- Assess minimum flow levels to ensure firefighting 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 Medford Water Commission if pressure drops below allowable pressure.

5.3 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.

5.4 Local Utilities

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.
- Advise regarding 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 Manager, 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.
- Advise Administration to begin tracking costs associated with power consumption for possible disaster relief reimbursement.

5.5 Medford Water Commission

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 Manager, 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 Department if reservoir levels are projected to fall below minimum levels required for fire suppression.

5.6 Emergency Manager (City Manager's Office)

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 the Medford Water Commission.
- Establish and maintain contact with Jackson County and the State Offices of Emergency Management, provide both with updates on conditions.

5.7 City Attorney

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.

6 Supporting Plans and Procedures

- None at this time.

7 Appendices

- Appendix A Drought Incident Checklist

Appendix A Drought Incident Checklist

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	1. Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the City and County EOPs and supporting procedures and plans.	
	2. Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	3. 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.	
	1. Have personnel participate in necessary training and exercises, as determined by City and County Emergency Management.	
	2. Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
	3. Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
	4. Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	5. 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.).	
	6. Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
	7. Ensure that city maps of water mains, valves, and public sewer systems are up-to-date and accessible.	
	8. Provide public safety information and educational programs regarding emergency preparedness and response.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	9. When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
	10. 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.	
	11. Estimate emergency staffing levels and request personnel support.	
	12. Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	13. Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	14. 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.	
	15. Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	16. Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	17. 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.	
	18. 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.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	19. 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.	
	1. 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.	*Local, agency, and facility-specific Standard Operating Procedures*
	2. Conduct and obtain current damage reports and determine the affected area (*recurring)*.	
	3. Repair and restore essential services and vital systems as required.	
	4. Secure assistance from private contractors/vendors as needed.	
	5. Provide emergency power as needed to maintain service to the community.	
	6. Initiate curtailment procedures if shortages or overload conditions appear imminent.	
	7. Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	
	8. Submit a request for emergency/disaster declaration, as applicable.	
	9. Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	10. 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.	*ICS Resource Tracking Forms*
	11. Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	12. Establish a JIC and designate a lead PIO for the jurisdiction.	
	1. Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (*recurring)*.	
	- 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.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	2. Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	3. 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.	
	4. Develop and deliver situation reports (*recurring*). At regular intervals, the IC/EOC manager and staff will assemble a situation report.	
	5. 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.	*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*
	6. Implement objectives and tasks outlined in the IAP (*recurring*).	
	7. 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	8. Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	9. Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
	10. Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	11. 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.	
	12. Release mutual aid resources as soon as possible.	
	13. Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	14. Deactivate/demobilize EOCs, AOCs, and command posts.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	15. Correct response deficiencies reflected in the Improvement Plan.	
	16. Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	17. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 2 – Earthquake

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IA 2 Tasked Agencies	
Primary Agencies	Public Works Department Fire & Rescue Water Commission
Supporting Agencies	Police Department Building Safety Department Jackson County Health and Human Services American Red Cross

1 Hazard Description

The City of Medford 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. 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 Medford area may produce localized earthquakes of up to 6.0 on the Richter scale. The Medford 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 Emigrant Reservoir.

2 Earthquake Response Planning

Earthquake planning in all phases is primarily the responsibility of the Fire Department. This includes coordinating the annual review of this addendum with City Department Heads. In the event of activation, a Unified Command may be assumed by Police, Fire, Public Works, Water Commission, and the City Manager depending upon the 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 Medford 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, Water Commission and Administration personnel identified as EOC staff should automatically respond to the EOC after ensuring the safety of their families. The Emergency Alert 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 Medford 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

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 citizen 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. The City Building Safety Department has 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 area hospitals, shelters, RV Mall, Manor, 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 Alert 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

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 Building Safety Department

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 Manager 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.

- Coordinate maintenance of solid waste collectors. Provide portable sanitation facilities and potable water to stricken neighborhoods.
- Coordinate with Jackson County on 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 Manager 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.

- 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.

- 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.

- 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.

6.5 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 Manager-Consider assuming overall Incident Command. Keep Mayor and City Council advised of emergency conditions.
- Assess staffing–Augment 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.
- Revise and update Emergency Plan as indicated.

6.6 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.

6.7 inance 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.
- 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.

6.8 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 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.

6.8.2 Planning Section

- Assess the earthquake 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. 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.

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 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.

6.8.4 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.
- 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.

6.8.5 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 Incident Stabilization/Restoration Priorities
- Appendix B Mercalli and Richter Scales
- Appendix C Limited Entry Notice
- Appendix D Earthquake Incident Checklist

Appendix A Incident Stabilization/Restoration Priorities

Facilities

- EOC, 9-1-1 Center, Schools, Colleges, 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 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, (Richter)	**Intensity, (Mercalli)**	**Approximate Radius, 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

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	❑ 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.	
	❑ Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	❑ 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.	
	❑ Have personnel participate in necessary training and exercises, as needed..	
	❑ Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	❑ 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.	
	❑ Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	❑ 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**
	❑ Work with planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
	- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.	
	❑ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	❑ Activate the EOP when earthquake and/or seismic incidents pose threats.	
	❑ 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.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ 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.	
	❑ Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❑ 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**
	❑ 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.	
	❑ 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.	
	❑ 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	*Local, agency, and facility-specific Standard Operating Procedures*
	❑ Conduct and obtain current damage reports and determine the affected area (*recurring)*.	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring)*. 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).	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ 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.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC and designate a lead PIO for the jurisdiction.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	- 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.	
	❑ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the IC/EOC Manager and staff will assemble a situation report.	
	❑ 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.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Asiggnment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 – Demobilization Plan*
	❑ Once the threat the public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize EOCs, AOCs, and command posts.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 3 – Wildland/Urban Interface Fire

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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 Medford 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 Fire & Rescue as requested.

Extreme fire activity may require the reduction or discontinuation of EMS response by Fire & Rescue.

Duties and responsibilities listed under the EOC checklist are the responsibility of Fire & Rescue unless the EOC staffing pattern is activated. The Fire Department is also responsible for coordinating the annual review of this document with City Management.

3 Fire Information

The Medford Fire & Rescue, or EOC Public 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.

- 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 General

[TO BE DEVELOPED]

4.2 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

See FA 2 – Human Services for details on sheltering.

4.3 Emergency Transportation

Sources for emergency transportation include RVTD, Medford School District, Medford Senior Services, 4-wheel drive clubs, and under a declared emergency, the National Guard.

4.4 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 Fire & Rescue. Extremely large incidents, or incidents which involve more than one fire burning at one time, may require the implementation of the State Conflagration Act.

The Rogue Valley Fire Chiefs Task Force response system may be activated by request through County Fire Defense Chief through Emergency Communications of Southern Oregon. ECSO 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.

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.
- 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.
- 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.

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 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.

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 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.
- 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 Building Safety Department

Response

- Coordinate post incident damage assessment of individual structures.

6.5 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 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.
- 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.

6.8 EOC Management Staff

All tasks listed below remain the responsibility of Fire & Rescue 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 this plan. 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.
- 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.

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

- None at this time.

8 Appendices

- Appendix A – Major Fire Incident Checklist

Appendix A Major Fire Checklist

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Management and Fire Services.	
	❑ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	❑ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	❑ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g, personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	❑ Activate the City EOC and establish Incident Command or Unified Command, as appropriate. 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.	*Basic Plan of the City EOP and agency/company-specific plans*
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203-Organization Assignment List*
	❑ Notify supporting fire services agencies.	*FA 1 of the City EOP*
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	❑ Determine the scope and extent of the fire (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209-Incident Status Summary*
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	❑ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ 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.	*FA 1 of the City EOP*
	❑ 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.	*FA 1 of the City EOP; Established emergency contact lists at the City EOC*

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	*FA 1 of the City EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	❑ Implement local plans and procedures for fire operations.	*Agency-specific SOPs*
	❑ Obtain current and forecasted weather to project potential spread of the fire (*recurring*).	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring*).	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	*FA 1 of the City EOP*
	❑ Submit request for a local or countywide disaster/emergency declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs.	
	❑ 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.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	❑ Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	❑ Establish a JIC.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (*recurring*).	
	❑ 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.	*FA 1 of the City EOP*
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❑ 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.	
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop an IAP (*recurring*). 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*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with the private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ 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*
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	*FA 1 of the City EOP*
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ 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 Medford has a history of slow-rise flooding within Medford and along Bear Creek. Some flash flooding from heavy down pour may occur on Lone Pine Creek and Larson Creek. In addition, a portion of the City borders along Elk Creek tributary to the West in an uncontrollable flooding situation. Localized flooding may be caused by failure of drainage systems due to plugging up by debris.

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 Building Safety 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.

The City is responsible for all drainage ways in the Drainage Utility District that are under contract which are not controlled tributaries designated as Waters of the State, such as Bear Creek and parts of Larson Creek and Lone Pine Creek. The City will assist property owners to clear debris if resources are available.

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.

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).

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 Medford 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 ESCO. Such warnings will be distributed to Emergency Management Staff according to guidelines outlined in Section II-B, Alert and Warning.

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. Often flooding is accompanied by the deaths of farm animals and difficulty in disposing of carcasses in a sanitary manner. 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 include the National Guard and other private and public sources. 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 Jackson County Health and Human Services.

4.3 Emergency Transportation

Sources for emergency transportation include Medford area school buses, or contract buses, 4-wheel drive clubs, and under a declared emergency, the National Guard. Helicopter transportation services are available through Timberland Services on a fee basis.

4.4 Power Outages

Response to the loss of commercial power will be provided by Pacific Power. Auxiliary power capabilities exist at the City Hall, Fire Stations, Waste Water

Treatment Plant and the Service Center. In addition, the City owns a trailer-mounted generator stored at the Service Center.

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 can be used to establish contact with the public and government facilities.

4.6 Debris Removal

Removal of flood-deposited debris from City streets is the combined responsibility of the Public Works Department and Jackson County. Care should be taken to ensure that debris removal efforts are coordinated. Removal of debris from City facilities is the responsibility of the Public Works Department. Removal of debris from private property is the responsibility of the property owner. A variety of service organizations may be available to assist the City in flood control and private landowners in cleanup.

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, while unlikely within the City of Medford, can create the need for long 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 which 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 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 Manager and other affected departments advised.
- Keep information on conditions up-to-date. Keep public and other departments informed of changed conditions which will affect City operations. Determine status of Medford 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 solid waste collectors.
    - Coordinate with Health officials to provide health and sanitation inspections of the area as necessary. Maintain status and report as necessary.
- 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 Manager, 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

- 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.
- 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.

- 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.

- 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.

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.

- 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 EOC Management Staff Assignments

6.7.1 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.
- 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.

6.7.2 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 Medford.
- 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.

6.7.3 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.

6.7.4 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 appraised 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.

6.7.5 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 Dam Failure Response Plan
- Appendix B Flood Incident Checklist

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Appendix A Dam Failure Response Plan

1 Purpose

The purpose of this appendix is to highlight the areas that would be affected by such a disaster and localize notification and evacuation procedures in the event of a dam failure.

2 Situation

One major and two minor dams are situated in the Medford area and drain into the Bear Creek or Rogue River basin. The dams are:

- Emigrant Lake (Direct threat to the City of Medford)
- Lost Creek Lake (Indirect threat to City of Medford's waste water system)
- Willow Lake (although this is no threat, it is the Medford Water Commission's lake)

The release of water from a dam would constitute a major hazard to life, general health, and property from the point of release to the edge of Medford and would impact heavily on cities to the north and south.

3 Dam Conditions

If early warning of a potential dam failure incident is necessary, the condition will be determined as follows:

3.1 Response Level I

Level I means involved organizations need to “get ready” for emergency response activities. Nothing significant really needs to be done for Response Level I except to stay aware of the event after it is detected and observe and analyze it for possible action. Nothing serious has developed yet, but indications are that something definitely IS happening that could progress into a potentially significant threatening event if it continues or intensifies.

Notification will be given to ECSO, who will notify the Medford Emergency Manager immediately.

3.2 Response Level II

Declaration of Response Level II means that involved organizations should “Get Set!” because conditions are now more serious than those experienced in Response Level I, but are still less serious than those that would be experienced in Response Level III.

It also means that conditions COULD worsen that WOULD require an evacuation if not brought under control effectively. However, an actual evacuation is NOT YET required by developing emergency conditions.

Upon notification that Response Level II has been declared, local emergency management officials and response agencies should mobilize response resources and position them at staging areas out of flood inundation areas.

Notification will be given to ECSO, who will notify the Medford Emergency Manager immediately.

3.3 Response Level III

Declaration of Response Level III means involved organizations must "GO!!" (Initiate evacuation) as this is the most dangerous response level.

Declaration and implementation of Response Level III means the situation is extremely serious. For Response Level III, one or more of the following emergency conditions will be present:

- The dam is in danger of impending failure, and it has been determined that the dam will definitely fail.
- The dam is actually beginning to fail.
- The dam has failed.

Declaring this response level means populations at risk are in IMMINENT DANGER and that evacuation of populations at risk in all or a part of the dam failure flood inundation area are REQUIRED.

In the conditions outlined above, the allowable time for evacuation along Bear Creek throughout the affected area will vary widely from approximately 90-120 minutes (an earthquake or spill of Emigrant).

Fixed time frames can be established for Medford since residential areas are not in immediate proximity to Emigrant Reservoir.

The decision to implement warning and evacuation procedures will be made on-scene with predetermined plans support by county and state assistance, as needed. The Oregon Emergency Management, acting for the Office of the Governor, will be the coordinator between all state agencies and the EOC.

4 Concept of Operations

4.1 Warning

As time permits, the EOC will release media information relating to the areas in danger, evacuation routes, and relocation sites. Radio and television stations are an excellent source of warning information.

Mobile units will enter the areas, as safety permits, to use portable public address systems and house-to-house contact to warn residents.

Except in unannounced collapse incidents, warning will begin as close to the dam as possible and work down and out from the location. The City of Medford has the responsibility of the Medford Rural Fire Protection District #2 from Phoenix north to the City of Medford border. Special attention to high hazard areas with heavy population or invalid citizens will be specially considered in the overall evacuation process.

In unannounced collapse incidents, warning will be as close to the head water surface as possible without endangering emergency personnel.

RESPONSE LEVEL III would require the immediate response of the people living in the threatened area. Immediate evacuation would be essential due to the nature of the incident and the lower location of residences.

RESPONSE LEVEL II may allow for additional time, depending on when the dam's condition becomes a serious enough threat to warrant evacuation.

4.2 Initiation

The emergency evacuation actions outlined in this plan will be put into effect in accordance with the authority invested in the officials in the Chain of Command and Emergency Activation sections of the Medford Emergency Management Plan.

Upon notification by the dam owner or the official representative, state officials, or through any agency that an incident could or has occurred at one or more of the dams impacting the City, the Emergency Operations Center (EOC) or the Alternate EOC will be immediately activated by assigned personnel.

4.3 Evacuation

Residents west of the river should be urged to evacuate west to high ground west of the railroad extended. Residents east of the river should be urged to evacuate east to high ground east of Crater Lake Avenue extended. Keep in mind pedestrians and the homeless.

4.4 Security

A double perimeter of security should be established. An outer perimeter to stop traffic on all access roads and a flexible interior perimeter along the boundaries of the flood water.

4.5 Relocation

Although most evacuees will probably seek to go to the homes of friends or relatives not in the involved area, relocation sites will be established. Coordinate with the American Red Cross for evacuation sites.

Plans for evacuation sites as well as contact numbers will be available through American Red Cross.

5 Plan Implementation

Specific implementation of all disaster related responses from supplying emergency water to search, rescue, and recovery activities will follow the City EOP.

On-going evaluations of the dams in this area are the responsibility of:

- Emigrant Lake Dam--Bureau of Reclamation and Talent Irrigation District
- Lost Creek Dam--Corps of Engineers

Appendix B Flood Incident Checklist

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and develop exercises relative to flood events.	
	❑ Coordinate the City preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	❑ 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.).	
	❑ Annually review and update the EOP and SOPs, as needed.	*City EOP, Annexes, and agency-specific SOPs*
	❑ Review flood prone areas.	
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	❑ Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	*FA 1 of the City EOP*
	❑ Identify and review local contractor lists to see who may provide support specific to flood response.	
	❑ 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	❑ The City Manager will provide overall guidance for the deployment of resources.	
	❑ Activate mutual aid agreements.	
	❑ 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.	*City Basic Plan, agency and company-specific plans*
	❑ Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*SOPs and command structure for City EOC, Incident Action Plan*
	❑ Submit request for disaster/emergency declaration, as applicable.	*City Basic Plan*
	❑ Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the situation requires.	*FA 1 of the City EOP*

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	*FA 1 of the City EOP*
	❑ Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.	*American Red Cross Shelter Plans*
	❑ Establish a JIC. ❑ Formulate emergency public information messages and media responses using "one voice, one message" concepts.	*FA 1 of the City EOP*
	❑ Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. ❑ These should be documented in EOC logbooks.	*Existing ICS and EOC forms, ICS Form 214 – Unit Log*
	❑ Begin damage assessments in coordination with the Public Works Department and County/local government.	*FA 3 of the City EOP*
	❑ Assist with in coordinating Public Works activities, such as debris removal from: ▪ Storm Drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Dams (via established liaisons at the City EOC) ▪ Other structures, as needed	*FA 3 of the City EOP*
	❑ 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).	
	❑ 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.).	*FA 1 of the City EOP*
	Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY PHASE	❑ 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.	
	❑ Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.	*FA 1 of the City EOP, ICS Form 221 – Demobilization Plan*
	❑ 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-specific recovery plans*
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	❑ Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

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IA 5 – Severe Weather

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IA 5 Tasked Agencies	
Primary Agencies	Public Works Department Fire & Rescue Emergency Manager Building Safety Department
Supporting Agencies	Police Department Building Safety Department American Red Cross Local Utilities

1 Hazard Description

The City of Medford 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 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.

4 Concept of Operations

4.1 General

[TO BE DEVELOPED]

4.2 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.

4.2.1 Assistance Organizations

- The Medford 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.

- Jackson County Health and Human Services 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.

- Rogue Valley Council of Governments (RVCOG) may also provide an emergency contact point for the City during an emergency. RVCOG may have information on the general condition of citizens in their areas, especially those who may be hardest hit by weather conditions.

4.3 Emergency Transportation

Sources for emergency transportation include RVTD, Medford Schools, 4-Wheel drive clubs, snowmobile clubs, and under a declared emergency, the National Guard.

4.4 Power Outages

Response to the loss of commercial power will be provided by Pacific Power; City Hall, Lausmann Annex, Service Center, Water Department, Waste Water Treatment Plant all have emergency power (see list of high-risk facilities on following page). 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.

4.5 Telephone Outages

Response to the loss of phone service will be provided by CenturyLink. If the interruption to phone service promises to be lengthy, alternative communications such as CB and HAM radio organizations may be needed.

4.6 High Risk Facilities

Although some facilities have emergency generators, some do not have auxiliary heat or air conditioning sources and may require assistance during weather

emergencies. Contact should be made with these establishments to ensure proper assistance, and priority should be given them in the restoration of power.

4.7 Snow and Ice Removal

Snow and ice removal from City and residential streets is the combined responsibility of the City of Medford 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.

5 Instructions to the Public

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.

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 Public Works 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.
- 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 Manager 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 Manager. 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.

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 Manager. 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 Manager. 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.
- 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 Building Safety Department

Warning

- Upon receipt of warning, notify Emergency Management Staff according to standard alert and warning sequence.

Response

- Assist other departments as requested.

Recovery

- Assist in inspections and damage assessment as requested.
- Complete necessary paperwork and reports.
- Participate in critique.

6.5 Human Resources

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.
- City Manager-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.

6.6 Administration

Warning

- Assess feasibility of releasing non-essential personnel as advised by the City Manager. 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.

6.7 EOC Management Staff

6.7.1 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.

6.7.2 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 Medford 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.
- 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.

6.7.3 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.

6.7.4 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.
- Keep Planning, Logistics and Finance Sections appraised of resource requirements. Request additional resources through Logistics.
- Establish and maintain coordination among response agencies, including Police, Fire, Public Works, and cooperating/assisting jurisdictions.

6.7.5 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	❒ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	❒ Monitor weather and flood reports.	
	❒ Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	❒ Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
	▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
	❒ Have personnel participate in necessary training and exercises, as determined by City Emergency Management in coordination with lead agencies and coordinators.	
	❒ Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	❒ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	❒ 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.	
	❒ 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.).	
	❒ Work with the planning department for establishment of appropriate infrastructure protection measures in landslide/flood-prone areas.	
	❒ Provide public safety information and educational programs regarding emergency preparedness and response.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	❒ Activate the City EOP when severe weather and/or landslides incidents pose threats to the city.	
	❒ 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.	*FA 1 of the City EOP*
	❒ Estimate emergency staffing levels and request personnel support.	
	❒ Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	❒ Develop work assignments for ICS positions (recurring).	*ICS Form 203: Organization Assignment List*
	❒ Notify supporting agencies as well as the Mayor and City Council.	
	▪ Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❒ 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.	*ICS Form 209: Incident Status Summary*
	▪ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	❒ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❒ Confirm or establish communications links among local and County EOCs and other AOCs. Confirm operable phone numbers and verify functionality of alternate communications resources.	*FA 1 of the City EOP*
	❒ 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.	
	❒ 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.	
	❒ 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.	*Local, agency, and facility-specific SOPs*

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❒ Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	❒ Determine the need to conduct evacuations and sheltering activities (recurring).	*FA1 of the City EOP*
	❒ Determine the need for additional resources, and request as necessary through appropriate channels (recurring).	*FA 1 of the City EOP*
	❒ Submit a request for an emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❒ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❒ 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.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	❒ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❒ Establish a JIC and designate a lead PIO for the City.	*FA 1 of the City EOP*
	❒ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (recurring).	
	❒ 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.	*FA 1 of the City EOP*
	❒ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❒ 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.	
	❒ Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	
	❒ 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.	*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*
	❒ Implement objectives and tasks outlined in the IAP (recurring).	
	❒ Coordinate with private sector partners as needed.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❒ 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	❒ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	❒ Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	❒ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*FA 1 of the City EOP*
	❒ Release mutual aid resources as soon as possible.	
	❒ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❒ Deactivate/demobilize the EOCs, AOCs, and command posts.	
	❒ Correct response deficiencies reflected in the Improvement Plan.	
	❒ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❒ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 6 – Volcano

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IA 6 Tasked Agencies	
Primary Agencies	Emergency Manager Fire & Rescue Public Works Department Police Department Water Commission
Supporting Agencies	Jackson County Health and Human Services American Red Cross Public Information Officer Oregon Emergency Management

1 Hazard Description

The City of Medford 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 Medford. Evacuation ahead of time must take place before this event happens. The water system for Medford 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 Department. 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 the Fire Department unless the EOC staffing pattern as described in this plan is activated. The Fire Department is responsible for coordinating the annual review of this document with Emergency Manager.

3 Volcano Information

3.1 Fire Information

The Fire Department, 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. In the event of an 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, Medford School District, Medford 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 Department, 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 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.
- 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 Fire Departmental 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.
- 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 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 & 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.
- 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.
- 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 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.
- 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.
- 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	❑ Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	
	❑ Provide information and training on volcano-hazard response to emergency workers and the public. ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements.	*FA 1 of the City EOP*
	❑ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	❑ Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	❑ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	❑ Activate the City EOC and establish Incident Command or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	*FA 1 of the City EOP, agency and company-specific plans*
	❑ Activate and implement the City EOP.	
	❑ Notify supporting agencies. ▪ Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City EOC for support	
	❑ Provide local warnings and information and activate appropriate warning/alert systems.	*FA 1 of the City EOP*
	❑ Support a Regional Coordination Center, if necessary.	
	❑ Establish a JIC. ▪ Provide a PIO for the JIC. ▪ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring).*	*FA 1 of the City EOP*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203-Organization Assignment List*
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*ICS Form 209-Incident Status Summary*
	▪ Dedicate time during each shift to prepare for shift change briefings.	
	❑ 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.	
	❑ 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.	*Incident Action Plan*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	❑ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (*recurring)*.	
	❑ Determine need to conduct evacuations and sheltering activities (*recurring)*. Request that the American Red Cross activate and implement local sheltering plans.	*FA 2 Annex of the City EOP and American Red Cross Shelter Plans*
	❑ 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: ▪ ESF 1 - Transportation ▪ ESF 2 - Emergency Telecommunications and Warning ▪ ESF 13 - Public Safety and Security ▪ ESF 15 - Emergency Public Information	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request as necessary through the City EOC (*recurring)*.	*FA 1 of the City EOP*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ 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.	*FA 1 of the City EOP*
	❑ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*ICS Resource Tracking forms and EOC forms*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending /receiving, them should be documented as part of the EOC log.	*Existing EOC forms/templates*
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a situation report.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❑ Develop an IAP (*recurring*). 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*
	❑ Implement elements of the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	*ICS Form 202 – Incident Objectives*
	❑ 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	❑ 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.	*FA 1 of the City EOP and agency-specific recovery*
	❑ Release mutual aid resources as soon as possible.	
	❑ 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.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ 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 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 Medford contains a number of thoroughfares over which hazardous materials may enter the City. These include I-5, State Highways 62 and 99, and the Central Pacific Railroad. 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 Medford 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 MEDFORD POLICE DEPARTMENT OR OTHER LAW ENFORCEMENT AGENCY IS THE "LEAD AGENCY," AND THE FIRE & RESCUE AND HM-8 WILL PROVIDE TECHNICAL ASSISTANCE AND ADVICE.

3 Hazardous Materials Information

3.1 Facility Response Plans

Medford 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 Medford participates with Jackson County Fire District 5 and the City of Ashland 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.

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 Medford.

HM 8 is dispatched through normal Fire Dispatch procedures.

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 Medford. This report is available through the Medford 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. HM 8 personnel are 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
- 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 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) and ECSO.

■ Fire Dispatch will dispatch the appropriate level of response.

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.

■ 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.
- 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 Operations 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.

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.
  - 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.
  - 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.
  - Provide incident updates to Fire Dispatch, Medford 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.
    - 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.

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 to 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.

MEDFORD 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.

- 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.

MEDFORD 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

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.
- 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

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.

- Assess adequacy of transportation resources. Consider activation of RVTD 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 appraised 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.

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	❑ Have personnel participate in necessary training and exercises, as determined by City Emergency Management, the Fire Protection District, and the County ESF-10 Lead.	
	❑ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	❑ Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	❑ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	❑ In most incidents, the local fire district will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	*FA 1 of the City EOP*
	❑ Determine the type, scope, and extent of the HazMat incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ 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.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	❑ 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.	*Northwest Area Contingency Plan (NWACP)*
	❑ Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	❑ Establish access control to the incident site through local law enforcement agencies.	
	❑ If the situation warrants, request activation of the City or County EOCs via the IC through the City Manager.	*FA 1 of the City EOP*
	❑ 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.	*FA 1 of the City EOP*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ If applicable, establish immediate gross decontamination capability for victims.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*
	❑ Notify HazMat supporting agencies.	*FA 1 of the City EOP*
	▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	❑ Contact the Oregon Emergency Response System at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. *Note: The primary regional HazMat response team is located in Salem.*	*OERS is available 24 hours a day.*
	❑ Assign liaisons to the City EOC representing government agencies, private entities (e.g, railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ 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.	*FA 1 of the City EOP*
	❑ 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.	*FA 1 of the City EOP*
	▪ For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified.	
	▪ 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.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), ODA, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ 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.	*FA 1 of the City EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by incident.	
	❑ 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.	*FA 1 of the City EOP*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	▪ 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.	
	❑ Obtain current and forecasted weather to project potential spread of the plume (*recurring)*.	*FA 1 of the City EOP*
	❑ 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.	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring)*.	*FA 1 of the City EOP*
	❑ Establish a victim decontamination and treatment area(s).	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	*FA 1 of the City EOP*
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Section 1.4.2 of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ 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.	*ICS Resource Tracking Forms* *FA 1 of the City EOP*
	❑ Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	❑ Establish the JIC, as needed.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses using "one message, many voices" concepts *(recurring)*.	*FA 1 of the City EOP*
	▪ 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.	
	❑ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❑ Record all incoming and outgoing messages (*recurring*). All messages and names of those sending and receiving them should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
		List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	❑ 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	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*FA 1 of the City EOP*
	❑ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 8 – Public Health Incident

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Table of Contents

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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	❑ Have personnel participate in training and exercises, as determined by City and County Emergency Management and/or the Public Health Department.	
	❑ Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
	❑ 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.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	❑ Monitor and report the presence of contagious infections within the City.	
	❑ Evaluate the ability of existing health care facilities to handle public health emergencies.	
	❑ Maintain medical supplies and equipment.	*Hospital Standard Operating Procedures*
	❑ Coordinate with the Sanitarian to ensure drinking water quality.	*Water District Standard Operating Procedures*

Public Health Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	*Water District Standard Operating Procedures*
RESPONSE PHASE	❑ 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.	
	❑ Determine the type, scope, and extent of the public health incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	❑ Ensure that area hospitals have been notified.	*HOSCAP*
	❑ 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.	
	▪ If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.	
	▪ If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services.	
	▪ Coordinate sanitation activities and potable water supply provisions.	

Public Health Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	▪ Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.	
	❑ If quarantine is in place, establish access control to the area through local law enforcement agencies.	
	❑ Collect and report vital statistics.	
	❑ Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	▪ Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	
	❑ If necessary, conduct a damage assessment for public health facilities and systems.	
	❑ 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.	*HOSCAP*
	❑ 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.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify all other supporting agencies of the response, requesting additional support as necessary.	
	▪ Identify local, regional, State, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	❑ Assign a liaison to other County EOCs to facilitate resource requests.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	

Public Health Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	❑ Confirm or establish communications links among primary and support agencies, other EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	❑ 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.	
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
	❑ 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.	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring*). 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)	
	❑ Establish treatment area(s).	
	❑ Determine the need for additional resources, and request as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	

Public Health Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	*ICS Resource Tracking Forms*
	❑ Establish a JIC, as needed.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	▪ 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.	
	▪ Develop and disseminate public information programs regarding personal health and hygiene.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❑ 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.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	*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*
	❑ Coordinate with private sector partners as needed.	

Public Health Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	
	❑ For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the County EOC.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

9

IA 9 – Terrorism/Civil Disturbance

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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 Medford 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.

Fire and Rescue may not recognize successful terrorist attack, such as a bombing, until after the initial attack. 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.

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 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 Medford 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.
- 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, Water Reservoirs, and Sewage Treatment Plant.
- 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 Manager and other Departments informed.
- 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 Manager 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 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.
- 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.
- 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 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.
- City Manager - 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.

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

- Complete necessary paperwork and reports.
- 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.
- 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.
- Participate in critique.

6.7 EOC Management Staff

6.7.1 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.

- If conditions warrant, declare the existence of a local emergency, and submit request for formal declaration.
- 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.

6.7.2 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.
- 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.

6.7.3 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.

6.7.4 Operations Section

- Assess incident situation, scope and impact.
- Attend planning session, define tactics to meet overall strategy.
- Deploy resources to meet defined strategy and according to established priorities.
- Keep Planning, Logistics, and Finance Sections appraised 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.

6.7.5 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
- Appendix C Terrorism Incident Checklist

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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:
_____
_____
_____
_____
_____

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 _____

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	❑ Continue to maintain and revise, as needed, the appropriate emergency response plans relating to Terrorism response, including the City EOP and annexes.	
	❑ Have personnel participate in necessary training and exercises, as determined by City Emergency Management.	
	❑ Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	❑ 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.	
	❑ 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.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Provide public safety information and educational programs for terrorism emergency preparedness and response.	
SURVEILLANCE PHASE (BIO ONLY)	❑ 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.	
	❑ 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.	
	❑ Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
	❑ 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*
	❑ 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.	
	❑ 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.	
	❑ 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?	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	*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*
	❑ 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.	
	❑ Gather additional information. Include photographs and video recording.	
	❑ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	❑ Determine if any advisories should be issued to the public.	
RESPONSE PHASE	❑ 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.	
	▪ Be cognizant that CBRNE agents may be present.	
	❑ Investigate the crime scene and collect vital evidence.	
	❑ Activate the City EOP.	
	❑ 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.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203: Organization Assignment List*
	▪ Establish an ICP near the incident location. The ICP should be located uphill and upwind of the incident location.	
	❑ Notify supporting agencies (dependent on the type of incident) and the City Emergency Manager.	*FA 1 of the City EOP*
	▪ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Determine the type, scope, and extent of the Terrorism incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	*ICS Form 209: Incident Status Summary*
	▪ 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.	
	▪ Verify that the hazard perimeter and hazard zone security have been established.	
	▪ 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.	
	▪ 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.	
	❑ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	❑ Disseminate appropriate warnings to the public.	*FA 1 of the City EOP*
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	❑ 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.	*FA 1 of the City EOP*
	❑ 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.	
	▪ Notification to the Oregon State Police and the FBI is required for all terrorism incidents.	
	▪ If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified.	
	▪ 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.	
	▪ 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.	*ESF 11 Annex to the County EOP*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
	❑ 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.	*County Terrorism Response Plan*
	❑ Obtain current and forecasted weather to project potential HazMat vapor plumes (*recurring).* ▪ Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or Federal environmental protection agencies.	*FA 1 of the City EOP*
	❑ Determine the need to implement evacuations and sheltering activities (*recurring).* A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. ▪ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source.	*FA 1 of the City EOP*
	❑ Determine the need for and activate emergency medical services (*recurring).*	*FA 1 of the City EOP*
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring).*	*FA 1 of the City EOP*
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	❑ 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.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC.	*FA 1 of the City EOP*
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring).*	
	▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.	*FA 1 of the City EOP*
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring).* All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a situation report.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners, as needed.	
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*FA 1 of the City EOP*
	❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon DEQ. Support from the EPA may be necessary.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

10 IA 10 – Transportation Accident

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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 Central Pacific 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 Medford 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 Medford lies under the West Coast flight path between San Francisco and Portland International Airports. The Rogue Valley International- Medford Airport conducts commuter and cargo flights over the City of Medford.

1.2 Rail Accidents

Central Pacific Railroad operates a north-south rail line which transports cargo between the Southern Oregon area and Northern California. This railway passes through the City of Medford.

2 Transportation Accident Response Planning

Planning and preparedness for major transportation incidents is primarily the responsibility of the Fire & Rescue. This planning includes coordinating the review of this annex with the City Emergency Manager. 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 & Rescue as requested.

Duties and responsibilities listed under the EOC checklists remain the responsibility of the Fire & Rescue unless the EOC staffing pattern is activated.

3 Transportation Accident Information

Local airport authorities will notify the Emergency Communications of Southern Oregon in the event that an aircraft approaching is experiencing difficulty.

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 Medford 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.

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 & Rescue 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 rail carriers 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.

- 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 Jackson County EMS protocols.
- 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.
- 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 Manager, Fire Chief, Police Chief, and Public Works Director, if not already notified. 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 volunteers 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.
- 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 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 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.

6.4 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.

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

- Complete required reports and paperwork.
- Participate in critique.

6.6 EOC Management Staff

6.6.1 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.
- Consider the need for a written Incident Action Plan.
- Maintain log of major decisions and actions taken.

6.6.2 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.

6.6.3 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.

6.6.4 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 appraised 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.
- Consider the need to activate additional operational branches such as Medical, Law Enforcement, and Air Operations.

6.6.5 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

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	❑ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Manager.	
	❑ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	❑ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	❑ Inform City Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	❑ Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager and Fire Services.	
	❑ Assess the City's transportation infrastructure (e.g. roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	❑ 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.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	❑ Notification of the occurrence of a transportation incident will come through the dispatch or observance by field personnel.	
	❑ 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.	*ICS Form 209: Incident Status Summary*
	❑ Determine the type, scope, and extent of the HazMat incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*IA 4. Hazardous Material Incident Annex*
	❑ 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.	
	❑ 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.	
	❑ 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).	
	❑ Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hrs)	
	❑ 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.	
	❑ Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	❑ 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.	
	❑ If appropriate, the IC (or designee) will activate the EAS by contacting Jackson County Emergency Management. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
	❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203: Organization Assignment List*
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	❑ Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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.	
	❑ 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.	
	▪ For incidents occurring on State highways, ensure that the ODOT has been notified.	
	▪ 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.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), ODA, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ Appoint a PIO to formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	❑ 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.	
	❑ If necessary, establish a JIC staffed by PIOs from various agencies.	*FA 1 of the City EOP*
	❑ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	❑ Advise the County EOC and ODOT of road restrictions and resource/support needs.	
	❑ 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.	
	❑ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, and FBI.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Basic Plan of the City EOP*
	❑ If necessary, determine the need to conduct evacuations and sheltering activities.	
	❑ Coordinate with the American Red Cross to provide Shelter and Family Referral Services through the EOC.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Determine the need for additional resources and request as necessary through appropriate channels.	
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section Position Checklist, ICS Form 214 – Unit Log*
	❑ 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.	
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❑ Coordinate with the American Red Cross to assist families affected by the transportation incident	
	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❑ Release mutual aid resources as soon as possible.	
	❑ If necessary, provide critical incident stress management to first responders.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the City EOC.	
	❑ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

11 IA 11 – Utility Failure

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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.

Medford'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 Pacific Power, City Manager, and the City Department Heads.

Activation and implementation of conservation measures shall be at the direction of and coordinated by the City Manager 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.

- 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.

- 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 if 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

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	❑ 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.	
	❑ 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.	
	❑ 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.	
	❑ 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.	
	❑ Coordinate with local broadcast media to ensure timely and accurate Emergency Alert System activation.	
	❑ Procure or produce information pamphlets for distribution to the public with assistance from utilities. "What to do When the Lights Go Out".	
	❑ Ensure the public is informed to contact their electric utility to report outages.	
	❑ Determine the availability of shelters and obtain shelter agreements if the American Red Cross has not.	
	❑ Coordinate with the American Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.	

Utility Failure Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	❑ Establish incident command.	
	❑ Identify immediate action or response requirements.	
	❑ Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.	
	❑ Activate the EOC as appropriate.	
	❑ Organize or establish the EOC, based on operational procedures.	
	❑ Issue alert and warning based on procedure and as warranted.	*FA 1 of the City EOP*
	❑ Establish communications with responding agencies.	
	❑ 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.	
	❑ Evaluate overall situation.	
	❑ Communicate with National Weather Service for forecast information for estimated duration of outage / failure. (Freezing temperatures, etc.)	
	❑ Establish communications with the state.	
	❑ Establish communications with and request a liaison from electric and gas utilities as appropriate.	
	❑ Establish ongoing reporting from the response forces and utilities.	
	❑ 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.	
	❑ On order, evacuate effected areas using available response forces.	
	❑ Conduct first staff briefing as soon as practical after EOC activation.	
	❑ Activate or establish rumor control through the public information officer (PIO).	
	❑ Establish a schedule for briefings.	
	❑ Brief City/County/agency/utility executives.	
	❑ Provide PIO with updated information.	
	❑ Provide response forces with updated information, as appropriate.	

Utility Failure Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Release causal information, via the public information officer (PIO) as soon as practical.	
	❑ If appropriate, establish a Joint Information Center (JIC) with the utility.	*FA 1 of the City EOP*
	❑ Issue action guidance as appropriate.	
	❑ Establish 24/7 duty roster for the EOC and or command post.	
	❑ Develop and post any required maps or diagrams.	
	❑ Activate an events log.	
	❑ Review and follow resource procurement procedure.	
	❑ Inventory additional resources that may be used or called upon for use.	
	❑ Activate formal resource request procedure and resource tracking.	
	❑ Coordinate all resource requests being forwarded to the state.	
	❑ Activate financial tracking plan coordinated by the Finance Officer.	
	❑ Activate damage assessment and follow damage assessment procedure.	
	❑ Develop a 12 hour incident action plan outlining actions that must be accomplished in the next 12 hours.	*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*
	❑ Conduct a "second shift" or relieving shift briefing.	*ICS Form 209-Incident Status Summary*
	❑ Discuss with and present to your relief, the incident action plan for the next 12 hours.	

Utility Failure Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Gather damage assessment information (public, housing, business) from damage assessment teams.	
	❑ Gather information from utilities regarding potential for additional immediate or prolonged outages.	
	❑ Obtain information from the American Red Cross regarding number of sheltered and support necessary for continued operation.	*FA 2 Annex of the City EOP and American Red Cross Shelter Plans*
	❑ Obtain from the American Red Cross an estimated duration period for continued shelter operations, if any.	
	❑ Assess citizen/community needs for individual assistance and or public assistance.	
	❑ Activate local unmet needs committee if appropriate.	
	❑ Gather financial information from the Finance Officer.	
	❑ 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.	
	❑ Develop or generate reports for the following, as appropriate:	
	- FEMA.	
	- State.	
	- Local elected officials.	
	- County executives.	
	- Others requiring or requesting reports.	
	❑ Coordinate recovery organizations including federal and state agencies and private or volunteer relief organizations.	
	❑ Establish donations management based on policy and procedure.	
	❑ 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.	

Utility Failure Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Ensure public officials are made aware of the assistance application process, if applicable.	
	❑ Ensure the general public is made aware, through the PIO, of the assistance application process, if applicable.	
	❑ Perform an incident critique as soon as possible with all possible response organizations.	
	❑ Review agency and self-performance.	
	❑ Review the weaknesses of the plan.	
	❑ Correct weaknesses.	
	❑ Implement hazard mitigation or modify hazard mitigation plan accordingly.	
	❑ Brief elected officials with updated information and disaster recovery progress.	

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