Linn County, Oregon

EMERGENCY OPERATIONS PLAN

June 2018

Prepared for:

Linn County
300 SW 4th Ave
Albany, OR 97322

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Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the County's response to and support of an emergency incident. If you are not qualified to implement this plan, dial 9-1-1 and ask for assistance.

The Sheriff has been identified as the Emergency Manager and has delegated much of the emergency program management to the Emergency Services Coordinator, Lieutenant Larsen.

See Section 1.6.1, Legal Authorities, for more information on the County Emergency Management Organization.

1. **Receive alert of incident.**
   - Alerts should be directed to the Emergency Services Coordinator.
   - If the Emergency Services Coordinator is not available, alerts should be directed to the County Sheriff or Support Services Division Commander, based on the line of succession outlined in Section 1.8.1 of this plan.
   - Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public, or other sources.
   - If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
   - *See ESF 2 – Communications of this Plan for more information on alert and warning.*
2. **Determine need to implement the County's Emergency Management Organization.**
   - The Emergency Services Coordinator should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the County for the incident. This may range from the Emergency Services Coordinator being on stand-by to full activation of the Emergency Operations Center.
   - Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated.

3. **Notify key County personnel and response partners.**
   - The Emergency Services Coordinator will notify key personnel to staff the Emergency Operations Center based on incident needs.
   - Notify appropriate emergency response agencies.
4. **Activate the County Emergency Operations Center as appropriate.**
   - The County will utilize the Incident Command System in managing the Emergency Operations Center.
   - Primary Emergency Operations Center Location: Sheriff's Office, 1115 SE Jackson, Albany, OR.
   - Alternate Emergency Operations Center Locations:
     - Albany City Hall, 333 SW Broadalbin, Albany, OR
     - Tangent Rural Fire District (informal agreement), 32053 Birdfoot Drive, Tangent, OR
     - Lebanon Justice Center (informal agreement), 40 N 2nd Street, Lebanon, OR
   - *See Section 5.4 of this Plan for information on Emergency Operations Center operations.*
5. **Establish communications with the on-scene Incident Commander.**
   - Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
   - The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.
   - *See ESF 2 – Communications of this Plan for more information on communications systems.*
6. **Identify key incident needs, in coordination with the on-scene Incident Commander.**
   - Consider coordination of the following, as required by the incident:
     - Protective action measures, including evacuation and shelter-in-place
     - Shelter and housing needs for displaced citizens

- ♦ Emergency public information and coordination with the media
- ♦ Provisions for Access and Functional Needs Populations, including unaccompanied children
- ♦ Provisions for animals in disaster

7. **Inform the Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**
   - Oregon Emergency Response System: 800-452-0311.
   - If there is an oil or chemical HazMat spill to report, responsible parties should call the National Response Center at 800-424-8802.
8. **Declare a State of Emergency for the County, as appropriate.**
   - If the incident has overwhelmed or threatens to overwhelm the County's resources to respond, the County should declare a state of emergency.
   - A declaration may be made by the Board of Commissioners, as well as the Health Officer and Health Services Administrator.
   - The declaration should be submitted to the Oregon Emergency Response System.
   - *See Section 1.7 of this Plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form.*

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Preface

This Emergency Operations Plan is an all-hazard plan that describes how Linn County 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 Presidential Policy Directive 8, the National Response Framework, and Oregon Office of Emergency Management plans.

Response to emergency or disaster conditions to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the County that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the County has, in addition to promulgating this plan, 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, Emergency Support Function Annexes that complement the federal and State of Oregon Emergency Support Function Annexes, Support Annexes, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The Plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, community- and faith-based organizations, and private-sector partners.

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Letter of Promulgation

To all Recipients:

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

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the County.

Focused on response and short-term recovery activities, this Emergency Operations Plan provides a framework for how the County will conduct emergency operations. The Plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordinating with response partners, and establishes a system for incident management. The outlined framework is consistent with the Standardized Emergency Management System and the National Incident Management System.

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

John Lindsey, Commissioner	Roger Nyquist, Commissioner
Will Tucker, Commissioner	DATE

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Plan Administration

The Emergency Manager will coordinate review, revision, and re-promulgation of this Plan every two years or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Emergency Manager without formal County Board of Commissioners 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.	Department	Summary of Change
2008		Emergency Management	Original Release
2015	2015-001	Sheriff's Office	Complete update based on best practices and State EOP recommendations.
2018	2018-001	Sheriff's Office	Complete update based on best practices

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 Emergency Operations Plans when they receive changes. The Emergency Manager is ultimately responsible for dissemination of all Plan updates.

Department/Agency	Title
Linn County Road Department	Roadmaster
Linn County Sheriff's Office	Sheriff Emergency Services Coordinator
Linn County Fire Defense Board	Chief
Linn County Department of Health Services	Director
Oregon Military Department, Office of Emergency Management	Operations and Preparedness Section Manager
City of Albany	Emergency Manager/Safety Officer
City of Brownsville	
City of Gates	
City of Halsey	
City of Harrisburg	
City of Idanha	
City of Lebanon	
City of Lyons	
City of Mill City	
City of Millersburg	
City of Scio	
City of Sodaville	
City of Sweet Home	
City of Tangent	
City of Waterloo	

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Sheriff's Office
Emergency Support Function Annexes (ESFs)	
ESF 1 Transportation	Road Department
ESF 2 Communications	Sheriff's Office
ESF 3 Public Works	Road Department
ESF 4 Firefighting	Fire Defense Board
ESF 5 Information and Planning	Sheriff's Office
ESF 6 Mass Care	Department of Health Services
ESF 7 Resource Support	Sheriff's Office Department of Health Services (medical resources)
ESF 8 Health and Medical	Department of Health Services Environmental Health Public Health
ESF 9 Search and Rescue	Sheriff's Office
ESF 10 Hazardous Materials	Sheriff's Office
ESF 11 Food and Water	Sheriff's Office
ESF 12 Energy	Road Department
ESF 13 Military Support	Sheriff's Office
ESF 14 Public Information	Sheriff's Office
ESF 15 Volunteer and Donations Management	Sheriff's Office

Section/Annex	Responsible Party
ESF 16 Law Enforcement	Sheriff's Office
ESF 17 Agriculture and Animal Protection	Sheriff's Office
ESF 18 Business and Industry	Sheriff's Office
Support Annexes (SAs)	
SA 1 Recovery	Planning & Building Department (Mitigation) Sheriff's Office/Emergency Services (Recovery)
Incident Annexes (IAs)	
IA 1 Drought	Road Department
IA 2 Earthquake	Road Department
IA 3 Major Fire	Fire Defense Board Fire Districts within Linn County
IA 4 Flood	Road Department
IA 5 Severe Weather (including Landslides)	Road Department
IA 6 Volcano	Road Department
IA 7 Hazardous Materials Incident	Fire Defense Board Fire Districts within Linn County
IA 8 Public Health Incident	Department of Health Services
IA 9 Terrorism	Sheriff's Office
IA 10 Transportation Accident	Sheriff's Office
IA 11 Utility Failure	Sheriff's Office
IA 12 Cyber-Security	Sheriff's Office

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ESF 2 – Communications
ESF 3 – Public Works
ESF 4 – Firefighting
ESF 5 – Information and Planning
ESF 6 – Mass Care
ESF 7 – Resource Support
ESF 8 – Health and Medical
ESF 9 – Search and Rescue
ESF 10 – Hazardous Materials
ESF 11 – Food and Water
ESF 12 – Energy
ESF 13 – Military Support
ESF 14 – Public Information
ESF 15 – Volunteer and Donations Management
ESF 16 – Law Enforcement
ESF 17 – Agriculture and Animal Protection
ESF 18 – Business and Industry

Support Annexes

SA 1 – Recovery

Incident Annexes

IA 1 – Drought
IA 2 – Earthquake
IA 3 – Major Fire

IA 4 – Flood (including Dam Failure)
IA 5 – Severe Weather (including Landslides)
IA 6 – Volcano
IA 7 – Hazardous Materials (Accidental Release)
IA 8 – Public Health Incident
IA 9 – Terrorism
IA 10 – Transportation Accidents
IA 11 – Utility Failure
IA 12 – Cyber Security

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Basic Plan

1 Introduction

1.1 General

The Linn County (County) emergency management mission is to ensure that the County is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

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

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

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the County will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this possibility, this Plan is designed to help the County fulfill its response function to its maximum capacity.

1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate the effects of disasters. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

Every person who lives or works in the County (including vulnerable populations) shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the County will assist its citizens in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster. However, a major emergency is likely to damage the County's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens who are prepared to take care of themselves and their families, and to assist neighbors in the early phases of an emergency, can make a significant contribution towards survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the County's all-hazard approach to emergency operations to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP, the County designates NIMS and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted.

1.2.2 Scope

The EOP is implemented whenever the County must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof. This Plan is intended to guide the County's emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships

among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, County departments and agencies that operate under this Plan are expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how emergency tasks will be performed. Training and equipment necessary for response operations should be maintained by County departments and agencies.

The primary users of this Plan are elected officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is welcome to review non-sensitive parts of this Plan to better understand how the County manages emergency operations.

1.3 Plan Activation

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

- Incidents in or affecting the County.
- Health emergencies in or affecting the County.
- Non-routine life-safety issues in or affecting the County.

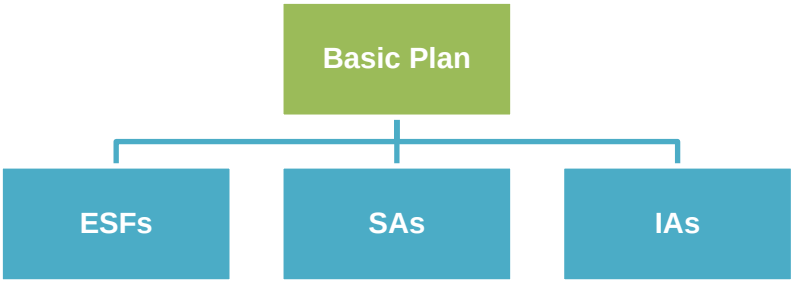
An emergency declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC).

1.4 Plan Organization

The County EOP is composed of four main elements:

- Basic Plan (with appendices).
- Emergency Support Function Annexes (ESFs).
- Support Annexes (SAs).
- Incident Annexes (IAs).

Figure 1-1 County Emergency Operations Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the County's emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials during an incident. Specifically, the Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Hazards and threats facing the community, including planning assumptions based on the County's response capabilities.
- Roles and responsibilities for elected officials, County departments, and key response partners.
- A concept of operations for the County that describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The County's emergency response structure, including activation and operation of the County EOC and implementation of ICS.
- The County's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Emergency Support Function Annexes

The Emergency Support Function Annexes (ESFs) focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting resources and seeking additional support from State of Oregon (State) agencies. The ESFs, which supplement the information in the Basic Plan, are:

Table 1-1 Emergency Support Functions

Annex	Function
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works
ESF 4	Firefighting
ESF 5	Information and Planning
ESF 6	Mass Care

Table 1-1 Emergency Support Functions	
Annex	**Function**
ESF 7	Resources Support
ESF 8	Health and Medical
ESF 9	Search and Rescue
ESF 10	Hazardous Materials Response
ESF 11	Food and Water
ESF 12	Energy
ESF 13	Military Support
ESF 14	Public Information
ESF 15	Volunteer and Donations Management
ESF 16	Law Enforcement
ESF 17	Agriculture and Animal Protection
ESF 18	Business and Industry

1.4.3 Support Annexes

SAs describe functions that do not fit within the scope of the 18 ESF Annexes described above and identify how the County's departments and agencies, private sector, volunteer organizations, and nongovernmental organizations coordinate to execute a common support function required during an incident. The actions described in the SAs are not limited to types of events, but are overarching in nature and applicable to nearly every type of incident. County SAs are:

Table 1-2 Support Annexes	
Annex	**Function**
SA 1	Recovery

1.4.4 Incident Annexes

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the County's most current Hazard Identification and Vulnerability Assessment. The IAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

Table 1-3 Incident Annexes	
Annex	**Hazard**
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather (including Landslides)
IA 6	Volcano
IA 7	Hazardous Materials Incident (Accidental Release)
IA 8	Public Health Incident
IA 9	Terrorism
IA 10	Transportation Accident
IA 11	Utility Failure
IA 12	Cyber-security

1.5 Relationship to Other Plans

1.5.1 Federal Plans

The following federal plans guide emergency preparedness, response, and recovery at the federal level and provide support and guidance for state and local operations:

- **Presidential Policy Directive 8.** Describes the Nation's approach to strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.
- **National Preparedness Goal.** Describes the Nation's cornerstone approach to security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, volunteer- and faith-based organizations, and all levels of government.

- **National Incident Management System.** 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.

- **National Response Framework.** Serves as a guide to how the state and federal government should conduct all-hazards response. It is built upon a 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.

- **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.

1.5.2 State Plans

The following State of Oregon (State) plans guide emergency preparedness, response and recovery at the State level and provide support and guidance for local operations:

- **State Emergency Management Plan.** The State Emergency Management Plan consists of four volumes:

  - ***Volume I: Oregon Natural Hazards Mitigation Plan.*** Identifies natural hazards and vulnerabilities, and prioritizes potential actions throughout Oregon that would reduce the State's vulnerability to natural hazards. In addition, the Plan satisfies the requirements of the Federal Emergency Management Agency (FEMA) to ensure that Oregon is eligible to receive hazard mitigation and disaster assistance funds from the federal government.

  - ***Volume II: State of Oregon Preparedness Plan*** *(in development)**.*** Includes the plans and guidance necessary for the State to prepare for the effects of a disaster, including guidance and requirements for the State's training and exercise program.

  - ***Volume III: State of Oregon Emergency Operations Plan.*** Establishes the procedures by which the State coordinates response to an emergency, including processes for resource requests from local and tribal partners, established roles and responsibilities for

State agencies, and procedures for activation and operation of the State Emergency Coordination Center (ECC). The Plan identifies 18 ESF annexes that serve as the mechanism for response support to local and tribal partners.

- ***Volume IV: State of Oregon Recovery Plan.*** Establishes a State Recovery Organization and describes how the State will coordinate short, intermediate, and long-term recovery activities. The plan identifies seven State Recovery Functions that serve as the delivery mechanism for recovery support local and tribal partners.

- **Cascadia Subduction Zone Catastrophic Operations Plan**. Describes the roles and responsibilities of State agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.

- **State Debris Management Plan**. Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.

- **Mount Hood Coordination Plan.** Outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.

- **State Emergency Alert System Plan.** This plan, mandated by the Federal Communications Commission, outlines the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for State broadcasters and cable television operators, and State and local entities authorized to use the EAS, to determine the distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies.

1.5.3 County Plans

The County EOP is part of a suite of plans that address various elements of the County's emergency management program. While the EOP is focused on short-term recovery, other plans address the County's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the County EOP, and are outlined below:

- **Natural Hazard Mitigation Plan.** The County Natural Hazard Mitigation Plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and economic impact from future disasters. 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. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

- **Public Health Emergency Preparedness Program.** The County Department of Health Services is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.
- **Community Wildfire Protection Plan (CWPP).** The CWPP was developed using a collaborative process between the County and agencies reducing wildfire risk.
- **Continuity of Operations (COOP) Plan.** The COOP Plan details all the procedures that define how the County will continue or recover its minimum essential functions in the event of a disaster.
- **Shelter Plan.** The County has worked closely with the American Red Cross (Red Cross) to help meet its sheltering needs. Should a shelter be required, the County will activate the Red Cross. In addition, the County has recently inspected schools and new facilities such as the Linn County fairgrounds and Linn Benton Community College for shelter capabilities.
- **Linn-Benton Vulnerable Populations Plan.** This plan serves as a resource document for populations in both Linn and Benton counties that may be adversely impacted or be unable to comply with recommendations during an incident such as people with access and functional needs.

1.5.4 City Plans

Similar to the County, some cities within the County have developed plans that address various elements of a city's emergency management program. These plans, listed below, are intended to complement the County's plans:

Table 1-4 City Emergency Plans

City	Emergency Operations Plan	Continuity of Operations Plan	Hazard Mitigation Plan
Albany	✓	✓	✓
Harrisburg	✓	✓	✓
Lebanon	✓		✓
Lyons	✓	✓	✓

Table 1-4 City Emergency Plans			
City	Emergency Operations Plan	Continuity of Operations Plan	Hazard Mitigation Plan
Scio	✓	✓	✓
Sweet Home	✓		✓

1.5.5 Support Agency Plans

The County is supported by several partner agencies. To the greatest extent possible, the County encourages support agencies to design their plans to complement the County EOP, and the County will seek to engage support agencies in the EOP update process to ensure appropriate linkages.

- ☐ Hospital Emergency Plans (Albany General Hospital, Lebanon Community Hospital).
- ☐ School District Emergency Plans:
  - Central Linn 552
  - Greater Albany Public 8j
  - Harrisburg 7j
  - Lebanon Community 9
  - Linn Benton Lincoln ESD
  - Santiam Canyon 129j
  - Scio 95
  - Sweet Home 55
- ☐ Linn-Benton Community College Emergency Plan.

1.5.6 Regional Emergency Plans

The County is a partner in several regional planning efforts, including:

- ☐ Oregon Office of Emergency Management (OEM) Region 1 Regional Debris Management Plan.
- ☐ Healthcare Preparedness Program (HPP) Region 2 Coalition.

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, Oregon Revised Statutes (ORS), Chapter 401, which establishes the authority for the County to establish an Emergency Management Organization (EMO) and appoint an Emergency Manager who will be responsible for the organization, administration, and operation of the EMO.

The County EMO will, at a minimum:

- ☐ Coordinate planning activities necessary to prepare and maintain the County EOP.
- ☐ Manage and maintain the County EOC from which County officials can coordinate emergency and disaster response activities.
- ☐ Establish an Incident Command structure for management of incidents by all local emergency service agencies.
- ☐ Coordinate with County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the Sheriff's Office has been identified as the lead agency in the EMO. The Sheriff has been identified as the Emergency Manager and has delegated much of the emergency program management to the Emergency Services Coordinator. The Emergency Manager has authority and responsibility for the organization, administration, and operations of the EMO. The term Emergency Manager is used throughout this EOP with the understanding that many emergency management–related activities have been delegated to the Emergency Services Coordinator.

The County EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for the County will be developed and formalized by the Emergency Manager.

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

Table 1-5 Legal Authorities

Federal
– Federal Emergency Management Agency (FEMA) Policy o Crisis Response and Disaster Resilience 2030 (January 2012) o FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011) o FEMA Administrator's Intent 2015-2019 (April 2013) o FEMA Incident Management and Support Keystone (January 2011) o FEMA Publication: 1 The Federal Emergency Management Agency (April 2016)

Table 1-5 Legal Authorities
Federal
○ FEMA Strategic Plan 2018-2022 ○ National Disaster Housing Strategy (January 2009) ○ National Disaster Recovery Framework (September 2011) ○ National Incident Management System (October 2017) ○ National Preparedness Goal (September 2015) ○ National Response Framework (June 2016) – Homeland Security Presidential Directive 5: Management of Domestic Incidents (February 2003) – Presidential Policy Directive 8: National Preparedness (March 2011) – Public Law 107-296 The Homeland Security Act of 2002 (November 2002) – Public Law 109-295 The Post-Katrina Emergency Management Reform Act (October 2006) – – Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended August 2016)
State
– Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management – Oregon Revised Statutes (ORS) 279B.080 Emergency Procurements – ORS 294.481 Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency – ORS 401 Emergency Management and Services – ORS 402 Emergency Mutual Assistance Agreements – ORS 403 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
County
– County Code, Chapter 235 – Emergency Procedures Code – County Code, Chapter 820 – Dangerous Building Code

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) 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 Appendix E for existing mutual aid agreements.

Copies of these documents can be accessed through individual departments. During an emergency, 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 Board of Commissioners allows for flexibility in managing resources under emergency conditions, such as:

- ☐ Diverting funds and resources to emergency operations 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 its resources.

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

1.7.2 Conflagration

In the case of emergencies involving fires threatening life and structures, the Emergency 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.

When, in the judgment of the local Fire Chiefs or County Fire Defense Board Chief, an emergency is beyond the control of the local fire suppression resources, including primary mutual aid, the Fire Defense Board Chief shall

report the conditions of the emergency to the State Fire Marshal Office and/or request mobilization of support for the local department/district. After verifying the need for mobilized support, the State Fire Marshal shall, if appropriate, request authorization from the governor to invoke the Emergency Conflagration Act.

The local Fire Chief is responsible for:

- ☐ Contacting the Fire Defense Board Chief to request that the Conflagration Act be invoked.
- ☐ Participating in incident conference call.
- ☐ Providing local geographical information system (GIS) capabilities or maps.
- ☐ Working with the Incident Management Team (IMT) to locate a base camp.
- ☐ Maintaining communications with the IMT throughout the deployment to assist with emergency management and other local issues.

The Fire Defense Board Chief is responsible for:

- ☐ Notifying the State Fire Marshal via the Oregon Emergency Response System (OERS).
- ☐ Providing the following information to the Oregon State Fire Marshal Duty Officer or Chief Deputy
  - Incident name
  - Contact information
  - Type and location of incident
  - Situation description
  - Confirmation that local and mutual aid resources are depleted
  - Incident Commander information
  - Weather information
  - What resources are being requested
- ☐ Participating in an incident conference call.

Requests for conflagration should be made when a significant threat exists. Examples of those are:

- ☐ Life threatening situations (firefighter or public safety)

- Evacuations currently taking place
- Advisory evacuations
- Evacuation plans in place
- Road, highway, or freeway closure

☐ Real property threatened

- Number of structures, commercial, and/or residents
- Number of subdivisions
- Population affected
- Historically significant cultural resources
- Natural resources, such as crops, grazing, timber, watershed
- Critical infrastructure, such as major power lines

☐ High damage potential

- Long-term or short-term damage potential
- Plausible impacts on community
- Fuel type; fire size and growth potential
- Political situations
- Severity, extreme behavior, and fuel conditions

Source: 2013 Fire Service Mobilization Plan

1.7.3 County Disaster Declaration Process

The County may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State or federal disaster assistance. To declare a state of emergency, the Board of Commissioners or County Administrative Officer will either call a regular or special meeting of the Board of Commissioners to request a declaration of emergency or immediately declare an emergency in writing. The Health Officer or Health Services Administrator may also declare a pending Public Health Emergency.

A declaration by the Board of Commissioners will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

☐ Describe the nature of the emergency.

- ☐ Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within County boundaries.
- ☐ Estimate the number of individuals at risk, injured, or killed.
- ☐ Describe the actual or likely damage caused by the emergency.
- ☐ State the type of assistance or resources required to respond to the emergency.
- ☐ Estimate the length of time during which the designated area will remain in an emergency status.
- ☐ State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based upon the best information available at the time. It may be amended based upon additional information or changes in the situation. The County Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If State or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

EOC Command and General Staff have the following responsibilities in the declaration process:

- ☐ **EOC Manager**: Present the package to Board of Commissioners.
- ☐ **Operations**: Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- ☐ **Planning**: Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).
- ☐ **Logistics**: Compile resource requests.
- ☐ **Finance**: Track incident costs, assist in the PDA, and coordinate damage survey activities.

See Appendix A for sample Declaration of Emergency forms.

1.7.4 State Assistance

The OEM Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. Local government requests will be made by the County Emergency Manager.

The State Operations Officer evaluates resource requests based on the goals and priorities established by the OEM 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 County EMO or to the on-scene 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

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 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 National Response Framework.

1.8 Continuity of Government

1.8.1 Lines of Succession

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

Table 1-6 County Lines of Succession

Emergency Coordination	Emergency Policy and Governance
1. Emergency Services Coordinator 2. Emergency Manager (County Sheriff) 3. Support Services Division Commander	1. Chair of the Board 2. Vice-Chair of the Board 3. Third member of the Board 4. County Administrative Officer 5. Emergency Manager

Each County department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department are maintained informally in each individual department. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Board of Commissioners will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing continuity of operations and government plans to ensure continued delivery of essential functions during an emergency.

1.8.2 Preservation of Vital Records

To date, the County has not developed a vital records packet for use during emergency events. Should one be developed in the future, the packet will contain records essential to executing emergency functions, including this EOP, emergency operating records essential to the continued function of the County EMO, the current call-down list, a vital records inventory, necessary keys or access codes, a list of primary and alternate facilities, and the County's COOP plan.

Each County department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are rights and interests' records, systems, and equipment that, if irretrievable, lost, or damaged, would materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should consider the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency'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 County Emergency Manager to the Director of OEM according to provisions outlined under ORS Chapter 401.

See ESF 7 – Resource Support for detailed information regarding available resources and coordination procedures established for the County.

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

1.9.2 Financial Management

During an emergency, the County is likely to find it necessary to redirect its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Board of Commissioners. If an incident in the County requires major redirection of County fiscal resources, the Board of Commissioners 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 Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs.
- The Board of Commissioners will declare a state of emergency and direct the Emergency Manager to request assistance through the State.
- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the County Administrative Officer (or designee) may act on emergency funding requests. The Board of Commissioners 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.

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

Legal support for the County's Emergency Management Organization (EMO) is provided by the County Attorney.

Responsibilities related to legal services include:

- Advising County 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 County Officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising County 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 government in disaster events.

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 County and its surrounding areas.

1.9.4 Reporting and Documentation

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

- Incident and damage assessment reports.
- Incident Command logs.
- Cost recovery forms.
- Incident critiques and After-Action Reports (AARs).

All documentation related to the County's emergency management program will be maintained in accordance with Oregon's public records and meetings law (ORS 192), subject to applicable exemptions such as for "Public Safety Plans," as appropriate.

1.10 Safety of Employees and Family

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

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

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

If necessary, the Oregon Occupational Safety and Health Administration, in coordination with the Oregon Health Authority, 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 County agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

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

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2 Situation and Planning Assumptions

2.1 Situation

The County is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the County may be exposed include droughts, floods, wildfires, and winter storms. The threat of a technological or human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

2.1.1.1 Geography

Located in the center of the Willamette Valley in the northwestern part of Oregon, Linn County has a total area of 2,309 square miles, 19 square miles of which is water. It is adjacent to six counties including Marion, Benton, Lane, Deschutes, Jefferson, and Polk. The County extends from Santiam Pass to the Willamette River, with the eastern portion near Santiam Pass being relatively unpopulated due to the Willamette National Forest.

2.1.1.2 Demographics

As of the census of 2010, there were 116,672 people, 45,204 households, and 30,976 families residing in the County. There were 48,821 housing units, 45,204 of which were occupied. The racial makeup of the County was 90.6% White, 0.5% African American, 1.3% Native American, 1% Asian, 0.1% Pacific Islander, 0.3% from other races, and 3.3% from two or more races. Hispanic or Latino of any ethnicity comprised 7.8% of the population.

There were 45,204 households, of which 32.1% had children under the age of 18 living with them, 52.1% were married couples living together, 11.2% had a female householder with no husband present, 5.2% had a male householder with no wife present, and 31.5% were non-families. Households consisting of single individuals made up 24.4%, and 28.4% had someone living alone who was 65 years of age or older. The average household size was 2.55, and the average family size was 3.01.

The median age in the County was 39.2 years. The gender makeup of the County was 49.4% male and 50.6% female.

2.1.1.3 Economy

Principal industries in Linn County are wood products, agriculture, mining, and manufacturing. The County's economy relies heavily on the lumber and wood manufacturing jobs. The climate and soil conditions provide one of Oregon's most diversified agriculture areas, allowing a wide variety of specialty crops such as common and perennial ryegrass. Linn County is also home to the only emery mine in the United States. Manufactured and motor homes are produced here as well.

2.1.1.4 Education

Linn County is home to eight school districts and Linn-Benton Community College.

2.1.1.5 Transportation

Linn County has several well-traveled corridors, including 99E and Interstate 5, which run north/south, and Highway 20 and 34, which run East/West. Around Oregon State University game days, transportation issues arise on Highway 34, 20, 99E, and Interstate 5 and in the cities of Albany and Tangent due to the influx of travelers.

Public transportation options including Amtrak, Greyhound Bus, Albany Transit, Linn County Senior Services, Cascades West Council of Governments Carpool/ Vanpool, Lebanon Dial-a-Bus, and Linn Sweet Home Dial-a-Bus.

2.1.1.6 Access and Functional Needs Populations

In planning for emergency capabilities, the following should be taken into consideration:

- ☐ The County has several veterans and senior facilities.
- ☐ The County has several residential facilities for individuals with developmental disabilities.
- ☐ The County has a fairly large Hispanic community.
- ☐ 30 to 50 individuals reside in mental health residential facilities.

See Section 4.5.6 for more information on Access and Functional Needs Populations.

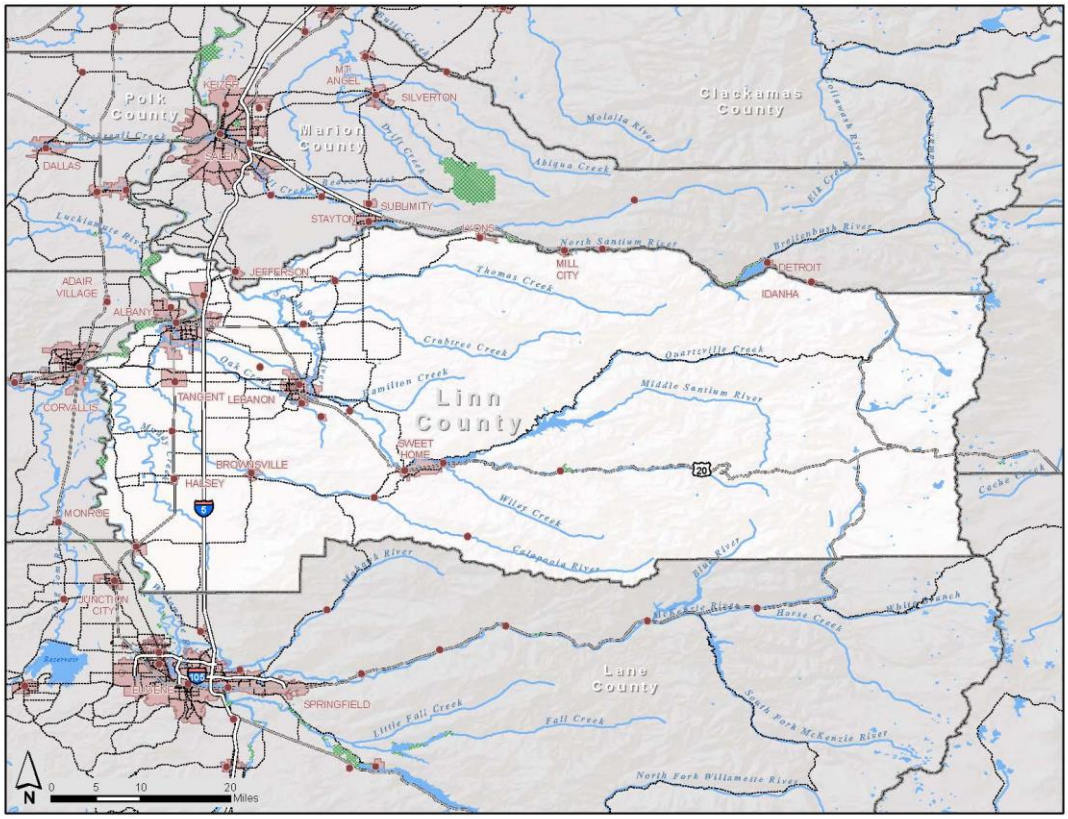
2.1.1.7 Community Events

The community events outlined in Table 2-1 may influence the hazard and threat analysis and preplanning for an emergency. Events with over 3,000 attendees are required to go through an extensive permitting process.

Table 2-1 Annual Community Events			
Event Name	**Date**	**Description**	**Average Attendees**
4th of July Celebration	July	Annual Independence celebration in Harrisburg	15,000
Art & Air Festival	August	Annual festival in Albany	60,000
Country Music Festival	August	Big name country music artists set up concert in farmers field off Highway 228	25,000
Jamboree in Sweet Home	August	Country music concert	15,000
Linn County Fair	July	County Fair	7,500
River Rhythms	July	Annual free concert series in Albany	8,000 x5 = 40,000
Strawberry Festival	June	Annual festival in Lebanon	15,000
Veterans Day Parade	November	Annual parade in Albany	40,000

A boundary map of Linn County, Oregon can be seen in Figure 2-1 below.

Figure 2-1 Map of Linn County



2.1.2 Threat/Hazard Identification

The County may be subject to a variety of natural, technological, and human-caused hazards and threats, as described below:

- **Natural Hazards**: Result from acts of nature.
- **Technological Hazards:** Result from accidents or failures of systems and structures.
- **Human-Caused/Adversarial Threats**: Result from intentional actions of an adversary.

Table 2-2 identifies the hazard/threat most likely to impact the County based on the community's vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-2 Identified Threats/Hazards

Natural *Results from acts of nature*	Technological *Results from accidents or failures of systems and structures*	Human-Caused / Adversarial Threats *Results from intentional actions of an adversary*
• Disease Outbreak • Drought • Dust Storm • Earthquake • Flood • Landslide/Debris Flow • Pandemic • Volcano • Wildfire (wildland urban interface) • Windstorm • Winter Storm	• Airplane Crash • Dam Failure • Hazardous Materials Incident (accidental release) • Urban Conflagration • Utility Failure	• Biological Attack • Cyber-incident • Explosive Attack • Multiple Victim Shooting • School and Workplace Violence

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

2.1.3 Hazard Analysis

The Hazard Analysis identifies the relative risk posed to the County by each of the hazards and threats described above, to ensure that high priority hazards are addressed in the County's hazard mitigation planning, emergency response, and recovery procedures. Each natural and technological/human-caused hazard 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.

This hazard analysis, presented in Table 2-3, was last prepared in 2013.

Table 2-3 County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History[1] (WF=2)	Vulnerability[2] (WF=5)	Max Threat[3] (WF=10)	Probability[4] (WF=7)	
Score for each rating criteria = Rating Factor (High = 8–10 points; Medium = 4–7 points; Low = 1–3 points) x Weight Factor (WF)					
Utility Failure/Disruption	20	50	100	70	**240**
Re-emerging Disease Pandemic	14	50	100	70	**234**
Severe Snow/Ice/Hail Storm	20	50	90	70	**230**
Flood	20	50	80	70	**220**
Earthquake	10	45	100	63	**218**
Terrorism	4	50	100	56	**210**
Wildland/Forest Fire	20	30	80	70	**200**
Volcanic Eruption – Ash Fallout	6	50	80	56	**192**
Severe Wind Storm	14	35	70	70	**189**
Dam Failure	4	50	100	28	**182**

Notes:

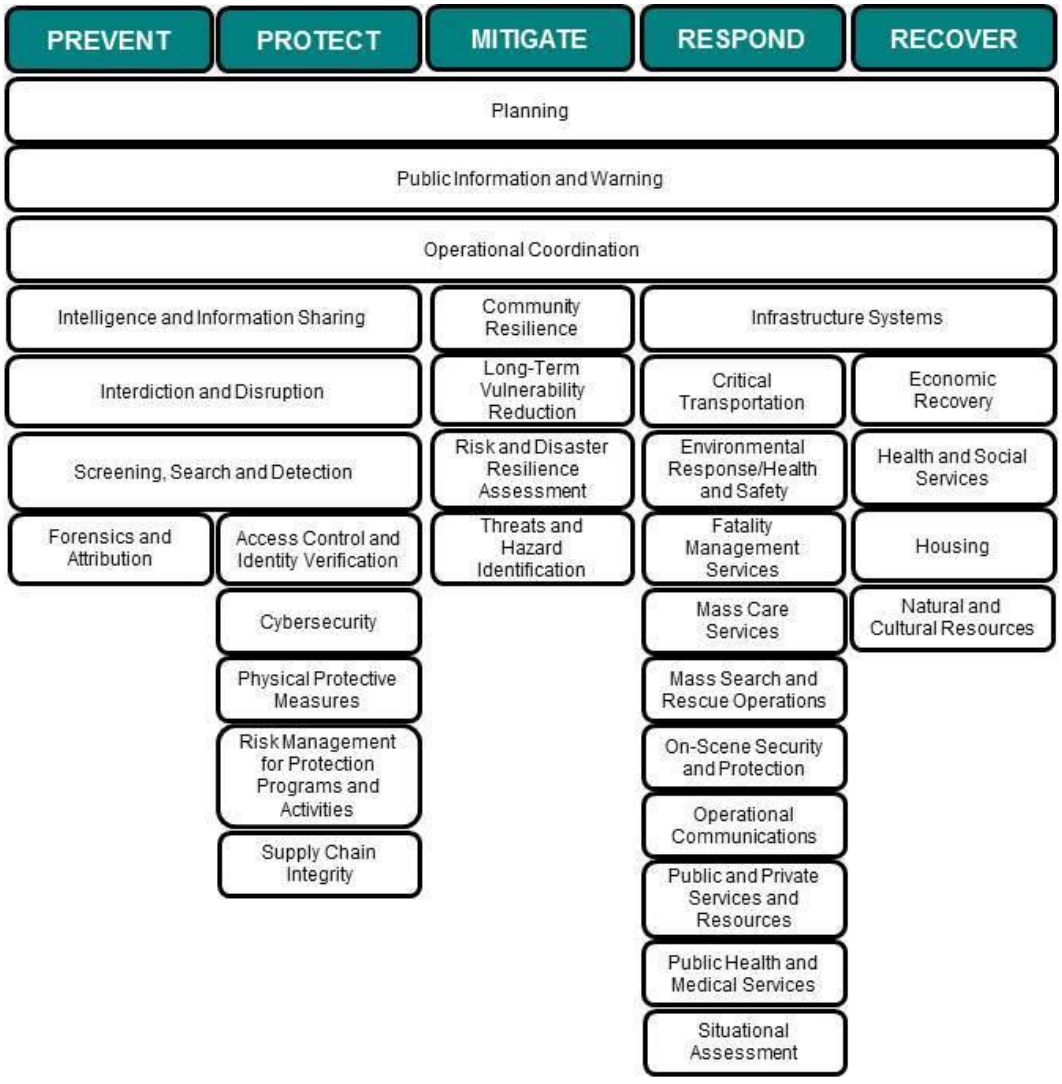
1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; medium = 2–3 events in last 100 years; low = 1 or 0 events in last 100 years.
2. Vulnerability addresses the percentage of population or property likely to be affected by the average occurrence of a hazard. Weight Factor is 5. Rating factors: high = more than 10% affected; medium = 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; medium = 5%–25% could be affected; low = less than 5% could be affected.
4. Probability addresses the likelihood of a future hazard occurrence within a specified period of time. Weight Factor is 7. Rating factors: high = one incident likely within a 10–35-year period; medium = one incident likely within a 35–70-year period; low = one incident likely within a 75–100-year period.

2.1.4 Capability Assessment

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

The County has not defined its core capabilities in accordance with the National Preparedness Goal or undertaken a formal capabilities assessment to date. Should an assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low impact systematic approach to evaluate the County's emergency Plan and capability to respond to hazards.

Figure 2-2 Core Capabilities List



2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that help ensure the security, health, and economic vitality of the County. CIKR includes the assets, systems, networks, and functions that provide vital services to cities; states; regions; and, sometimes, the nation; disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

Key facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle, and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events.
- Communications and cyber systems, assets, and networks such as secure County servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

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

- Each responding County agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the County. Although this Plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State-declared emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
  - Familiar with established policies and procedures
  - Assigned pre-designated tasks

- Provided with assembly instructions
- Formally trained in the duties, roles, and responsibilities required of them during emergency operations

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3 Roles and Responsibilities

3.1 General

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 Manager is responsible for emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities. The mayor or other designated official (pursuant to city charter or ordinance) of each incorporated city is responsible for emergency management planning and operations for that jurisdiction.

Most County departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

For the purposes of this plan, the County's emergency management structure will be referred to generally as the County EMO. Roles and responsibilities of individual staff and agencies are described throughout this Plan to further clarify the County'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 County 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 County's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the County is divided into two general groups, organized by function–the Executive Group and Emergency Response Agencies.

3.2.1 Executive Group

The Executive Group may include representation from each County 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 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, volunteer 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, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans consider the needs of:
  - The jurisdiction, including persons, property, and structures
  - Vulnerable populations, including unaccompanied children and those with service animals
  - Individuals with household pets
- Leading and encouraging all citizens (including vulnerable populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

3.2.1.1 Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of Commissioners. During emergencies, this responsibility includes encouraging 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 Board of Commissioners will provide an elected liaison with the community and other jurisdictions. In the event a declaration of emergency is needed, the County Chair will initiate and terminate the state of emergency through a declaration by the Board of Commissioners.

General responsibilities of the Board of Commissioners include:

- Establishing emergency management authority by County resolution.
- Adopting an EOP and other emergency management–related resolutions.

- Declaring a state of emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

3.2.1.2 County Administrative Officer

The County Administrative Officer is responsible for continuity of government, overall direction of County Administrative Officer emergency operations, and dissemination of public information, including the following tasks:

- Ensuring that all County Administrative Officer 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 to protect and preserve County records.

3.2.1.3 Emergency Manager

The Board of Commissioners has delegated authority and responsibility for organizing, administering, and operating the County EMO to the Sheriff. The Emergency Manager has delegated the day-to-day authority and responsibility for overseeing emergency management programs and activities to the Emergency Services Coordinator. The Emergency Manager is responsible for:

- Serving as staff advisor to the Board of Commissioners and County Administrative Officer for emergency matters.
- Maintaining the authority to resolve conflicts when resources are limited.
- Ensuring EOC operational capability.
- Supporting the Emergency Services Coordinator in coordinating the local emergency management program.

3.2.1.4 Emergency Services Coordinator

The Emergency Services Coordinator works with the Executive Group to ensure that there are unified objectives regarding the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. The Emergency Services Coordinator 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. The Emergency Services Coordinator is responsible for:

- ☐ 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 (including call-down lists).
- ☐ Ensuring the operational capability of the County EOC.
- ☐ Activating the County EOC.
- ☐ Keeping the governing body apprised of the County's preparedness status and anticipated needs.
- ☐ Serving as day-to-day liaison between the County and OEM.
- ☐ Maintaining liaison with organized emergency volunteer groups and private agencies.

As noted in Section 1.6.1, Legal Authorities, the term Emergency Manager is used throughout this EOP with the understanding that many emergency management–related activities have been delegated to the Emergency Services Coordinator.

3.2.1.5 County Department Heads

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

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, most County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All County departments are responsible for:

- ☐ Supporting EOC operations to ensure that the County is providing for the safety and protection of the citizens it serves.
- ☐ Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department.
- ☐ Developing alert and notification procedures for department personnel.
- ☐ Developing guidelines to implement assigned duties specified by this plan.
- ☐ Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- ☐ Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- ☐ Notifying the Emergency Manager of resource shortfalls.
- ☐ Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- ☐ Assigning personnel to the EOC, as charged by this plan.
- ☐ Developing and implementing procedures for protecting vital records, materials, and facilities.
- ☐ Promoting family preparedness among employees.
- ☐ Ensuring that staff complete required training (including required NIMS and ICS training). *Refer to Table 6.1, Minimum Training Required.*
- ☐ Dedicating staff time for participation in training exercises.

- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

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, public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

- **Primary Agencies**
  - Identify lead county agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies
- **Supporting Agencies**
  - Identify agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identify non-County entities/agencies conducting activities under their own authority/jurisdiction during major incidents
- **Primary State/Federal Agencies**
  - Identify lead State or federal agency(s) for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities.

3.2.3.1 Transportation

Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Amtrak Bus Companies (Albany Transit and Linn-Benton Loop) Local transits School Districts Local Municipalities
Primary State/Federal Agency	Oregon Department of Transportation

Transportation-related responsibilities include:

- ☐ Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.
- ☐ Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.
- ☐ Coordinating the restoration and recovery of County transportation systems and infrastructure.
- ☐ Coordinating support of emergency operations activities among transportation stakeholders within the County's authorities and resources limitations.

See ESF 1 – Transportation for more details.

3.2.3.2 Communications

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Court System Department of Health Services (Health Alert Network)
Community Partners	Amateur Radio Emergency Services (ARES) Benton County Dispatch Center (backup) Telephone/cell phone providers Internet providers Local Municipalities
Primary State/Federal Agencies	Oregon Department of Administrative Services Oregon Department of Transportation Oregon State Police Department of Homeland Security

Alert and Warning

Responsibilities related to alert and warning include:

- ☐ Monitoring emergency communications networks.
- ☐ Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or PIO.
- ☐ Receiving and disseminating warning information to the public and key County officials.

Communication Systems

Communication-related responsibilities include:

- ☐ Establishing and maintaining emergency communications systems.
- ☐ Coordinating the use of all public and private communication systems necessary during emergencies.
- ☐ Managing and coordinating all emergency communication within the EOC, once activated.
- ☐ Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

See ESF 2 – Communications for more details.

3.2.3.3 Public Works

Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Planning Department
Community Partners	Public Works Departments in Lincoln, Benton, and Polk Counties Local Municipalities Local public works departments Portland Metropolitan Area Transit
Primary State/Federal Agencies	Oregon Department of Transportation Department of Defense Department of Homeland Security

Responsibilities related to public works include:

- ☐ Conducting pre-incident and post-incident assessments of public works and infrastructure.
- ☐ Executing emergency contract support for life-saving and life-sustaining services.
- ☐ Coordinating repair of damaged public infrastructure and critical facilities.
- ☐ Coordinating repair and restoration of the County's critical infrastructure.
- ☐ Coordinating disaster debris management activities.

See ESF 3 – Public Works for more details.

3.2.3.4 Firefighting

Tasked Agencies	
Primary County Agency	Fire Defense Board
Supporting County Agency	Dispatch
Community Partners	City Fire Departments Local Fire Districts
Primary State/Federal Agencies	Oregon Department of Forestry Office of the State Fire Marshal Department of Agriculture

Responsibilities related to fire service include:

- ☐ Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- ☐ Performing life-safety inspections and recommendations for activated emergency shelters.

See ESF 4 – Firefighting for more details.

3.2.3.5 Information and Planning

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	All other departments
Community Partners	American Red Cross Local Municipalities
Primary State/Federal Agencies	Oregon Office of Emergency Management Department of Homeland Security

The Emergency Manager is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. County departments will be requested to designate personnel who can be made available to be trained by the County Sheriff's Office and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

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

- ☐ Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- ☐ Maintaining contact with neighboring jurisdictions.
- ☐ Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- ☐ Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- ☐ Ensuring that EOC personnel operate in accordance with ICS.
- ☐ Ensuring accurate record keeping.
- ☐ Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

See Chapter 5 – Command and Control and ESF 5 – Information and Planning for more details.

3.2.3.6 Mass Care

Tasked Agencies	
Primary County Agency	Department of Health Services
Supporting County Agency	Sheriff's Office
Community Partners	American Red Cross Local Municipalities Salvation Army School Districts Linn Benton Vulnerable Populations Planning Workgroup Community Organizations Active in Disaster (COAD) Medical Reserve Corps (MRC)
Primary State/Federal Agencies	Oregon Department of Human Services Department of Homeland Security

The County Department of Health Services, with support from Red Cross, 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 ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection. Responsibilities related to mass care include:

- ☐ Maintaining and implementing procedures for care and shelter of displaced citizens.
- ☐ Maintaining and implementing procedures for the care and shelter of animals in an emergency.
- ☐ Coordinating support with other 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 Red Cross and Salvation Army).

- ☐ Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- ☐ Securing sources of emergency food supplies (with the Red Cross and Salvation Army).
- ☐ Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- ☐ Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

See ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection for more details.

3.2.3.7 Resource Support

Tasked Agencies	
Primary County Agencies	Sheriff's Office Health Services Department (medical resources)
Supporting County Agency	Road Department
Community Partners	Local Municipalities
Primary State/Federal Agencies	Oregon Department of Administrative Services Department of Homeland Security General Services Administration

Responsibilities related to resource support include:

- ☐ Establishing procedures for employing temporary personnel for disaster operations.
- ☐ Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- ☐ Coordinating deployment of reserve personnel to County departments requiring augmentation.
- ☐ Establishing emergency purchasing procedures and/or a disaster contingency fund.
- ☐ Maintaining records of emergency-related expenditures for purchases and personnel.

See ESF 7 –Resource Support for more details.

3.2.3.8 Health and Medical

Health Services

Tasked Agencies	
Primary County Agencies	Department of Health Services (LCDHS) Public Health (LCPH) Environmental Health (LCEH)
Supporting County Agencies	Fire Defense Board Health Officer Deputy Medical Examiner Sheriff's Office
Community Partners	Area Hospitals and Clinics including Samaritan Albany General Hospital [SAGH] Samaritan Lebanon Community Hospital [SLCH] Good Samaritan Regional Medical Center [GSRMC]) Emergency Medical Services (EMS) including Albany, Lebanon, and Sweet Home Fire Departments Medical Reserve Corps (MRC)
Primary State/Federal Agencies	Oregon Health Authority (OHA) Department of Health and Human Services

The County Department of Health Services is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The County Department of Health Services Administrator/Mental Health Director also serves as the public health representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care and ESF 8 – Health and Medical.

Responsibilities related to public health include:

- ☐ Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.
- ☐ Coordinating public health surveillance.
- ☐ Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.

- ☐ Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- ☐ Coordinating isolation and/or quarantine actions, as needed, and permitted.
- ☐ Coordinating dissemination of public health information.
- ☐ Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See ESF 8 –Health and Medical for more details.

Medical Services

Tasked Agencies	
Primary County Agency	Department of Health Services (LCDHS)
Supporting County Agencies	Fire Defense Board Health Officer Sheriff's Office
Community Partners	Area Hospitals and Clinics including Samaritan Albany General Hospital [SAGH] Samaritan Lebanon Community Hospital [SLCH] Good Samaritan Regional Medical Center [GSRMC]) Ambulance Service Providers Medical Reserve Corps (MRC)
Primary State/Federal Agency	Oregon Health Authority (OHA)

EMS-related responsibilities include:

- ☐ Providing emergency medical care and transport.
- ☐ Coordinating EMS resources.
- ☐ Requesting additional EMS assets as necessary.

See ESF 8 –Health and Medical for more details.

3.2.3.9 Search and Rescue

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Fire Defense Board
Community Partners	Local fire departments Local fire districts
Primary State/Federal Agencies	Oregon Emergency Management Office of the State Fire Marshal National Guard Department of Defense Department of Homeland Security Department of Interior

Responsibilities related to search and rescue include:

- ☐ Coordinating available resources to search for and rescue persons lost outdoors.
- ☐ Performing specialized rescue (e.g., dive, swift water, structural collapse), as needed and practical.
- ☐ 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 ESF 9 – Search and Rescue for more details.

3.2.3.10 Hazardous Materials Response

Hazardous Materials Response

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Fire Defense Board
Community Partners	City fire departments Local fire districts Mid-Valley Local Emergency Planning Committee (LEPC) Radiation Protection Services
Primary State/Federal Agencies	Oregon Health Authority Oregon Department of Environmental Quality Oregon Office of State Fire Marshal (OSFM) Regional Hazardous Materials Team No. 5 Department of Homeland Security Environmental Protection Agency

Responsibilities related to hazardous materials include:

- ☐ Conducting oil and hazardous materials response (chemical, biological, etc.).
- ☐ Providing remote consultation, as needed.
- ☐ Assessing the potential health effects of a hazardous materials release.
- ☐ Identifying the needs for hazardous materials incident support from regional and State agencies.
- ☐ Recommending protective actions related to hazardous materials.
- ☐ Conducting environmental short- and long-term cleanup.

Radiological Protection

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Fire Defense Board
Community Partners	City fire departments Local fire districts Radiation Protection Services
Primary State/Federal Agencies	Oregon Health Authority (OHA) Oregon Department of Environmental Quality Oregon Office of State Fire Marshal (OSFM) Regional Hazardous Materials Team No. 5 Department of Homeland Security Environmental Protection Agency

Responsibilities related to radiological protection include:

- ☐ Providing a 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 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 scenes of accidents involving radioactive materials.

See ESF 10 –Hazardous Materials for more details.

3.2.3.11 Food and Water

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Department of Health Services (LCDHS) Board of Commissioners Road Department
Community Partners	Local Municipalities Oregon Food Bank Linn Benton Food Share American Red Cross Salvation Army Linn-Benton Community Organizations Active in Disaster (LBCOAD)
Primary State/Federal Agencies	Oregon Department of Agriculture - Food Oregon Health Authority – Water

Responsibilities related to food and water include:

- ☐ Assessing food and water needs for the community.
- ☐ Identifying food and water resources.
- ☐ Storing food and water resources.
- ☐ Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- ☐ Coordinating transportation of food and water resources to the community.

See ESF 11 – Food and Water for more details.

3.2.3.12 Energy

Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Local municipalities who provide utility services to their residents Electricity/gas/propane companies Pacific Power, Consumers Power, Inc., NW Natural Gas, Amerigas, Co-Energy Water/wastewater/sewer providers City Public Works Departments Telephone/cell phone providers Century Link, Verizon, AT&T Internet providers Comcast, PEAK Internet, Alyrica Internet Public Works Department
Primary State/Federal Agencies	Oregon Department of Energy Public Utility Commission Department of Energy

Responsibilities related to energy include:

- ☐ Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- ☐ Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.
- ☐ Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/ critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See ESF 12 – Energy for more details.

3.2.3.13 Military Support

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	Local police departments
Primary State/Federal Agencies	Oregon Military Department Department of Defense

Responsibilities related to military support include:

- ☐ Working with the Oregon Military Department when it is necessary for them to:
  - Coordinate, employ, and control Oregon National Guard forces and military resources to assist civil authorities with the protection of life and property and to maintain peace, order, and public safety.
  - Mobilize and stage personnel and equipment to restore/ preserve law and order and provide support to other ESFs as directed by the State ECC and within Oregon National Guard capabilities.
  - Coordinate with the active federal military to ensure mutual support during federal disaster relief operations.

See ESF 13 –Military Support for more information.

3.2.3.14 Public Information

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Administration Department Health Services Department
Community Partners	Local Municipalities 211
Primary State/Federal Agencies	Oregon Office of Emergency Management Department of Homeland Security

Responsibilities related to public information include:

- ☐ Conducting ongoing hazard awareness and public education programs.
- ☐ Compiling and preparing emergency information for the public in case of emergency.
- ☐ Coordinating with other agencies to ensure consistency of education and emergency information.
- ☐ Arranging for media representatives to receive regular briefings on the County'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 non-English-speaking and/or bilingual population centers within the County and preparing training and news releases accordingly.
- ☐ Monitoring the media and correcting misinformation.
- ☐ Overseeing and providing information to call-takers who receive requests for assistance from the public.

See ESF 14 – Public Information for more details.

3.2.3.15 Volunteer and Donation Management

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	Linn-Benton Community Organizations Active in Disaster (LBCOAD) American Red Cross Salvation Army United Way Faith-based organizations
Primary State/Federal Agency	Oregon Office of Emergency Management

Responsibilities related to volunteer and donations management include:

- ☐ Coordinating the identification and vetting of volunteer resources.
- ☐ Matching volunteer resources and donations with the unmet needs of the community.
- ☐ Maintaining a donations management system to ensure the effective utilization of donated cash, goods, and services.
- ☐ Providing guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.
- ☐ Directing unaffiliated volunteers to and coordinating with government-sponsored/organized volunteer organizations such as Community Emergency Response Team (CERT), Red Cross, Fire Corps, Medical Reserve Corps, Volunteers in Police Services, and/or volunteers associated with the faith-based community in completing their assigned tasks.

See ESF 15 – Volunteer and Donations Management for more details.

3.2.3.16 Law Enforcement Services

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	City Police Departments (Albany, Lebanon, Sweet Home)
Primary State/Federal Agencies	Oregon State Police Oregon Department of Justice Department of Justice

Responsibilities related to law enforcement include:

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

See ESF 16 – Law Enforcement for more information.

3.2.3.17 Agriculture and Animal Protection

Tasked Agencies	
Primary County Agency	Sheriff's Office (Animal Control Division)
Supporting County Agencies	No agencies identified at this time.
Community Partners	Safe Haven Oregon State University Extension Office Local veterinarians Benton County Large Animal Response Unit
Primary State/Federal Agencies	Oregon Department of Agriculture Department of Agriculture Department of Interior

Responsibilities related to agriculture and animal protection include:

- ☐ Conducting animal and plant disease and pest response.
- ☐ Coordinating animal/veterinary/wildlife response during a disaster, including:
  - Capturing/rescuing animals that have escaped confinement or been displaced from their natural habitat
  - Providing emergency care to injured animals
  - Providing humane care, handling, and sheltering to animals (including service animals, pets, and livestock)
- ☐ Protecting the State's natural resources from the impacts of a disaster.

See ESF 17 – Agriculture and Animal Protection for more details.

3.2.3.18 Business and Industry

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Planning Department
Community Partners	Chamber of Commerce Business and industry partners Local Municipalities
Primary State/Federal Agencies	Business Oregon Small Business Administration

Responsibilities related to business and industry include:

- ☐ Coordinating with business and industry partners to facilitate private sector support to response and recovery operations.
- ☐ Identifying short-term recovery assistance to business and industry partners.
- ☐ Facilitating communication between business and industry partners and local, tribal, and State emergency management organizations.
- ☐ Providing economic damage assessments for impacted areas.

See ESF 18 – Business and Industry for more details.

3.2.3.19 Recovery

Tasked Agencies	
Primary County Agencies	Sheriff's Office/Emergency Services (recovery) Planning & Building Department (mitigation)
Supporting County Agencies	Road Department General Services Department Planning Commission Board of Commissioners
Community Partners	American Red Cross Chamber of Commerce Local Municipalities
Primary State/Federal Agency	Oregon Office of Emergency Management (OEM)

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 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 County.
- ☐ Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

See SA1 – Recovery for more details.

3.2.3.20 Evacuation and Population Protection

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	City Police Departments
Primary State/Federal Agencies	No agencies identified at this time.

Responsibilities related to evacuation and population protection include:

- ☐ Defining responsibilities of County departments and private-sector groups.
- ☐ Identifying high-hazard areas and corresponding numbers of potential evacuees.
- ☐ Coordinating evacuation planning, including:
  - Movement control
  - Health and medical requirements
  - Transportation needs
  - Emergency Public Information materials
  - Shelter and reception location
- ☐ Developing procedures for sheltering in place.
- ☐ Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- ☐ Providing guidance on commuting arrangements for essential workers during the evacuation period.
- ☐ Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- ☐ Conducting evacuation in accordance with County policy.
- ☐ If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

3.2.3.21 Damage Assessment

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Planning Department Road Department
Community Partners	No partners identified at this time.
Primary State/Federal Agencies	No agencies identified at this time.

Responsibilities related to damage assessment include:

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

3.2.3.22 Coordination with Special Facilities

Tasked Agencies	
Primary County Agency	Department of Health Services
Supporting County Agency	Sheriff's Office
Community Partners	Local fire departments and districts Council of Government
Primary State/Federal Agencies	No agencies identified at this time.

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- ☐ Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, volunteer 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.

3.2.3.23 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

The County's emergency organization is supported by several outside organizations, including the incorporated cities, 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 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 and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the County, nongovernmental/faith-based organizations such as the Red Cross provide shelters, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental and faith-based organizations 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, 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 County's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.

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

3.4 State Response Partners

Under the provisions of ORS 401.035, 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 401.052 to 401.092 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

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

3.5 Federal Response Partners

Federal response partners are typically requested by OEM if 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 Emergency Management Plan and, if necessary, the National Response Framework.

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

Primary agency(s), support agency(s), community partner(s), and State/federal partner agency(s) for each Emergency Support Function are summarized in Table 3-1.

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
County																		
Administration					S									S				
Benton County Dispatch Center		C																
Benton County Public Works Department			C															
Board of Commissioners					S						S							
Court System		S			S													
Department of Health Services		S			S	P	P	P			S			S				
Deputy Medical Examiner								S										
Dispatch				S														
Environmental Health								P										
Fire Defense Board				P	S			S	S	S								
Health Officer								S										
Lincoln City Public Works Department			C															
Planning Department			S		S													S

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Polk County Public Works Department			C															
Public Health								P										
Road Department	P		P		S		S				S	P						
Sheriff's office	S	P			P	S	P	S	P	P	P	S	P	P	P	P	P	P
Cities																		
Emergency Medical Services								C										
Fire Departments				C					C	C								
Fire Districts				C					C	C								
Local Municipalities	C	C	C		C	C	C				C	C		C				C
Police Departments													C			C		
Portland Metropolitan Area Transit			C															
Public Works Departments			C									C						
School Districts	C					C												
Private/Non-Profit Organizations																		
211														C				

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Ambulance Service Providers								C										
American Red Cross					C	C					C				C			
Area hospitals and clinics								C										
Amateur Radio Emergency Services (ARES)		C																
Amtrak		C																
Benton County Large Animal Response Unit																	C	
Bus companies	C																	
Business & Industry providers																		C
Chamber of Commerce																		C
Electricity providers												C						
Faith-based organizations															C			
Gas providers												C						
Internet providers		C										C						
Linn-Benton Community Organizations Active in Disasters (LBCOAD)						C					C				C			

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Linn-Benton Food Share											C							
Linn-Benton Vulnerable Populations Planning Workgroup						C												
Local transit companies	C																	
Local veterinarians																	C	
Medical Reserve Corps						C		C										
Mid-Valley Local Emergency Planning Committee										C								
Oregon Food Bank											C							
Oregon State University Extension Office																	C	
Radiation Protection Services										C								
Safe Haven																	C	
Salvation Army						C					C				C			
Telephone/cell phone providers		C										C						
United Way															C			
Water/waste water/service providers												C						

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
State of Oregon																		
Business Oregon																		X
Department of Administrative Services		X					X											
Department of Agriculture											X						X	
Department of Energy												X						
Department of Environmental Quality										X								
Department of Forestry				X														
Department of Human Services						X												
Department of Justice																X		
Department of Transportation	X	X	X															
Office of Emergency Management					X				X					X	X			
Office of the State Fire Marshal				X						X								
Oregon Health Authority								X		X	X							
Oregon Military Department													X					
Oregon State Police		X														X		
Public Utility Commission												X						

Table 3-1 Primary and Support Agencies by Function

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: **P – Primary** **S – Support** **C – Community Partner** **X – State/Federal Partner**	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Federal																		
Department of Agriculture				X													X	
Department of Defense			X						X				X					
Department of Energy												X						
Department of Health and Human Services								X										
Department of Homeland Security		X	X		X	X	X		X	X				X				
Department of Interior									X								X	
Department of Justice																X		
Department of Transportation	X																	
Environmental Protection Agency										X								
General Services Administration							X											
National Guard									X									
Regional Hazardous Materials Team No. 5										X								
Small Business Administration																		X

4 Concept of Operations

4.1 General

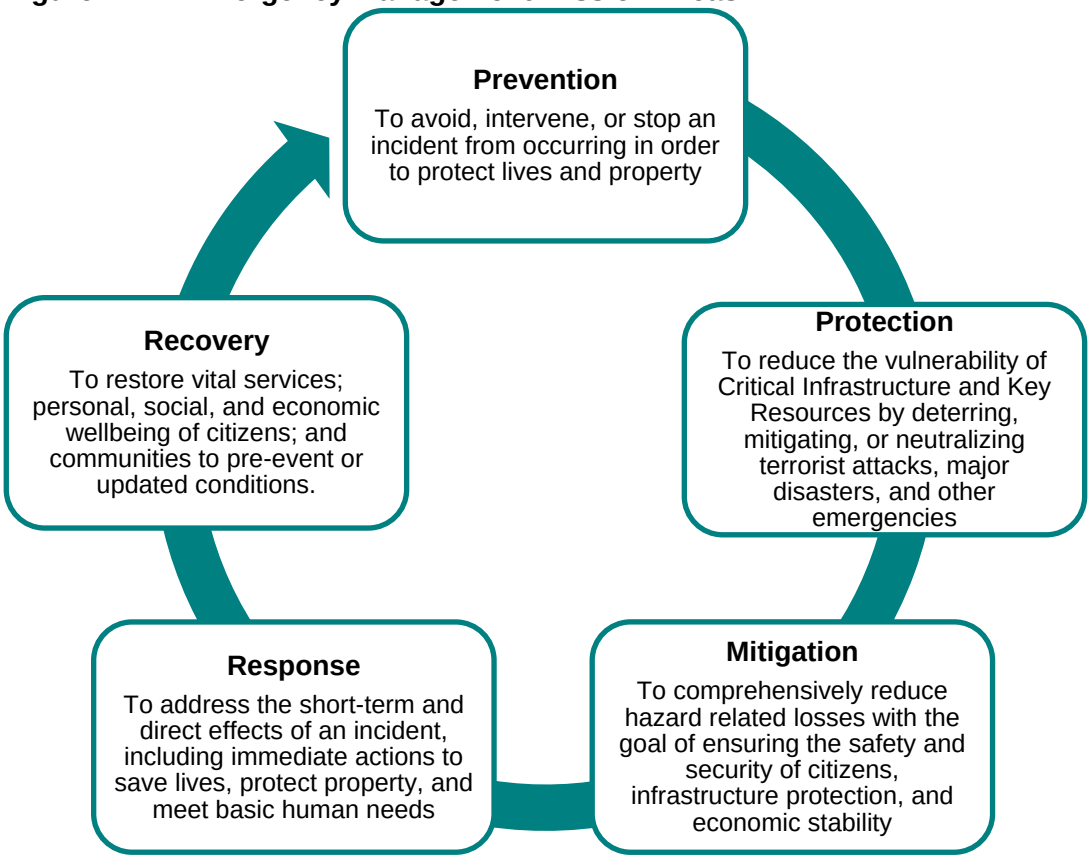
Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the County and emergency response personnel.

The County is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the County or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where County resources are limited and/or have been expended.

4.2 Emergency Management Mission Areas

This Plan adheres to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. The focus of this EOP is response and short-term recovery actions. Nevertheless, this Plan impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the County in the following five mission areas.

Figure 4-1 Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

Response activities within the County are undertaken immediately after an incident. The County's response priorities are defined below:

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to CIKR and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

4.3.2 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public- and private-sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take

place concurrently until life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or "new normal" conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The County's recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment:** Determine structure impacts to the County.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

4.4 Incident Levels

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

4.4.1 Level 1

A Level 1 incident is a minor and localized incident that is quickly resolved within existing County resources or limited outside help. A Level 1 incident has little or no impact on personnel or normal operations outside the locally affected area. Level 1 incidents do not require activation of this EOP or the EOC. Impacted emergency response personnel coordinate directly with their individual departments and each other to resolve the incident.

Examples of Level 1 incidents include small chemical spill, small fire, limited duration power failure, and normal fire and police response requests.

4.4.2 Level 2

A Level 2 incident is a major event or threat that requires response by more than one department/response agency due to special or unusual characteristics or is beyond the scope of available local resources. Level 2 incidents may require partial implementation of this EOP and the EOC.

Examples of Level 2 incidents include large or multiple structure fires, structural collapse, significant hazardous materials release, extended power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect County response agencies or operations.

4.4.3 Level 3

A Level 3 incident is a major disaster or imminent threat involving the coordinated response of local, regional, State, and federal resources to save lives and protect the property of a large portion of the population. The effects of the emergency are wide-ranging and complex and may require sheltering or relocation of the affected population. Under such conditions, this EOP will be implemented and the EOC will be activated.

Examples of Level 3 incidents include major explosion, major hazardous materials release, major earthquake, or a terrorism incident.

4.4.4 NIMS Incident Levels

While the County uses incident levels that are consistent with the State EOP, incident types at the federal level are based on the five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the County and requiring national response resources (source: U.S. Fire Administration).

Incident levels identified in this EOP will transition to the NIMS incident levels during an incident where:

- ☐ Federal agencies are involved in response and recovery operations (Type 3), or
- ☐ National resources are impacted (such as waters of the U.S.), requiring response from federal agencies.

Refer to Table 4-1 for further information on NIMS incident levels.

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.

Table 4-1 NIMS Incident Levels	
Type 4	♦ Command and General Staff functions are activated only if needed. ♦ Several resources are required to mitigate the incident. ♦ The incident is usually limited to one operational period in the control phase. ♦ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ♦ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ♦ The agency administrator develops operational plans, including objectives and priorities.
Type 3	♦ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ♦ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ♦ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ♦ The incident may extend into multiple operational periods. ♦ A written IAP may be required for each operational period.
Type 2	♦ The incident extends beyond the capabilities for local control and is expected to extend 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 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	♦ A Type 1 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 hold 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.

4.5 Incident Management

4.5.1 Activation

When an emergency arises, and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved County emergency services will implement their respective plans and procedures, and provide the Emergency Manager with the following information:

- ☐ Operational status
- ☐ Readiness and availability of 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

Refer to the immediate actions checklist for further information on initial actions to be taken by the Emergency Manager (or designee) upon implementation of all or part of this EOP.

4.5.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager and the 9-1-1 Communications Center. County response personnel will communicate and receive notifications using traditional communications technology such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities if these resources are available.

The County utilizes the Linn-Benton ALERT Emergency Notification System powered by Everbridge. Linn-Benton ALERT is a mass notification system that allows public safety officials to provide rapid notifications to Linn and Benton County residents of emergencies, evacuations, and other urgent events.

Internal emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate.

See ESF 2 – Communications for more details.

4.5.3 Communications

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety and will be used by all County personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and County staff, as well as personnel from neighboring jurisdictions or the State to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the County, a public warning and broadcast system has been established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster.

See ESF 2 – Communications for detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together using systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic

context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

The County has updated its radio system to include a 700-MegaHertz system. In addition, there is an antenna on the County annex that the ARES group uses from time-to-time.

4.5.4 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and provide the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the County, primary agencies, and supporting response agencies will:

- ☐ Be aware of their surroundings and identify and report potential threats and dangerous situations.
- ☐ Share and evaluate information from multiple sources.
- ☐ Integrate communications and reporting activities among responding agencies.
- ☐ Monitor threats and hazards.
- ☐ Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the County Sheriff's Office will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC). During a terrorist incident, the OTFC will support situational awareness and intelligence gathering functions.

4.5.5 Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all County resources. In a situation where resource allocations are in dispute, the

County Administrative Officer has the final allocation authority. County resources will be allocated 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 so that the most benefit is provided for resources expended.
- ☐ Coordinate citizen appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.
- ☐ Activate mutual aid agreements as necessary to supplement local resources.
- ☐ When all local resources are committed or expended, issue a request to the County for County, State, and federal resources through an emergency declaration.

4.5.5.1 Resource Typing

Currently, the County does not utilize resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. County response personnel and support staff are trained and exercise using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

4.5.5.2 Credentialing of Personnel

Credentialing of personnel ensures that individuals working in, or having access to, the EOC have a minimum level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

A badge system has been implemented to identify personnel who are authorized to be present at the EOC. The Sheriff's Administrative Assistant makes the access badges as needed and there are several that can be signed out as needed.

4.5.5.3 Volunteer and Donations Management

Currently, the County does not have a formal volunteer and donations management program in place. Should one be developed, 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. Technical assistance for implementing NIMS/ICS volunteer and donations management procedures is available from OEM.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Emergency Manager will coordinate and manage volunteer services and donated goods through the County EOC, with support from the Red Cross, Salvation Army, and other volunteer organizations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards.

4.5.6 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. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

Examples of individuals who have access and functional needs include, but are not limited to:

- ☐ Individuals with sensory impairment
- ☐ Individuals with limited English proficiency
- ☐ Children and the elderly
- ☐ Individuals without transportation
- ☐ Individuals who have medical conditions requiring assistance
- ☐ Individuals with special dietary needs
- ☐ Individuals who experience physical and cognitive disabilities

Persons with access and functional needs within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the County Emergency Manager will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

See ESF 15 – Volunteer and Donations Management for additional information on Access and Functional Needs Populations.

4.5.7 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the County, and, whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters on themselves and their children through personal preparedness activities. To the greatest extent possible, the Emergency Manager will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

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 people affected by disasters. Preparing for the care of animals during a disaster is the responsibility of owners. However, the County may coordinate with local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through OEM.

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 emergency coordination to agencies involved with short- and long-term recovery operations.

The following issues will be considered when demobilizing:

- ☐ Identification of surplus resources and probable resource release times.
- ☐ Demobilization priorities as established by the on-scene Incident Commander and/or EOC Manager.
- ☐ Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Manager.
- ☐ Repair and maintenance of equipment, if necessary.

The County Administrative Officer, with advice from EOC Manager and/or on-scene Incident Commander, will determine when a state of emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

4.5.10 Transition to Recovery

Once the immediate response phase has been completed, the County will turn towards recovery to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the County.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the County can concentrate on long-term recovery efforts, which focus on restoring the community to a "new normal" or improved state.

During the recovery period, the County will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes, to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the County demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See SA 1 – Recovery for more details.

5 Command and Control

5.1 General

The ultimate responsibility for command and control of County departments and resources lies with the Board of Commissioners; however, the Emergency Manager will maintain direction and control of the County EMO, unless otherwise delegated. County emergency operations, both on-scene and in the County EOC, will be conducted in a manner consistent with NIMS, including use of ICS.

During a County-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Road Department, Sheriff's Office, and/or local fire departments/districts), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the Emergency Manager and request activation of the County EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with County and State leads.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the EOC and assign an EOC Manager. The EOC and EOC Manager support on-scene operations and coordinate County resources.

The request will be submitted to the Emergency Manager, who will determine whether to activate the County EOC and will assume, or designate, the role of EOC Manager. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the County EOC to serve as part of the Unified Command or Multi-Agency Coordination Group,

ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and used as an adjunct to existing County services, and then only when a situation threatens to expand beyond the County's response capabilities.

Upon activation of the County EOC, the EOC Manager is empowered to assume executive control over all departments, divisions, and offices of the County during a state of emergency. If appropriate, the on-scene Incident Commander or EOC Manager may request that the Board of Commissioners declare a state of emergency.

5.4 Emergency Operations Center

The EOC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel, and may also serve as a Multi-Agency Coordination Center, if needed. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the County seat of government for the duration of the crisis.

5.4.1 Emergency Operations Center Activation

During emergency operations, and upon activation of the EOC, EOC staff will assemble and exercise direction and control, as outlined below.

- ☐ The EOC will be activated by the Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.
- ☐ The EOC Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- ☐ Emergency operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and federal support will be requested if the situation dictates.
- ☐ Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- ☐ The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.

- ☐ Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.
- ☐ The EOC may, as appropriate, operate on a 24-hour basis.
- ☐ The Emergency Manager will immediately notify OEM Emergency Management office upon activation of the County EOC. Periodic updates will be issued to OEM for the duration of County EOC activation.

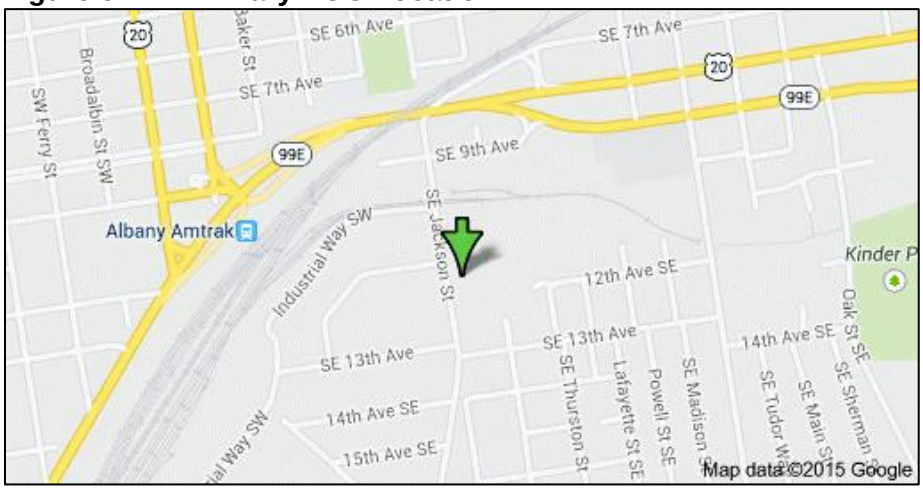
See Appendix D – Incident Action Planning Cycle for more information on the activities that take place during an operational period and the development of an Incident Action Plan.

5.4.2 Emergency Operations Center Location

The **primary location** (seen in Figure 5-1) for the County EOC is:

County Sheriff's Office
1115 SE Jackson
Albany, Oregon

Figure 5-1 Primary EOC Location



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

Albany City Hall
333 SW Broadalbin, Albany, Oregon
EOC Activation Contact: City Emergency Manager

Tangent Rural Fire District
32053 Birdfoot Drive Tangent, OR 97389
EOC Activation Contact: Fire Chief

Lebanon Justice Center
40 N 2nd Street, Lebanon, OR
EOC Activation Contact: City Emergency Manager

The location of the EOC can change, as required by the needs of the incident. Coordination and control of County emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Manager will designate an alternate facility.

5.4.3 Emergency Operations Center Staffing

Depending on the incident type, County departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may change to meet the needs of the incident. If local staffing resources are not adequate to maintain the County EOC, the County may request support from the State.

County departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

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

5.4.4 Access and Security

During an emergency, access to the County EOC will be limited through the use of keycard access to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.5 Incident Management Software

The County utilizes Ops Center incident management software to help gather, analyze, and disseminate information in the County EOC. The County Emergency Manager is responsible for training EOC staff on the use of software, and a User's Manual is maintained in the County EOC. Technical support for the OpsCenter is provided by OEM.

5.4.6 Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Manager, and County Administrative Officer.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the County EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring the County Administrative Officer and staff to manage recovery operations as part of their daily responsibilities.

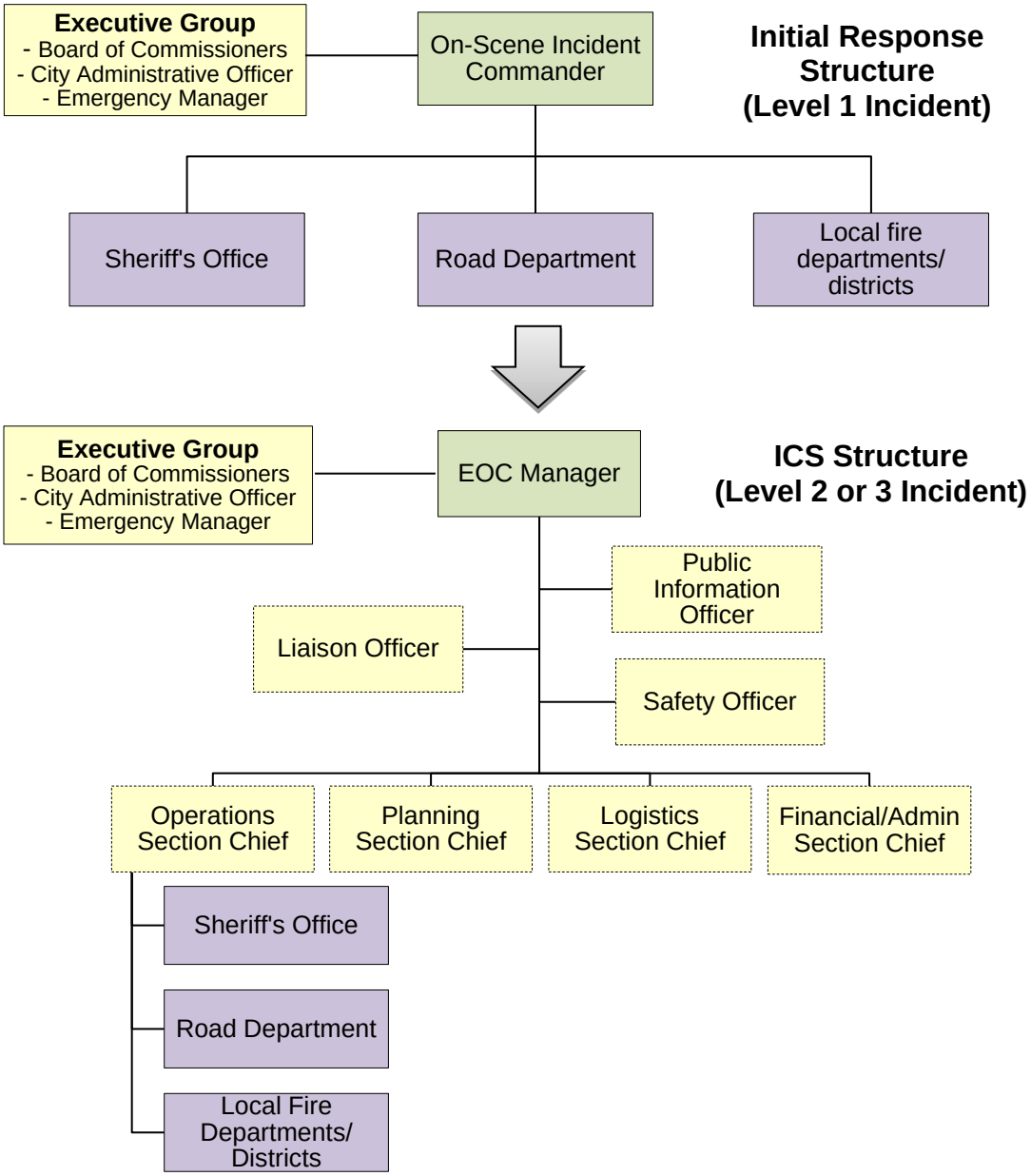
The County Administrative Officer has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified of its activation. If necessary, the EOC may also be re-opened (*see activation procedures in Section 5.4.1*) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager.

5.5 Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The County will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-2).

The County ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The County ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The County has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan (Appendix C); however, this document does not perform the full function of an EOC manual.

Figure 5-2 Example of a Scalable Command Structure for the County



See ESF 5 – Information and Planning for more information on the County's EMO command structure.

5.5.1 Emergency Operations Center Manager

The EOC Manager is responsible for operation of the EOC when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Manager is responsible for:

- ☐ Maintaining EOC operations in accordance with the principles of ICS and NIMS.

- Approving and supporting implementation of an Incident Action Plan (IAP).
- Coordinating activities supporting emergency operations.
- Approving release of information through the Public Information Officer (PIO).
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may change to meet the needs of the incident.

5.5.2 Emergency Operations Center Command Staff

5.5.2.1 Safety Officer

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Chief as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

5.5.2.2 Public Information Officer

The PIO will coordinate and manage the County's public information network, including local, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIOs duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.

- Coordinating information sharing among the public information network using a Joint Information System (JIS) and, if applicable, participating in a JIC.
- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the 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 EOC Manager, government officials, and stakeholders.

The annexes attached to this Plan contain general guidelines for County staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the County EOC, as well as at EOCs of the County and neighboring jurisdictions.

5.5.3 Emergency Operations Center General Staff

5.5.3.1 Operations Section Chief

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

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

- **Public Health Officials** – contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** – incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:
  - Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need
  - Non-hazardous debris clearance, collection, and disposal

The Operations Section Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP:
  - Managing field response activities
  - Directing implementation of unit operational plans
  - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

5.5.3.2 Planning Section Chief

The Planning Section is responsible for forecasting the needs of the response, as well as implementing 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 and evaluating information and distributing incident information through status summaries.
  - For terrorist incidents, liaise with the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC)
- Maintaining resource status.
- Preparing and disseminating the IAP, including developing alternatives for tactical operations.
- Conducting planning meetings.

5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, 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 Section Chief is responsible for:

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

The Finance/Administration Section is activated for large-scale events or incidents that require emergency funding or use of specialized services and equipment that are not within the County's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. Conversely, during some incidents, responding agencies may not require outside assistance, or only relatively minor finance or administrative operations is required. In these instances, the Finance/Administration Section can be staffed by a technical specialist in the Planning Section. The Finance and Administration Chief is responsible for:

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

5.5.4 Unified Command

Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single IAP. Each participating agency maintains its individual authority, responsibility, and accountability.

Table 5-1 presents a comparison of a single Incident Commander and Unified Command.

Table 5-1 Comparison of Single Incident Commander and Unified Commander	
Single Incident Commander	**Unified Command**
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Source: ICS-300: Intermediate ICS for Expanding Incident Student Manual.

5.5.5 Area Command

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involve multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Command:

- ☐ Sets overall incident-related priorities:
  - ○ De-conflicts incident management objectives with other ICS organizations and established policies
  - ○ Allocates critical resources according to incident-related priorities
  - ○ Identifies critical resource needs and reports them to the EOCs
- ☐ Conducts oversight:
  - ○ Ensures proper management and effective communication and provides for personnel accountability and a safe operating environment
  - ○ Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations

5.5.6 Multi-Agency Coordination

A Multi-Agency Coordination Group (MAC Group) is a multi-disciplinary, and in some cases multi-jurisdictional, decision-making group. Membership of the MAC Group is based on incident characteristics and is subject to change as the situation evolves.

A MAC Group is responsible for the following activities:

- ☐ Prioritizing multi-agency/multi-jurisdictional incidents using situation status reports.
- ☐ Allocating only scarce resources based on prioritized incidents.
- ☐ Recommending multi-jurisdictional policy.
- ☐ Resolving common issues.
- ☐ Communicating MAC Group decisions to local EOCs.

It is important to note that MAC Groups do not exercise command authority or assume control of local operations and will not direct resources or serve as an ordering point. A MAC Group serves as a vehicle for consensus-based decision-making during an event that impacts multiple agencies and/or jurisdictions.

6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected, or appointed official takes office or at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the County Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments.

Recommended changes should be forwarded to:

Lieutenant Joe Larsen
Emergency Services Coordinator
Linn County Sheriff's Office
1115 SE Jackson St.
Albany, OR 97322
jlarsen@linnsheriff.org

6.2 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The County Emergency Manager coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County (see minimum training requirements in Table 6-1). The Emergency Manager maintains records and lists of training received by County personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- ☐ 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 Minimum Training Requirements

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	IS-100, -700
First-line supervisors, mid-level management, and Command and General Staff	IS-100, -200, -700
Supervisory role in expanding incidents or a management role in an EOC	ICS-300 IS-100, -200, -700
Management capacity in an Area Command situation or EOC	ICS-300, -400 IS-100, -200, 700, -701
PIOs	IS-702
Resource management	IS-703
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS-706
Planning or significant planning role	IS-800

Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OEM/documents/nims_who_takes_what.pdf.

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

6.3 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at https://preptoolkit.fema.gov/web/hseep-resources.

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

6.4 Event Critique and After-Action Reporting

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

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stories and lessons learned should be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County's EMO.

6.5 Community Outreach and Preparedness Education

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

Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website at http://www.linnsheriff.org/emergency.html.

6.6 Funding and Sustainment

It is a priority of the County to fund and maintain an EMO that ensures the County's ability to respond to and recover from disasters. The Emergency Manager will work with the County Administrative Officer, Board of Commissioners, and community stakeholders to:

- ☐ Identify funding sources for emergency management programs, personnel, and equipment.
- ☐ Ensure that the Board of Commissioners 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.

A Sample Disaster Declaration Forms

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DECLARATION OF STATE OF EMERGENCY

BEFORE THE BOARD OF COMMISSIONERS
FOR LINN COUNTY, OREGON

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

RESOLUTION

This matter came before the BOARD OF COMMISSIONERS at an emergency meeting on ***month, day, year***, involving an emergency situation created by ***incident type*** which is threatening life and property; and

WHEREAS, ***month, day, year; military time of occurrence, and description of the emergency incident***; and

WHEREAS, ***specific geographic boundaries of event***; and

WHEREAS, ***deaths, injuries, and population at risk***; and

WHEREAS, the following conditions, ***current conditions*** exist in the impact area; and

WHEREAS, the initial estimate of the damage and impacts is, ***initial estimate of the damage and impacts***; and

WHEREAS, the county EOC has been implemented and the following actions have been taken and resources have been committed by the County, ***what actions have been implemented and resources committed by the County***; and

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

assistance needed from the State

assistance needed from the State

assistance needed from the State

Dated at Albany, Oregon, this _____ day of _____

COUNTY BOARD OF COMMISSIONERS

_____

County Chair

_____

Commissioner, Position 2

_____

Commissioner, Position 3

DECLARATION OF EMERGENCY

BEFORE THE CITY COUNCIL
FOR LINN COUNTY, OREGON

To: Lieutenant Joe Larsen, Emergency Services Coordinator
Linn County Sheriff's Office

From: ***name and title***,
City, Oregon

At ***military time*** on ***month, day, year***, a/an ***description of emergency incident or event type*** occurred in ***the City*** within the geographic boundaries of ***geographic boundaries*** threatening life and property. The current situation and conditions are:

Deaths: ***number of deaths***

Injuries: ***number of injuries***

Population at risk: ***number of population at risk***

The current emergency conditions or threats are: ***conditions or threats***.

An initial estimate of the damage and impacts is: ***initial estimate***.

The following assistance is being requested: ***specific information about the assistance being requested***

Actions that have been taken and resources that have been committed by the ***City***: ***the current actions taken and resources that have been committed by the City.***

I do hereby declare that a State of Emergency now exists in the ***City*** *and that the* ***City*** *has expended or will shortly expend its necessary and available resources. I respectfully request that* ***City*** *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 Emergency Manager at the Sheriff's Office, with a copy placed in the final incident package.

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B 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 Organization 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	Unit/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 Check Out
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: _____

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:

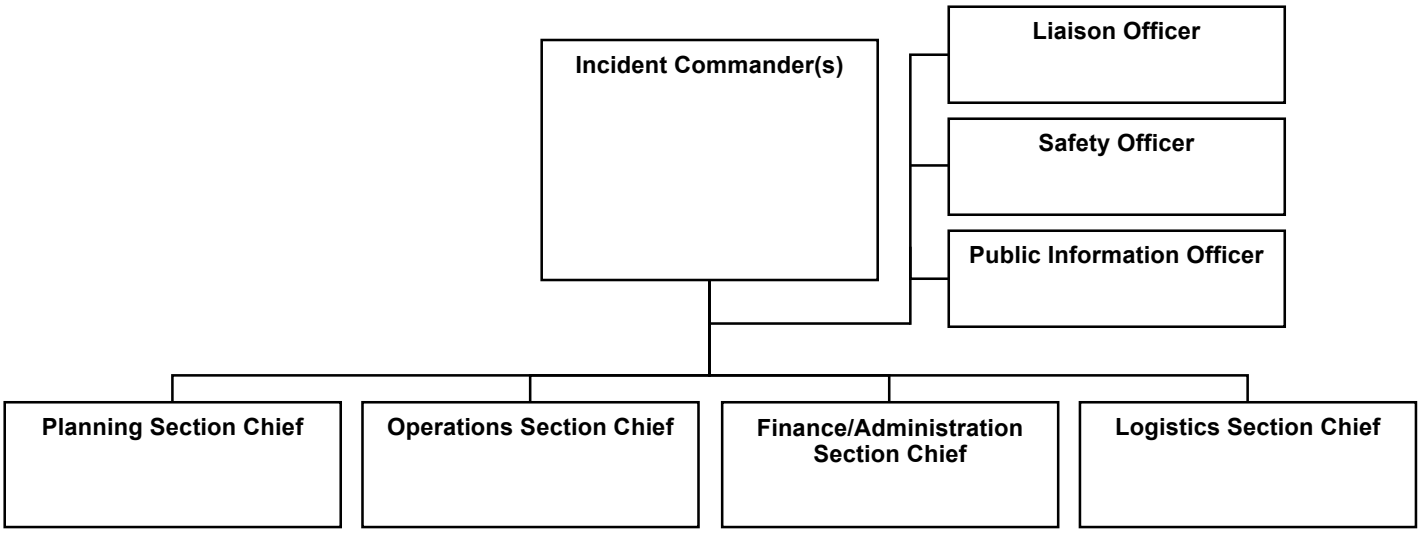
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____

 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: _____

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: _____

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.

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		
Branch		
Branch Director		
Deputy		
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).

ASSIGNMENT LIST (ICS 204)

1. Incident Name:	2. Operational Period: Date From: Date To: Time From: Time To:	3. Branch: Division: Group: Staging Area:

4. Operations Personnel: Name Contact Number(s)

Operations Section Chief: _____

Branch Director: _____

Division/Group Supervisor: _____

5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
Resource Identifier	Leader			

6. Work Assignments:

7. Special Instructions:

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

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

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

ICS 204	IAP Page _____	Date/Time: _____

ICS 204
Assignment List

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

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

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

Notes:

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

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

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).

COMMUNICATIONS LIST (ICS 205A)

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

3. Basic Local Communications Information:

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

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

ICS 205A	IAP Page _____	Date/Time: _____

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:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level:_____ ☐ No	☐ 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.

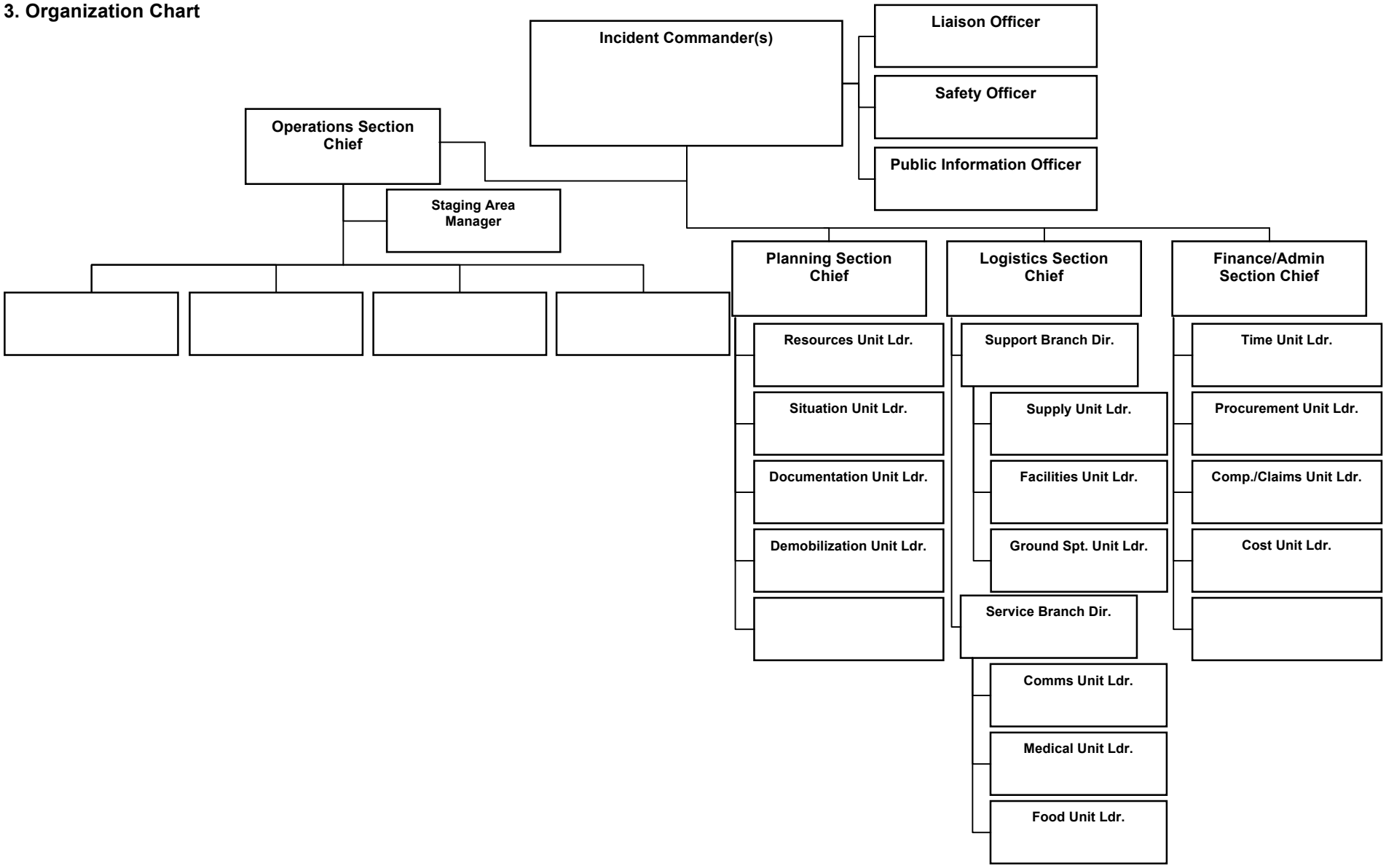
	• Travel Time
	  • Air
	  • Ground
		Enter the travel time by air and ground from the incident to the hospital.

	• 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).

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			

** 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
C. Indicate Number of Civilians (Public) Below:		
D. Fatalities		
E. With Injuries/Illness		
F. Trapped/In Need of Rescue		
G. Missing *(note if estimated)*		
H. Evacuated *(note if estimated)*		
I. Sheltering in Place *(note if estimated)*		
J. In Temporary Shelters *(note if est.)*		
K. Have Received Mass Immunizations		
L. Require Immunizations *(note if est.)*		
M. In Quarantine		
N. Total # Civilians (Public) Affected:		

*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date
C. Indicate Number of Responders Below:		
D. Fatalities		
E. With Injuries/Illness		
F. Trapped/In Need of Rescue		
G. Missing		
H. Sheltering in Place		
I. Have Received Immunizations		
J. Require Immunizations		
K. In Quarantine		
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)**:**

** 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)**:**

** 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:
		  ○ Road closures.
		  ○ Evacuations.
		  ○ Progress made and accomplishments.
		  ○ Incident command transitions.
		  ○ Repopulation of formerly evacuated areas and specifics.
		  ○ Containment.
		• Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47.
		• Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.
		• This block may be used for a single-paragraph synopsis of overall incident status.

29	**Primary Materials or Hazards Involved** (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	• 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:
		  ○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or
		  ○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).
		• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).
		• This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).
		• Attach additional pages if it is necessary to include additional comments in the Remarks section.

INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)

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

<u>For summarizing</u>:

- 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). • NOTE: 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. • NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	**Additional Personnel** not assigned to a resource	List the number of *additional* individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	**Total Personnel** (includes those associated with resources – e.g., aircraft or engines – *and* individual overhead)	• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column. • WARNING: Do not simply add the numbers across! • The number of Total Personnel for each row should include both: 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).

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: Time From:	Date To: 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: _____

 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).

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.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
			Req.																
			Have																
			Need																
		11. Total Resources Required																	
		12. Total Resources Have on Hand																	
		13. Total Resources Need To Order																	

14. Prepared by:

Name: _____

Position/Title: _____

Signature: _____

Date/Time: _____

ICS 215
Operational Planning Worksheet

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

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

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

Notes:

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

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).

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:	**2. Incident Number:**
3. Date/Time Prepared: Date: Time:	**4. Operational Period:** Date From: Date To: Time From: Time To:

5. Incident Area	**6. Hazards/Risks**	**7. Mitigations**

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

Prepared by (Operations Section Chief)**:** Name: _____ Signature: _____

ICS 215A Date/Time: _____

ICS 215A
Incident Action Plan Safety Analysis

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	**Incident Name**	Enter the name assigned to the incident.
2	**Incident Number**	Enter the number assigned to the incident.
3	**Date/Time Prepared**	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	**Operational Period** • 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.

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
Air/Air Fixed-Wing		
Air/Air Rotary-Wing – Flight Following		
Air/Ground		
Command		
Deck Coordinator		
Take-Off & Landing Coordinator		
Air Guard		

9. Fixed-Wing (category/kind/type, make/model, N#, base)**:**

Air Tactical Group Supervisor Aircraft:

Other Fixed-Wing Aircraft:

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: _____

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: _____

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:

Room Overnight: ☐ Yes ☐ No

Estimated Time of Departure: _____

Actual Release Date/Time: _____

Destination: _____

Estimated Time of Arrival: _____

Travel Method: _____

Contact Information While Traveling: _____

Manifest: ☐ Yes ☐ No
Number: _____

Area/Agency/Region Notified: _____

9. Reassignment Information: ☐ Yes ☐ No

Incident Name: _____

Incident Number: _____

Location: _____

Order Request Number: _____

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

ICS 221

Date/Time: _____

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.

C

Emergency Operations Center Position Checklists

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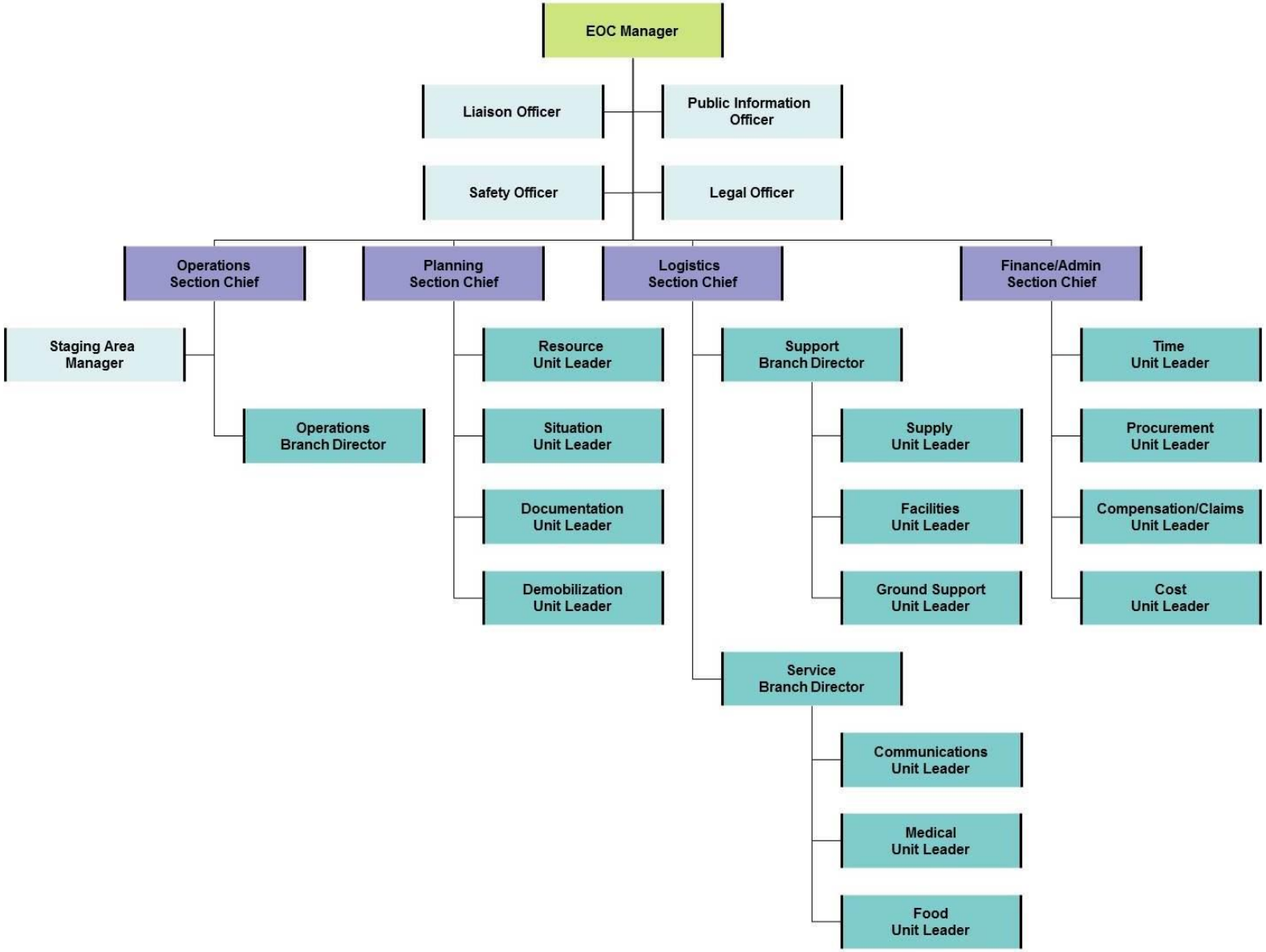
Index of EOC Position Checklists

The following checklists are included in this appendix.

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

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



Air 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.
☐	2. Determine need for subordinate staff and flight crews and order through the Operations Section Chief.
☐	3. Determine aircraft and support equipment needs and order, as necessary.
☐	4. Brief subordinate staff: ▪ Incident and work objectives, schedules, mission requirements, priorities, time schedules, and process for briefings and debriefings ▪ Work-site locations, status of aircraft and crews, and equipment assigned or ordered
☐	5. Assign personnel to utilize skills and qualifications, then adjust as needed.
☐	6. Establish line of authority and procedures for decision making.
☐	7. Debrief personnel and pilots and make assignment and staffing adjustments, as necessary: ▪ Identify safety issues and hazards, then mitigate them ▪ Determine aircraft status ▪ Identify pilot and aircraft mission capabilities (carding) ▪ Initiate system to monitor flight/duty hour limitations and ensure they are not exceeded
☐	8. Collect and process incident reports, gather daily fiscal information for other sections to include: ▪ Flight hours flown

- Gallons of product applied
- Number of personnel transported
- Adjustment to Incident Action Plan (IAP) and support needs for other sections

☐ 9. Evaluate performance of subordinate personnel and adjust, as necessary.

☐ 10. Inspect and visit areas of operation to insure compliance with agency rules, regulations, and procedures.

☐ 11. Ensure necessary organization positions are filled.

☐ 12. Provide for the safety and welfare of assigned personnel during the entire period of supervision:

- Recognize potentially hazardous situations
- Inform subordinates of hazards
- Control positions and function of resources
- Ensure that special precautions are taken when extraordinary hazards exist
- Maintain work/rest guidelines

☐ 13. Resolve airspace conflicts between incident and non-incident aircraft.

☐ 14. Gather intelligence and information for planning meeting (development of IAP):

- Obtain status and availability of aircraft and personnel for the next and future operational periods

☐ 15. Participate in the planning and strategy meeting:

- Advise Operations Section Chief of capabilities and/or limitations to support the IAP
- Determine mission priority
- Identify start/stop times for Aviation Operations Branch

- Make assignments to carry out IAP
- Identify resources that are or will be excess in meeting the IAP
- Prepare Air Operations Summary (ICS Form 220) for the next operational period and give to planning staff

☐ 16. Determine what information Aviation Operations Branch needs to furnish to the Logistics, Planning, and Finance/Administration Sections:

- Identify needs for Aviation Operations Branch support from each Section
- Identify what information Aviation Operations Branch needs to provide to each Section and time frame for each item

☐ 17. Coordinate with supporting dispatch office:

- Ensure that a Temporary Flight Restriction has been initiated, if appropriate, and is in effect over the incident or operating bases
- Ensure that contact has been established with the military for special use airspace or military training routes in proximity to the incident
- Obtain current information on availability and status of aviation resources assigned or ordered for the incident
- Obtain information on aircraft external to the incident (media, VIPs, others)
- Establish procedures for emergency reassignment of aircraft on the incident

☐ 18. Determine need to close airports that are in or adjacent to the incident area of operations:

- Contact supporting dispatch office and request closure through appropriate channels

☐ 19. Coordinate with vendors, incident personnel, and contractors.

☐ 20. Prepare demobilization schedule of aircraft, personnel, and equipment, and coordinate with Planning Section and supporting dispatch.

Air Operations Branch Director Position Checklist

- [ ] 21. Ensure general welfare and safety of Section personnel.
- [ ] 22. Provide briefing to relief on current activities and unusual situations.
- [ ] 23. Ensure that all personnel observe established level of operational security.
- [ ] 24. Document all activity on Activity Log (ICS Form 214).
- [ ] 25. Submit all documentation to Documentation Unit.

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 Service Branch Director or Logistics Section Chief.
☐	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 Radio 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 Radio 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 and 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. Ensure general welfare and safety of personnel.

☐ 15. Estimate Unit needs for expected operations and order relief personnel.

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

☐ 17. Prepare demobilization schedule for unit and coordinate with Service Branch Director and supporting dispatch.

☐ 18. Provide briefing to relief on current activities and unusual situations.

☐ 19. Document all activity on Activity Log (ICS Form 214).

☐ 20. Submit all documentation to Documentation Unit.

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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. Demobilize Compensation-Claims Unit in accordance with instructions.
- [ ] 13. Ensure general welfare and safety of personnel.
- [ ] 14. Ensure that all personnel observe established level of operational security.
- [ ] 15. Submit all documentation to Documentation Unit.
- [ ] 16. Document all activity on Activity Log (ICS Form 214).

Claims Specialist:

- [ ] 1. Work closely with Operations and Planning for information from the field.
- [ ] 2. Understand 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 in coordinating and obtaining information from other agencies or private entities).
- [ ] 4. Ensure general welfare and safety of personnel.
- [ ] 5. “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.
- [ ] 6. Ensure that all personnel observe established level of operational security.
- [ ] 7. Provide briefing to relief on current activities and unusual events.

Compensation/Claims Unit Leader Position Checklist

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.
- ☐ 7. Ensure all witness statements are reviewed for completeness.
- ☐ 8. Keep informed and report on status of hospitalized personnel.
- ☐ 9. Maintain log of all injuries occurring on incident.
- ☐ 10. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).
- ☐ 11. Ensure general welfare and safety of personnel.
- ☐ 12. Provide briefing to relief on current activities and unusual situations.
- ☐ 13. Ensure that all personnel observe established level of operational security.

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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 resource 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. Demobilize Cost Unit in accordance with instructions.

☐ 12. Ensure general welfare and safety of personnel.

☐ 13. Ensure that all personnel observe established level of operational security.

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

Cost Unit Leader Position Checklist

- [ ] 15.Document all activity on Unit Log (ICS Form 214).
- [ ] 16.Submit all documentation to Documentation Unit.

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

Demobilization Unit Leader Position Checklist

☐ 10.Prepare Demobilization Checkout (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

Demobilization Unit Leader Position Checklist

- [ ] 11. Obtain approval of Demobilization Checkout (ICS Form 221) from Planning Section Chief.
- [ ] 12. Distribute Demobilization Checkout (ICS Form 221) to processing points both on and off incident.
- [ ] 13. Monitor implementation of Demobilization Checkout (ICS Form 221).
- [ ] 14. Assist in the coordination of the Demobilization Checkout (ICS Form 221).
- [ ] 15. Ensure general welfare and safety of personnel.
- [ ] 16. Ensure that all personnel observe established level of operational security.
- [ ] 17. Provide briefing to relief on current activities and unusual events.
- [ ] 18. Document all activity on Activity Log (ICS Form 214).
- [ ] 19. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

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Division / Group Supervisor 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 Branch Director, Operations Section Chief, or Incident Commander: ▪ Determine resources assigned to the Division or Group ▪ Confirm geographic boundaries or functional responsibilities of Division or Group ▪ Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location ▪ Confirm tactical assignment ▪ Confirm communication assignment
☐	2. Attend Operations briefing.
☐	3. Review assignments and incident activities with subordinates and assign tasks.
☐	4. Ensure subordinates observe required safety precautions.
☐	5. Implement Incident Action Plan (IAP) for Division or Group.
☐	6. Submit situation and resource status information to Branch Director or Operations Section Chief: ▪ Maintain “hot zone” resource tracking system, if necessary.
☐	7. Coordinate activities with adjacent Divisions/Groups.
☐	8. Determine need for additional resources and make requests through Branch Director or Operations Section Chief.
☐	9. Report special occurrences or events, such as accidents or sickness, to Branch Director or Operations Section Chief.

Division / Group Supervisor Position Checklist

☐ 10. Resolve logistical problems within the Division and/or Group:

- Monitor communications and assess communications needs
- Ensure adequate food, liquids, and rehabilitation
- Ensure personnel are aware of process for medical assistance

☐ 11. Ensure general welfare and safety of personnel.

☐ 12. Ensure that all personnel observe established level of operational security.

☐ 13. Demobilize Division/Group in accordance with instructions.

☐ 14. Debrief with Branch Director or Operations Section Chief prior to leaving shift:

- Include work accomplished or left to be accomplished, operational difficulties, resource needs, etc.
- Participate in the development of plans for the next operational period

☐ 15. Document all activity on Activity Log (ICS Form 214).

☐ 16. Submit all documentation to Documentation Unit.

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. Demobilize Documentation Unit in accordance with instructions.
☐	11. Ensure that legal restrictions on public and exempt records are observed.
☐	12. Provide briefing to relief on current activities and unusual events.
☐	13. Ensure general welfare and safety of personnel.

Documentation Unit Leader Position Checklist

- [ ] 14. Ensure that all personnel observe established level of operational security.
- [ ] 15. Document all activity on Activity Log (ICS Form 214).
- [ ] 16. Give completed incident files to Planning Section Chief.

Facilities Unit Leader Position Checklist

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

✓	Task
☐	1. Obtain briefing from Support Branch Director or Logistics Section Chief: ▪ 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. Demobilize Facilities Unit in accordance with instructions.

☐ 9. Ensure general welfare and safety of personnel.

☐ 10. Provide briefing to relief on current activities and unusual situations.

☐ 11. Ensure that all personnel observe established level of operational security.

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

☐ 13. Submit all documentation to Documentation Unit.

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 Branch Director or 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

Finance-Administration Section Chief Position Checklist

Sample Planning Meeting

Agenda Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) 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).

Finance-Administration Section Chief Position Checklist

☐ 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 timekeeping 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. Ensure that all personnel observe established level of operational security.

☐ 14. Assist Logistics in resource procurement:

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

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

☐ 16. Ensure general welfare and safety of personnel.

☐ 17. Coordinate Finance/Administration demobilization.

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

☐ 19. Ensure all Logistics Units are documenting actions on Activity Log (ICS Form 214).

☐ 20. 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 Service Branch Director or Logistics Section Chief: ▪ 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 and/or bills to Finance/Administration Section.
☐	10. Let Supply Unit know when food orders are complete.
☐	11. Demobilize Food Unit in accordance with instructions.

Food Unit Leader Position Checklist

- [ ] 12. Ensure general welfare and safety of personnel.
- [ ] 13. Ensure that all personnel observe established level of operational security.
- [ ] 14. Provide briefing to relief on current activities and unusual situations.
- [ ] 15. Document all activity on Activity Log (ICS Form 214).
- [ ] 16. Submit all documentation to Documentation Unit.

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 Support Branch Director or Logistics Section Chief: ▪ 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

Ground Support Unit Leader Position Checklist

- 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. Demobilize Ground Support Unit in accordance with instructions.

☐ 13. Ensure general welfare and safety of personnel.

☐ 14. Provide briefing to relief on current activities and unusual situations.

☐ 15. Ensure that all personnel observe established level of operational security.

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

☐ 17. Submit all documentation to Documentation Unit.

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

Incident Commander Position Checklist

☐ 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs

g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications, medical, transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) 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 (Incident Objectives)

☐ 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.

☐ 19. Prepare demobilization schedule and coordinate with Planning Section and supporting dispatch.

☐ 20. Ensure general welfare and safety of personnel.

☐ 21. Provide briefing to relief on current activities and unusual situations.

Incident Commander Position Checklist

- [ ] 22. Ensure that all personnel observe established level of operational security.
- [ ] 23. Document all activity on Activity Log (ICS Form 214).
- [ ] 24. Submit all documentation to Documentation Unit.

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, capabilities, and restrictions on use and provide this information at planning meetings.

Liaison Officer Position Checklist

☐ 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) Finalize/approve/implement plan.	Incident Commander/All

☐ 9. Demobilize in accordance with instructions.

Liaison Officer Position Checklist

- [ ] 10. Ensure general welfare and safety of personnel.
- [ ] 11. Provide briefing to relief on current activities and unusual situations.
- [ ] 12. Ensure that all personnel observe established level of operational security.
- [ ] 13. Document all activity on Activity Log (ICS Form 214).
- [ ] 14. Submit all documentation to Documentation Unit.

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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 Radio 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:

Logistics Section Chief Position Checklist

Sample Planning Meeting

Agenda Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) 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 Radio Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

Logistics Section Chief Position Checklist

- [ ] 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. Prepare demobilization schedule and coordinate with Planning Section and supporting dispatch.
- [ ] 15. Ensure general welfare and safety of Section personnel.
- [ ] 16. Provide briefing to relief on current activities and unusual situations.
- [ ] 17. Ensure all personnel observe established level of operational security.
- [ ] 18. Ensure all Logistics functions are documenting actions on Activity Log (ICS Form 214).
- [ ] 19. 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

Medical Unit Leader Position Checklist

- 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. Ensure general welfare and safety of personnel.

☐ 11. Ensure that all personnel observe established level of operational security.

☐ 12. Respond to requests for medical supplies.

☐ 13. Demobilize Medical Unit in accordance with instructions.

☐ 14. Prepare medical reports, submit reports as directed; provide copies to Documentation Unit.

☐ 15. Provide briefing to relief on current activities and unusual circumstances.

☐ 16. Document all activity on Activity 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.

Operations Branch Director Position Checklist

- 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. Demobilize Operations Branch in accordance with instructions.

☐ 10. Ensure general welfare and safety of personnel.

☐ 11. Ensure that all personnel observe established level of operational security.

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

☐ 13. Ensure Branch fiscal record-keeping.

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

☐ 15. Submit all documentation to Documentation Unit.

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. Tasks may be delegated to the appropriate Branch Director or Unit Leader.

✓	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 and 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) Finalize/approve/implement plan.	Incident Commander/All

Operations Section Chief Position Checklist

- [ ] 16. Prepare demobilization schedule and coordinate with Planning Section and supporting dispatch.
- [ ] 17. Ensure general welfare and safety of personnel.
- [ ] 18. Provide briefing to relief on current activities and unusual situations.
- [ ] 19. Ensure that all personnel observe established level of operational security.
- [ ] 20. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.
- [ ] 21. Document all activity on Activity Log (ICS Form 214).
- [ ] 22. Submit all documentation to Documentation Unit.

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 Branch Director or 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 alternate 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief

k) Discuss inter-agency liaison issues. — Liaison Officer

l) Discuss information issues. — Public Information Officer

m) 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

☐ 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.

Planning Section Chief Position Checklist

- [ ] 22. Ensure general welfare and safety of personnel.
- [ ] 23. Ensure preparation of demobilization plan, if appropriate.
- [ ] 24. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.
- [ ] 25. Provide briefing to relief on current activities and unusual situations.
- [ ] 26. Ensure that all staff observe established level of operational security.
- [ ] 27. Ensure all Planning functions are documenting actions on Activity Log (ICS Form 214).
- [ ] 28. Submit all Section documentation to Documentation Unit.

Procurement Unit Leader Position Checklist

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

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

Procurement Unit Leader Position Checklist

☐ 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

☐ 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.

☐ 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).

☐ 8. Establish contact with supply vendors, as needed.

☐ 9. Determine whether additional vendor-service agreements will be necessary.

☐ 10. Interpret contracts/agreements and resolve claims or disputes within delegated authority.

☐ 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.

☐ 12. Verify all invoices.

☐ 13. It is imperative that all contractors are accounted for and their time documented:

- Coordinate with all Sections
- It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used
- Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing

☐ 14. Complete final processing and send documents for payment.

☐ 15. Maintain final incident receiving documents:

- Obtain copies of all vendor invoices
- Verify that all equipment time records are complete

Procurement Unit Leader Position Checklist

- 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. Demobilize Procurement Unit in accordance with instructions.

☐ 17. Ensure general welfare and safety of personnel.

☐ 18. Ensure that all personnel observe established level of operational security.

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

☐ 20. Document all activity on Activity Log (ICS Form 214).

☐ 21. Submit all documentation to Documentation Unit.

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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 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief

k)	Discuss inter-agency liaison issues.	Liaison Officer
l)	Discuss information issues.	Public Information Officer
m)	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.

- Prepare demobilization schedule and coordinate with Planning Section and supporting dispatch
- Ensure general welfare and safety of personnel
- Provide briefing to relief on current activities and unusual situations
- Ensure that all personnel observe established level of operational security

☐ 22. Demobilize in accordance with instructions.

☐ 23. Ensure general welfare and safety of personnel.

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

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

☐ 26. Document all activity on Activity Log (ICS Form 214).

☐ 27. Submit all documentation to Documentation Unit.

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 Incident Check-In List (ICS Form 211) ▪ Confirm resources assigned to Staging ▪ Confirm resources assigned to tactical Operations organization ▪ Confirm resources assigned to other Command and General Staff functions
☐	6. Establish and maintain resource tracking system.
☐	7. Maintain master roster of all resources at the incident: ▪ Total number of personnel assigned to the incident ▪ Total number of resources assigned to each Section and/or Unit ▪ Total number of specific equipment/apparatus types

Resources Unit Leader Position Checklist

☐ 8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare Incident 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 List (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. Demobilize Resource Unit in accordance with instructions.

☐ 13. Ensure general welfare and safety of personnel.

☐ 14. Ensure that all personnel observe established level of operational security.

☐ 15. Document all activity on Activity Log (ICS Form 214).

☐ 16. Submit all documentation to Documentation Unit.

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(s), 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 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 Item	Responsible Party
a) Briefing on situation/resource status.	Planning/Operations Section Chiefs
b) Discuss safety issues.	Safety Officer
c) Set/confirm incident objectives.	Incident Commander
d) Plot control lines & Division boundaries.	Operations Section Chief
e) Specify tactics for each Division/Group.	Operations Section Chief
f) Specify resources needed for each Division/Group.	Operations/Planning Section Chiefs
g) Specify facilities and reporting locations.	Operations/Planning/Logistics Section Chiefs
h) Develop resource order.	Logistics Section Chief
i) Consider communications/medical/ transportation plans.	Logistics/Planning Section Chiefs
j) Provide financial update.	Finance/Administration Section Chief
k) Discuss inter-agency liaison issues.	Liaison Officer
l) Discuss information issues.	Public Information Officer
m) 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.

Safety Officer Position Checklist

- Coordinate with incident Compensation/Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report(s) 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. Demobilize in accordance with instructions.

☐ 15. Ensure general welfare and safety of personnel.

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

☐ 17. Ensure that all personnel observe established level of operational security.

☐ 18. Document all activity on Activity Log (ICS Form 214).

☐ 19. Submit all documentation to Documentation Unit.

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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 Radio 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. Demobilize Service Branch in accordance with instructions.
	10. Provide briefing to relief on current activities and unusual situations.
	11. Ensure all personnel observe established level of operational security.
	12. Document all activity on Activity 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 -o-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.

Situation Unit Leader Position Checklist

☐ 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. Demobilize Situation Unit in accordance with instructions.

☐ 13. Ensure general welfare and safety of personnel.

☐ 14. Ensure that all personnel observe established level of operational security.

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

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

☐ 17. Submit all documentation to Documentation Unit.

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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 Operations Section Chief or Incident Commander: ▪ 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.

Staging Area Manager Position Checklist

- [ ] 11. Demobilize Staging Area in accordance with instructions.
- [ ] 12.Ensure general welfare and safety of personnel.
- [ ] 13.Provide briefing to relief on current activities and unusual situations.
- [ ] 14.Ensure that all personnel observe established level of operational security.
- [ ] 15.Document all activity on Activity Log (ICS Form 214).
- [ ] 16.Submit all documentation to Documentation Unit.

Strike Team / Task Force 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 Division or Group Supervisor: ▪ Determine/confirm resources assigned to Task Force or Strike Team ▪ Confirm internal and external communications ▪ Confirm tactical assignment ▪ Deliver passport to Supervisor, if indicated
☐	2. Attend Operations Briefing, as assigned.
☐	3. Review assignments with subordinates and assign tasks.
☐	4. Monitor work progress and make changes, when necessary.
☐	5. Notify Division or Group Supervisor of expedient changes to tactical assignments.
☐	6. Coordinate activities with adjacent Strike Teams, Task Forces, and Single Resources.
☐	7. Monitor safety of resources.
☐	8. Submit situation and resource status information and fiscal reports to Division or Group Supervisor.
☐	9. Demobilize in accordance with instructions.
☐	10. Ensure general welfare and safety of personnel.
☐	11. Provide briefing to relief on current activities and unusual situations.

Strike Team / Task Force Leader Position Checklist

- [ ] 12. Ensure that all personnel observe established level of operational security.
- [ ] 13. Document all activity on Activity Log (ICS Form 214).
- [ ] 14. Submit all documentation to Documentation Unit.

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:

Supply Unit Leader Position Checklist

- 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. Demobilize Supply Unit in accordance with instructions.

☐ 15. Ensure general welfare and safety of personnel.

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

Supply Unit Leader Position Checklist

- [ ] 17. Ensure that all personnel observe established level of operational security.
- [ ] 18. Keep and submit copies of all orders and related documentation to the Documentation Unit.
- [ ] 19. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.
- [ ] 20. Document all activity on Activity Log (ICS Form 214).
- [ ] 21.Submit all documentation to Documentation Unit.

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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 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.

Support Branch Director Position Checklist

- [ ] 11. Demobilize Support Branch in accordance with instructions.
- [ ] 12. Ensure general welfare and safety of personnel.
- [ ] 13. Provide briefing to relief on current activities and unusual situations.
- [ ] 14. Ensure that all personnel observe established level of operational security.
- [ ] 15. Document all activity on Activity Log (ICS Form 214).
- [ ] 16. Submit all documentation to Documentation Unit.

Technical Specialist 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 or Planning Section Chief: ▪ Identify Supervisor in organization ▪ Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in Planning Meetings, etc.
☐	2. Obtain copies of Incident Action Plan (IAP), if available, and Activity Log (ICS Form 214).
☐	3. Participate in Planning Meetings, as requested.
☐	4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.
☐	5. Demobilize in accordance with instructions.
☐	6. Ensure general welfare and safety of personnel.
☐	7. Provide briefing to relief on current activities and unusual situations.
☐	8. Ensure that all personnel observe established level of operational security.
☐	9. Document all activity on Activity Log (ICS Form 214).
☐	10. Submit all documentation to Documentation Unit.

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

✓	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. Demobilize Time Unit in accordance with instructions.
- [ ] 12. Ensure general welfare and safety of personnel.
- [ ] 13. Ensure that all personnel observe established level of operational security.
- [ ] 14. Provide briefing to relief on current activities and unusual events.
- [ ] 15. Document all activity on Activity Log (ICS Form 214).
- [ ] 16. Submit all documentation to Documentation Unit.

D Incident Action Planning Cycle

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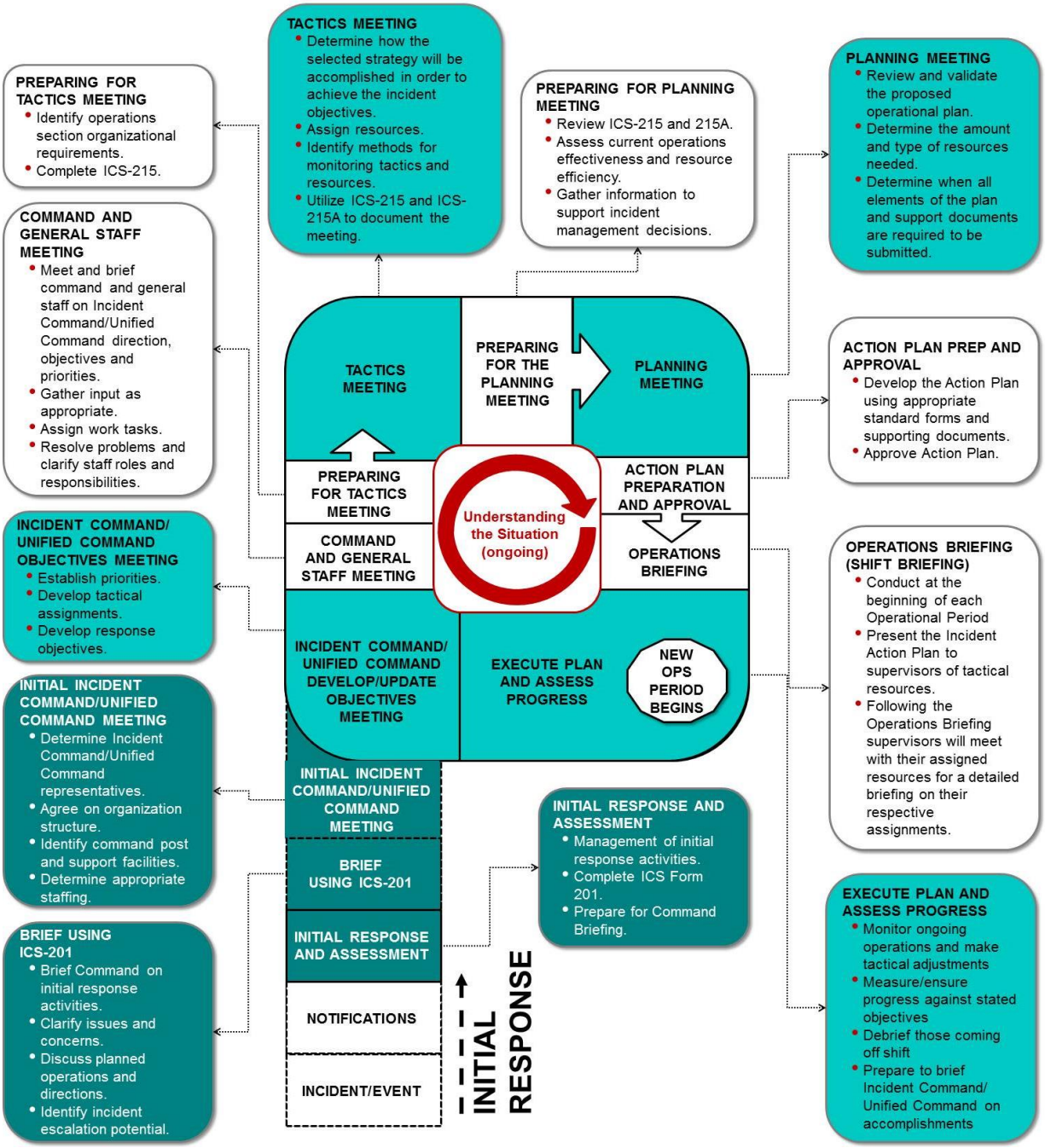
Appendix D. Incident Action Planning Cycle

An Incident Action Plan is the vehicle by which the Incident Commander communicates his or her expectations and provides collaboration and participation among all levels of incident management. A complete Incident Action Plan facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. The Planning "P" in Figure D-1 is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period whereas the top of the leg of the "P" is the beginning of the first operational planning period cycle.

Figure D-1 Planning "P"



Appendix D. Incident Action Planning Cycle

An Incident Action Plan should be comprised of the items listed in Table D-1, along with pertinent information on each item.

Table D-1 Incident Action Plan Components and Sequence of Assembly

Order	ICS Form	Title	Required	Prepared By
1.	200	Cover Sheet	Always	Planning Support Unit Leader
2.	201	Incident Briefing	Always	Incident Commander
3.	202	Incident Objectives	Always	Situation Unit Leader
4.	205	Communications List	As the incident requires – Radio Use	Communications Unit Leader
5.	205A	Communications List	Always	Resource Unit Leader
6.	207	Incident Organization Chart	Always	Resource Unit Leader
7.		Incident Map	Always	Situation Unit Leader /GIS Unit
8.	204	Assignment List	Always	Resource Unit Leader
9.	220	Air Operations Summary	As the incident requires – Air Ops	Operations Section Chief/Air Operations Branch Director
10.	206	Medical Plan	Always	Safety Officer
11.	230	Meeting Schedule	Always	Situation Unit Leader
12.	213	General Message	Optional	Any Message Originator
	Other components as needed		Optional	Planning Support

For more information, see FEMA's Incident Action Planning Guide, June 2012

E

Agreements and Memorandums of Understanding

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Appendix E. Agreements and Memorandums of Understanding

The following Agreements and Memorandums of Understanding are in place for the County:

Agreement Title	Agencies Cooperating with Linn County	Purpose of Agreement
Inter-County Mutual Aid Agreement	Counties of Benton, Clackamas, Clatsop, Columbia, Lincoln, Marion, Multnomah, Polk, Tillamook, Washington, and Yamhill	An Omnibus agreement to facilitate and encourage Emergency Assistance among Counties in the form of supplemental personnel, equipment, materials, or other support.
MOU Between Linn County Sheriff's Office and the US DOE for Emergency Preparedness and Response	US Department of Energy, National Energy Technology Laboratory –Albany Research Center	Linn County Sheriff will provide law enforcement and emergency management assistance on request and the Albany Research Center will provide named resources on request.
Intergovernmental Agreement for Telecommunications Services	State of Oregon, Department of Administrative Services	Agreement to allow Linn County to use the State's telecommunications backbone network
Intergovernmental Agreement	City of Albany	Agreement between the City and County to jointly use and operate a Mobile Data Terminal System and associated computer hardware and software
Memorandum of Agreement	Linn-Benton-Lincoln Educational Service District and its associated school districts, Linn County Health Services, Linn County Juvenile Department, Linn County Council for Integrated Child and Family Services	Agreement to take action to establish and conduct activities that will help ensure safe schools
Memorandum of Cooperation and Support	Albany Fire Department, Benton County Government, Benton County Sheriff's Office, City of Albany, Corvallis Fire Department, Corvallis School District 509J, Greater Albany School District 8J, Jefferson Fire District, Linn-Benton Community College, Oregon State University, Philomath School District 17J, Samaritan Regional Health Services, Siuslaw National Forest	Agreement to jointly provide Public Information coordination and support in emergency situations, to include establishing and implementing a Joint Information Center, as needed
Memorandum of Understanding - Oregon Public Works Emergency Response Cooperative Assistance Agreement	Oregon Department of Transportation and participating local, county, and state government agencies	Agreement to facilitate emergency requests and response for personnel, materials, and equipment, and procedures which specify documentation, compensation, and indemnification and worker comp.

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County

Copies of the following documents can be obtained by contacting the Emergency Manager:

- Emergency Operations Plan
- Natural Hazard Mitigation Plan
- Community Wildfire Protection Plan
- Memoranda of Agreement/Understanding
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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G Acronyms and Glossary

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Acronyms

AAR	After-Action Report
ADA	Americans with Disabilities Act
AOC	Agency Operations Center
ARES	Amateur Radio Emergency Services
CBO	Community Based Organization
CBRNE	Chemical, biological, radiological, nuclear, or explosive
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations
County	Linn County
CWPP	Community Wildfire Protection Plan
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
ETA	Estimated Times of Arrival
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	geographical information system
GSRMC	Good Samaritan Regional Medical Center

HAN	Health Alert Network
HOSCAP	Oregon Hospital Capacity Web System
HPP	Healthcare Preparedness Program
IA	Incident Annex
IAP	Incident Action Plan
IBA	Incident Business Advisor
ICARS	Incident Cost Analysis Reporting System
ICP	Incident Command Post
ICS	Incident Command System
IDA	initial damage assessment
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
LBCOAD	Linn-Benton Community Organizations Active in Disaster
LCDHS	Linn County Department of Health Services
LCEH	Linn County Environmental Health
LCPH	Linn County Public Health
MAC Group	Multi-Agency Coordination Group
MRC	Medical Reserve Corps
Nation	United States
NIMS	National Incident Management System
NRF	National Response Framework
NTSB	National Transportation Safety Board
ODA	Oregon Department of Agriculture
ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
OERS	Oregon Emergency Response Service
OHA	Oregon Health Authority

OPHD	Oregon Public Health Division
OR-DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
OSFM	Oregon State Fire Marshal
OSHA	Oregon State Health Authority
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
PO	Purchase Order
POD	point of distribution
PPE	Personal Protective Equipment
Red Cross	American Red Cross
SA	Support Annex
SAD	State Active Duty
SAGH	Samaritan Albany General Hospital
SAR	Search and Rescue
SLCH	Samaritan Lebanon Community Hospital
SOP	Standard Operating Procedure
State	State of Oregon
USDA	United States Department of Agriculture
VOAD	Volunteer Organizations Active in Disasters

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Glossary of Key Terms

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

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

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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 Supporting Agency.

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

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

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

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

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to 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 generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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 organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief

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

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate, regional, and local governments, nongovernmental organizations, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

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

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

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

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

Event: See Planned Event.

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

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

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

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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision 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. See Division.

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

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

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

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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 Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select 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.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is

different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

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

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete 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 Incident Commander (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., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

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

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

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. 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 entity, 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: The process and procedure for providing resources and other services to support incident management.

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

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

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs

include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting Emergency Managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

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 they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Personal Responsibility: The obligation to be accountable for one's actions.

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

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before 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 Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

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.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the

public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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: 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.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

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

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or several interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

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 Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

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

Tribal: Referring to 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: An Incident Command System resource classification 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 Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by several support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that everyone involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, 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 16 U.S.C. 742f(c) and 29 CFR 553.10

Source: https://nimcast.fema.gov/nimscast/index.jsp

Emergency Support Function Annexes

ESF 1 – Transportation

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Amtrak Bus Companies (Albany Transit and Linn-Benton Loop) Local transits School Districts Local Municipalities
Primary State/Federal Agency	Oregon Department of Transportation

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 1 describes how Linn County will coordinate emergency transportation needs during a time of emergency including accessing damage to and restoration and maintenance of transportation networks – specifically, roads and bridges.

1.2 Scope

The following activities are within the scope of ESF 1:

- Identify obstructions and damage to transportation infrastructure, as well as general impact assessments.
- Coordinate repair and restoration of the County's transportation network.
- Process and coordinate requests for transportation support from city and tribal partners.
- Monitor, control, and coordinate vehicular traffic flow.
- Coordinate reporting on damage to and status of transportation infrastructure for all modes of transportation.
- Provide logistical transportation of evacuees, personnel, equipment, and materials and supplies.
- Provide maps for all modes of transportation.
- Prioritize and initiate emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the transportation infrastructure.

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards that may cause disruption to transportation systems and require support. The County's transportation system consists of a complex network of road, rail, and air systems. The following considerations should be taken into account when planning for and performing ESF 1 activities:

- A significant emergency or disaster may severely damage transportation infrastructure.
- The movement of people, equipment, and supplies may be much less efficient in emergency conditions than under normal circumstances.
- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.
- In anticipation of or reaction to a disaster, evacuations that overwhelm standard routes may require resources beyond the capabilities of the County.

2.2 Assumptions

ESF 1 is based on the following planning assumptions:

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

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that transportation-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the

responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective support of transportation infrastructure and are categorized depending upon their extent of involvement in transportation-related activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing transportation infrastructure activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for transportation-related activities is:

- Road Department.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving transportation-related activities:

- Sheriff's Office.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting transportation-related activities under their own authority/jurisdiction during major incidents:

- Amtrak.
- Bus companies (Albany Transit and Linn-Benton Loop).
- Local transits.
- School districts.
- Local municipalities.

3.1.4 Primary State/Federal Agencies

The following State/federal agency was identified by the County as conducting ESF 1 activities under its own authority/jurisdiction during major incidents:

- Oregon Department of Transportation.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of this annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 1 activities.
- ❑ Maintain an operational Agency Operations Center, if appropriate, to facilitate coordination of ESF 1 activities.
- ❑ Maintain liaison with construction and equipment rental companies.

3.2.1.2 Supporting County Agencies

- ❑ Support regular review and update of this annex.

3.2.1.3 Community Partners

- ❑ Participate in collaborative planning with the County to ensure capability to support ESF 1 activities.
- ❑ Maintain liaison with construction and equipment rental companies.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County Emergency Operations Center (EOC), when requested, to support ESF 1 activities.
- ❑ Coordinate all transportation-related missions in support of the County EOC.
- ❑ Work with other agencies as needed to determine the usable portions of the County transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
- ❑ Provide transportation-related public information and mapping support to the EOC during response and recovery activities.
- ❑ Deploy and engage variable message signs.

3.2.2.2 Supporting County Agencies

- ❑ Provide personnel on scene to assist with road closures, traffic redirection, and other activities in line with the Sheriff's Office mission functions.

- ❑ Provide a police presence (escort) to vehicles carrying sensitive equipment or supplies.
- ❑ Support damage assessment of transportation routes.
- ❑ Provide security for transportation staging areas, when needed.

3.2.2.3 Community Partners

- ❑ Provide railroad transportation resources for emergency use.
- ❑ Provide bus transportation resources.
- ❑ Provide vehicles and personnel for emergency use.
- ❑ Provide a liaison to the County EOC when requested.
- ❑ Support transportation-related missions in support of the City and/or County EOC.
- ❑ Work with other agencies as needed to determine the usable portions of the City transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
- ❑ Provide vehicles and personnel for emergency use.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Facilitate transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.

3.2.3.2 Supporting County Agencies

- ❑ Support transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.

3.2.3.3 Community Partners

- ❑ Support transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

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

3.2.4.2 Supporting County Agencies

- ❑ Keep equipment in operating condition.

3.2.4.3 Community Partners

- ❑ Regularly inspect railway infrastructure for deterioration and make necessary repairs to keep them in good condition.
- ❑ Keep equipment in operating condition.

4 Concept of Operations

4.1 General

All transportation-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Road Department is responsible for coordinating transportation-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with transportation infrastructure will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of transportation infrastructure resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of transportation activities is required, notification will be made to the primary County agency listed in this ESF Annex. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate transportation infrastructure-related activities. If necessary, the EOC Manager may activate a Public Works Branch under the Operations Section to coordinate ESF 1 activities.

4.3 Emergency Operations Center Operations

When transportation-related activities are staffed in the EOC, the County Road Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to transportation infrastructure.
- Share situation status updates related to transportation infrastructure to inform development of the Situation Report.
- Participate in, and provide transportation-specific reports for, EOC briefings.
- Assist in development and communication of transportation-related actions to tasked agencies.
- Monitor ongoing transportation-related actions.
- Share transportation-related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate transportation-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Transportation-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support transportation-related activities:

- **Public Works (ESF 3):** Support assessment and restoration of the transportation network including debris clearance.
- **Law Enforcement (ESF 16):** Assist in traffic control and escort of emergency supplies.

5 Emergency Support Function Annex Development and Maintenance

The County Road Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 1 Work Plan for more information

6 Appendices

- Appendix A – ESF 1 Resources.
- Appendix B – ESF 1 Work Plan.
- Appendix C – ESF 1 List of Vendors and Contact Information.

Appendix A ESF 1 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 3 – Public Works
  - ESF 16 – Law Enforcement

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 3 – Public Works
  - ESF 16 – Law Enforcement

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 3 – Public Works
  - ESF 13 – Public Safety

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Appendix B ESF 1 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 1 Annex	Road Department	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

Currently, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 2 – Communications

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Court System Department of Health Services (Health Alert Network)
Community Partners	Amateur Radio Emergency Services (ARES) Benton County Dispatch Center (backup) Telephone/cell phone providers Internet providers Local Municipalities
Primary State/Federal Agencies	Oregon Department of Administrative Services Oregon Department of Transportation Oregon State Police Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 2 describes how Linn County (County) will provide communications and information technology support during times of emergency.

1.2 Scope

The following activities are within the scope of ESF 2:

- Establish and maintain an effective communications system, including County-owned and commercially leased systems, for use in a disaster.
- Maintain a reliable alert and warning system.
- Coordinate the provision of temporary communications capability to County agencies and facilities.
- Coordinate County support to City and tribal communications systems.
- Track the overall status of the County's communications infrastructure during a disaster.
- Maintain County information technology infrastructure, including provision of cybersecurity measures.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require communications support. The following considerations should be taken into account when planning for and performing ESF 2 activities:

- Communication is information transfer and involves the technology associated with the representation, transfer, interpretation, and processing of data among persons, places, and machines. This includes transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic systems.
- A significant disaster or emergency condition may result in a high volume of requests for services required to save lives and alleviate human suffering.
- Accurate and timely information distribution is critical to guide decision making and response actions within all coordinated agencies and groups.
- A significant disaster or emergency is likely to degrade the infrastructure needed to facilitate efficient communication and therefore overwhelm a community's telecommunication repair capacity.
- Access to and from affected areas will likely be restricted.

2.2 Assumptions

ESF 2 is based on the following planning assumptions:

- Management of resources and personnel will require accurate and timely information on which to base their decisions and focus their response actions.
- Surviving local telecommunication equipment will be utilized though likely diminished in capacity.
- There are identified frequencies that will be used for primary direction and control.
- Standard forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- The loss of some or all telephone service may reduce or eliminate the effectiveness of the Emergency Operations Center (EOC) public

information lines as well as the majority of the local departments' lines.

- Significant incidents may require evacuation of great numbers of affected populations. Such evacuations may require extensive coordination of inter- and intra-community communications and may exceed normal radio communication capabilities.

- At a time when the need for real-time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent due to widespread damage to communications and power systems facilities.

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

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that communication-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of communication and are categorized depending upon their extent of involvement in communication-related activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing communication activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for communication-related activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving communication-related activities:

- Court System.

- Department of Health Services (Health Alert System)

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting communication-related activities under their own authority/jurisdiction during major incidents:

- Amateur Radio Emergency Services (ARES).
- Benton County Dispatch Center (backup).
- Telephone/cell phone providers.
- Internet providers.
- Local municipalities.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 2 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Administrative Services.
- Oregon Department of Transportation.
- Oregon State Police.
- Department of Homeland Security.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 2 annex with supporting agencies.
- ❑ Develop and maintain a communications resource inventory.
- ❑ Facilitate collaborative planning to ensure County capability to support ESF 2 activities.
- ❑ Maintain an operational Agency Operations Center, if appropriate, to facilitate coordination of ESF activities.
- ❑ Ensure that alternate or backup communications systems are available.
- ❑ Maintain the County's information technology systems.
- ❑ Coordinate provision of cybersecurity measures.

- ❑ Maintain communications equipment, including radio systems and satellite phones.
- ❑ Maintain a reliable communications capability that permits communications between city, State of Oregon (State), and federal governments to support a disaster operation.
- ❑ Develop and conduct training to improve all-hazard incident management capability for response communications.

❑ Develop exercises and drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.

3.2.1.2 Supporting County Agencies

- ❑ Participate in trainings and exercises.

3.2.1.3 Community Partners

- ❑ Maintain communications equipment, including radio systems and satellite phones.
- ❑ Participate in trainings and exercises at the city and County levels.
- ❑ Develop and maintain a communications resource inventory.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 2 activities.
- ❑ Maintain the County's information technology systems.
- ❑ Coordinate provision of cybersecurity measures.
- ❑ Maintain a reliable communications capability that permits communications between the City and County to support a disaster operation.
- ❑ Participate in County-sponsored exercises and trainings to improve all-hazard incident management capability for response communications.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support ESF 2 activities.
- ❑ Use established common response communications language (i.e., plain English) to ensure that information dissemination is timely, clear, acknowledged, and understood by all receivers.
- ❑ Ensure that all critical communications networks are functioning.

- ❑ Provide information technology support during times of emergency.
- ❑ Monitor the status of the County's communication infrastructure during or following any disaster.
- ❑ Coordinate and assign resources necessary to respond to an incident that impacts the communications infrastructure.
- ❑ When necessary, coordinate provision of a temporary or interim communications capability as required.
- ❑ Conduct periodic maintenance and equipment systems checks on all communications equipment in the EOC.

3.2.2.2 Supporting County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support ESF 2 activities.

3.2.2.3 Community Partners

- ❑ Use amateur radio communications equipment to provide communications support between County and emergency management personnel.
- ❑ Provide backup communication resources as necessary.
- ❑ Monitor status of the County's communication infrastructure during or following any disaster.
- ❑ Conduct periodic maintenance and equipment systems checks on all communications equipment in the County EOC.
- ❑ Provide communication resources to the County as available.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Facilitate transition to recovery.
- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.
- ❑ Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document crucial lessons learned and to make any necessary changes in this ESF Annex to improve future operations.

3.2.3.2 Supporting County Agencies

- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.

3.2.3.3 Community Partners

- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Clean, repair, perform maintenance on, and test all communications and warning equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.
- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

3.2.4.2 Supporting County Agencies

- ❑ Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.
- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

3.2.4.3 Community Partners

- ❑ Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.

- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

4 Concept of Operations

4.1 General

All communication-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is the agency responsible for coordinating communication-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with communication will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of communication resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of communications activities is required, notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate communication-related activities. If necessary, the EOC Manager may activate a Communications Branch under the Logistics Section to coordinate ESF 2 activities.

4.3 Emergency Operations Center Operations

When communication-related activities are staffed in the EOC, the communication representative will be responsible for the following:

- ■ Serve as a liaison with supporting agencies and community partners.

- Provide a primary entry point for situational information related to communication.
- Share situation status updates related to communication to inform development of the Situation Report.
- Participate in, and provide communication-specific reports for, EOC briefings.
- Assist in development and communication of communication-related actions to tasked agencies.
- Monitor ongoing communication-related actions.
- Share communication-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate communication-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Communication-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support communication-related activities:

- **All ESFs.** Support interoperable and redundant communications systems to ensure that responding agencies can communicate with each other and the EOC.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 2 Work Plan for more information

6 Appendices

- Appendix A – ESF 2 Resources.
- Appendix B – ESF 2 Work Plan.
- Appendix C – ESF 2 List of Vendors and Contact Information.

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Appendix A ESF 2 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - All remaining ESFs
  - State
- Emergency Operations Plan:
  - ESF 2 – Communications
  - All remaining ESFs

Federal

- National Response Framework:
  - ESF 2 - Communications

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Appendix B ESF 2 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 2 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 3 – Public Works

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Planning Department
Community Partners	Public Works Departments in Lincoln, Benton, and Polk Counties Local Municipalities Local public works departments Portland Metropolitan Area Transit
Primary State/Federal Agencies	Oregon Department of Transportation Department of Defense Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 3 describes how Linn County (County) will provide the resources (human, technical, equipment, facility, materials, and supplies) to support emergency public works needs during a time of emergency.

1.2 Scope

The following activities are within the scope of ESF 3:

- Determine the levels of damage to the following systems: transportation, water control structures, dams, levees, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials, and hazardous waste sites (generation, distribution, collection, storage, and disposal).
- Process and coordinate requests for public works support from City and tribal partners.
- Close or repair damaged segments of transportation infrastructure.
- Coordinate repair and restoration of damaged public systems (e.g., water, electrical, natural gas, sanitary sewage, storm water collection, generating, distribution systems, dams, levees, and water control structures).
- Provide for inspection and repair of essential facilities.
- Demolish or stabilize damaged structures (public and private) to facilitate search and rescue and/or protect the public's health and safety.
- Coordinate disaster debris management activities; including clearance of debris from transportation infrastructure; and development and initiation

of emergency collection, sorting, and disposal routes and sites for debris cleared from public and private property.

- Prioritize and initiate recovery efforts to restore, repair, and mitigate the impact of the public works and engineering needs listed above.
- Provide technical assistance to the response team with respect to flooding, water management, structure integrity assessment, and impact assessments of infrastructure.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require public works support. The following considerations should be taken into account when planning for and performing ESF 3 activities:

- A significant disaster or emergency situation may overwhelm local assessment and engineering capacity.
- Unsafe and unknown conditions may persist throughout a community as weakened or destroyed structures, homes, public buildings, roads, and bridges await assessment from engineers and emergency personnel.
- Debris may make transportation routes impassable and local standardized equipment may not be capable of removing it.
- Local equipment used for repair and removal may be damaged or inadequate for the disaster or emergency event.
- Local personnel may have personal safety and health concerns following a disaster or emergency event that make it impossible for them to perform their duties.

2.2 Assumptions

ESF 3 is based on the following planning assumptions:

- A major emergency or disaster may cause extensive damage to property and infrastructure. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged or be partially or fully inoperable.
- Access to disaster areas may depend on the re-establishment of ground and water routes. In many locations, debris clearance and emergency

road repairs will be given top priority to support immediate lifesaving emergency response activities.

- Damage assessment of the disaster area will be required to determine potential work load.
- Assistance may be needed to clear debris, perform damage assessments and structural evaluations, make emergency repairs to essential public facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs and firefighting.
- Debris may consist of a wide variety of materials, including hazardous materials, that require specialized equipment and personnel to remove.
- Following disasters that cause significant debris, existing disposal sites may not provide effective debris management solutions because of capacity limitations and their need to provide continuous waste management operations for day-to-day debris generation.

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that public works–related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified in this annex.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of public works and are categorized depending upon their extent of involvement in public works–related activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing public works activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for public works-related activities is:

- Road Department.

3.1.2 Supporting County Agencies

The following County agency is identified as having a substantial support role during major incidents involving public works-related activities:

- Planning Department.

3.1.3 Community Partners

The following entities/agencies (community partners) were identified as conducting public works–related activities under their own authority/jurisdiction during major incidents:

- Local municipalities.
- Public Works Departments in Lincoln, Benton, and Polk Counties.
- Local public works departments.
- Portland Metropolitan Area Transit.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 3 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Transportation.
- Department of Defense.
- Department of Homeland Security.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Maintain mutual aid and intergovernmental agreements.
- ❑ Maintain liaison with heavy equipment and engineering contractors.
- ❑ Maintain an inventory of available resources, including equipment, personnel, and training.
- ❑ Identify vital and essential roadways, bridges, and facilities to establish a repair priority in the event that any of these become damaged.

3.2.1.2 Supporting County Agencies

- ❑ Maintain mutual aid and intergovernmental agreements.
- ❑ Maintain a current list of qualified post-earthquake inspectors to assist in case of an earthquake or other qualifying disaster.

3.2.1.3 Community Partners

- ❑ Maintain mutual aid and intergovernmental agreements.
- ❑ Maintain liaison with heavy equipment and engineering contractors.

- ❑ Maintain an inventory of available resources, including equipment, personnel, and training.
- ❑ Identify vital and essential roadways, bridges, and facilities to establish a repair priority in the event that any of these become damaged.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Coordinate public works- and engineering-related activities in support of the County Emergency Operations Plan.
- ❑ Provide heavy equipment and engineering resources.
- ❑ Coordinate debris management activities.
- ❑ Provide a senior official to operate from the Emergency Operations Center (EOC) or other command location to ensure coordination with other agencies, as necessary.
- ❑ Provide public works and engineering support on a priority basis as determined by the EOC and on-scene Incident Commander(s).
- ❑ Make recommendations regarding the priority of repairs.
- ❑ Maintain records and document all expenditures during the emergency situation.

3.2.2.2 Supporting County Agencies

- ❑ Support debris management activities.
- ❑ Provide building code and rule interpretation.
- ❑ Assist in identification of priority inspection areas.
- ❑ Maintain records and document all expenditures during the emergency situation.

3.2.2.3 Community Partners

- ❑ Maintain records and document all expenditures during the emergency situation.
- ❑ Provide heavy equipment and engineering resources as available.
- ❑ Support debris management activities.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

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

3.2.3.2 Supporting County Agencies

- ❑ Continue all activities in coordination with the EOC based on the requirements of the incident.
- ❑ Document disaster and restoration cost for possible federal reimbursement.

3.2.3.3 Community Partners

- ❑ Continue all activities in coordination with the EOC based on the requirements of the incident.
- ❑ Document disaster and restoration cost for possible federal reimbursement.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Identify and seek funds for retrofitting critical facilities and providing auxiliary power.
- ❑ Participate in the hazard identification process and identify and correct vulnerabilities in the public works system.
- ❑ Regularly maintain equipment to ensure it is in good running order.

3.2.4.2 Supporting County Agencies

- ❑ Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.

- ❑ Ensure safe building construction by adopting and administering uniform building codes.

3.2.4.3 Community Partners

- ❑ Regularly maintain equipment to ensure it is in good running order.

4 Concept of Operations

4.1 General

All public works–related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Road Department is the agency responsible for coordinating public works–related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with public works will first be issued in accordance with established mutual aid agreements, and once those resources have been exhausted, a request may be forwarded to the State of Oregon (State) Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of public works resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communication with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of public works activities is required, notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate public works–related activities. If necessary, the EOC Manager may activate a Public Works Branch under the Operations Section to coordinate ESF 3 activities.

4.3 Emergency Operations Center Operations

When public works–related activities are staffed in the EOC, the public works representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to public works.
- Share situation status updates related to public works to inform development of the Situation Report.
- Participate in, and provide public works–specific reports for, EOC briefings.
- Assist in development and communication of public works–related actions to tasked agencies.
- Monitor ongoing public works–related actions.
- Share public works–related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate public works–related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Public works–related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support public works–related activities:

- **ESF 1 – Transportation.** Identify impacts to the County's transportation infrastructure and develop priorities for repair and restoration.
- **ESF 10 – Hazardous Materials.** Identify impacts to hazardous materials and hazardous waste sites and develop priorities for repair and restoration.
- **ESF 12 – Energy.** Identify impacts to the County's energy infrastructure and develop priorities for repair and restoration.
- **ESF 13 – Military Support.** Provide public works support, including debris management, as resources allow.

5 Emergency Support Function Annex Development and Maintenance

The County Road Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix A – ESF 3 Work Plan for more information

6 Appendices

- Appendix A – ESF 3 Resources.
- Appendix B – ESF 3 Work Plan.
- Appendix C – ESF 3 List of Vendors and Contact Information.

Appendix A ESF 3 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 10 – Hazardous Materials
  - ESF 12 – Energy

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 10 – Hazardous Materials
  - ESF 12 – Energy
- Recovery Plan:
  - SRF 6 – Infrastructure

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 10 – Hazardous Materials
  - ESF 12 – Energy

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Appendix B ESF 3 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 3 Annex	County Road Department	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 4 – Firefighting

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Fire Defense Board
Supporting County Agency	Dispatch
Community Partners	City Fire Departments Local Fire Districts
Primary State/Federal Agencies	Oregon Department of Forestry Office of the State Fire Marshal Department of Agriculture

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 4 describes how Linn County (County) will detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with, a significant disaster condition or incident.

1.2 Scope

The following activities are within the scope of ESF 4:

- Coordinate support for firefighting activities, including detection of fires on state and private lands.
- Provide personnel, equipment, and supplies in support of all agencies involved in rural, urban, and wildland firefighting operations.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require firefighting support. The following considerations should be taken into account when planning for and implementing ESF 4 activities:

- Fires are often a secondary hazard after a large-scale event such as an earthquake. These hazards often overwhelm a community's response capabilities and can exacerbate already dangerous situations as resources become overstretched.
- Dealing with fires involving hazardous materials may require the use of specialized equipment and training.
- Fire personnel are often trained in Incident Command System (ICS)/National Incident Management System (NIMS) so there is often a strong level of understanding of the command structure among fire personnel during an incident.

2.2 Assumptions

ESF 4 is based on the following planning assumptions:

- Urban, rural, and wildland fires will be significant secondary hazards after a major, widespread event such as an earthquake.
- In a disaster, some firefighting resources may become scarce or damaged. Assistance from mutual aid agreements, neighboring jurisdictions, and State of Oregon (State) and federal resources may be relied upon.
- Wheeled-vehicle access may be hampered by road or bridge failures, landslides, etc., making conventional travel to the fire locations extremely difficult or impossible. Aerial attack by air tankers, helicopters, and smoke jumpers may be needed in these situations.
- Efficient and effective mutual aid among the various local, County, State, and federal fire agencies requires the use of the ICS together with compatible firefighting equipment and communications.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that firefighting-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of firefighting services and are categorized depending upon their extent of involvement in firefighting-related activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing firefighting activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for firefighting-related activities is:

- Fire Defense Board.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving firefighting-related activities:

- Dispatch.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting firefighting-related activities under their own authority/jurisdiction during major incidents:

- City fire departments.
- Local fire districts.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 4 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Forestry.
- Office of the State Fire Marshall.
- Department of Agriculture.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 4 Annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 4 activities.
- ❑ Maintain an operational Agency Operations Center (AOC), if appropriate, to facilitate coordination of ESF 4 activities.
- ❑ Review, revise, and develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide mutual aid response protocols.

3.2.1.2 Supporting County Agencies

- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 4 activities.
- ❑ Maintain an operational AOC, if appropriate, to facilitate coordination of ESF 4 activities.

3.2.1.3 Community Partners

- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 4 activities.
- ❑ Maintain an operational AOC, if appropriate, to facilitate coordination of ESF 4 activities.
- ❑ Develop procedures and protocols for coordinating protective action communications with the at-risk population on scene.
- ❑ Develop plans, procedures, and protocols for resource management in accordance with NIMS resource typing, including pre-positioning of resources to efficiently and effectively respond to an event.
- ❑ Establish procedures for coordinating all public information releases through the County and/or city Public Information Officer.
- ❑ Establish criteria for relocating fire operations in the event that present facilities must be evacuated.
- ❑ Establish communication links with law enforcement agencies for coordinating warning and evacuation confirmation functions.
- ❑ Appoint a representative to assist in the County Emergency Operations Center (EOC).

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support ESF 4 activities.

3.2.2.2 Supporting County Agencies

- ❑ Activate emergency operating procedures.
- ❑ Initiate mutual aid contingency plans, when needed.

3.2.2.3 Community Partners

- ❑ Notify key staff based on information received from 911 Dispatch and/or the EOC.
- ❑ Activate emergency operating procedures.
- ❑ Respond to calls for fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- ❑ Provide temporary power and emergency lighting at emergency scenes when needed.

- ❑ Assist in warning the public of evacuations, traffic routing, and/or traffic control, when possible.
- ❑ Initiate mutual aid contingency plans, when needed.
- ❑ Relocate fire apparatus as conditions warrant.
- ❑ Support emergency operations as defined in agency emergency operations procedures or as requested by the EOC, such as damage assessment.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Updates this annex based on critiques and lessons learned during an actual event.

3.2.3.2 Supporting County Agencies

- ❑ Assist the County in updating this annex based on critiques and lessons learned during an actual event.

3.2.3.3 Community Partners

- ❑ Return vehicles and equipment to regularly assigned locations.
- ❑ Assist the public in recovery operations as resources allow.
- ❑ Support other recovery efforts as requested by the EOC.
- ❑ Provide critical payroll and other financial information for cost recovery through appropriate channels.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Support fire education and life safety training and education programs.

3.2.4.2 Supporting County Agencies

- ❑ None at this time.

3.2.4.3 Community Partners

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

4 Concept of Operations

4.1 General

All firefighting-related activities will be performed in a manner that is consistent with NIMS and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the Fire Defense Board is the agency responsible for coordinating firefighting-related activities at the County level. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with firefighting will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of firefighting resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of firefighting activities is required, notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate firefighting-related activities. If necessary, the EOC Manager may activate a Fire Branch under the Operations Section to coordinate ESF 4 activities.

4.3 Emergency Operations Center Operations

When firefighting-related activities are staffed in the EOC, the firefighting representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to firefighting.

- Share situation status updates related to firefighting to inform development of the Situation Report.
- Participate in, and provide firefighting-specific reports for, EOC briefings.
- Assist in development and communication of firefighting-related actions to tasked agencies.
- Monitor ongoing firefighting-related actions.
- Share firefighting-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate firefighting-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of firefighting-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support firefighting-related activities:

- **ESF 1 – Transportation.** Assist in movement of firefighting resources and personnel to the incident.
- **ESF 6 – Mass Care.** Provide mass care support for residents displaced by a fire incident.
- **ESF 10 – Hazardous Materials.** Provide technical support for fire incidents that involve hazardous materials.

5 Emergency Support Function Annex Development and Maintenance

The Fire Defense Board will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 4 Work Plan for more information

6 Appendices

- Appendix A – ESF 4 Resources.
- Appendix B – ESF 4 Work Plan.
- Appendix C – ESF 4 List of Vendors and Contact Information.

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Appendix A ESF 4 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 10 – Hazardous Materials

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 10 – Hazardous Materials

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 10 – Hazardous Materials

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Appendix B ESF 4 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 4 Annex	Fire Defense Board	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 5 – Information and Planning

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	All other departments
Community Partners	American Red Cross Local Municipalities
Primary State/Federal Agencies	Oregon Office of Emergency Management Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 5 describes how Linn County (County) will compile, analyze, and coordinate overall information planning activities in the Emergency Operations Center (EOC).

1.2 Scope

Activities encompassed within the scope of ESF 5 include:

- Serve as a hub for the receipt and dissemination of incident information.
- Coordinate with County Agency Operations Centers and City, tribal, and private sector emergency management organizations to facilitate the flow of situational information.
- Collect, process, analyze, and disseminate information to guide response and recovery activities.
- Collect and aggregate damage assessment data and track local declarations.
- Coordinate incident planning in the EOC, including development of information products.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require information and planning support. The following considerations should be taken into account when planning for and performing ESF 5 activities:

- The administration and logistics for emergency response and recovery operations will be provided by emergency services and support agencies that routinely manage these procedures during normal

operations. The coordination of these agencies will be done using established procedures expedited for administrative assistance and logistics support during operations.

- Information and planning provide the methodologies and procedures field operations require during a disaster or hazard event. During times of poor communication due to the loss of telecommunication infrastructure, these existing procedures ensure that all groups are synchronized in the work towards recovery.

2.2 Assumptions

ESF 5 is based on the following planning assumptions:

- There will be an immediate and continuing need to collect, process, and disseminate situational information and to identify urgent response requirements before, during, and immediately following a disaster or emergency event in order to plan for continuing response, recovery, and mitigation activities.
- Assessment of damage impacts and EOC operations may be delayed due to minimal staffing. Jurisdictions impacted the most will be given priority for assistance and support as needed and available.
- During the early stages of an event, little information will be available, and it may be vague and inaccurate; the need to verify this information can delay response to inquiries.
- Reporting from local municipalities to the EOC will improve as the event matures.
- Reporting of information may be delayed due to damaged telecommunications and transportation infrastructure.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that information and planning–related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of information and planning and are categorized depending upon their extent of involvement in information and planning-related activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing information and planning activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for information and planning–related activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving information and planning–related activities:

- All other departments.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting information and planning-related activities under their own authority/jurisdiction during major incidents:

- American Red Cross.
- Local municipalities.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 5 activities under their own authority/jurisdiction during major incidents:

- Oregon Office of Emergency Management.
- Department of Homeland Security

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 5 annex with supporting agencies.

- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 5 activities.
- ❑ Maintain and operate the State of Oregon (State) Emergency Coordination Center (ECC) including performance of the planning function.
- ❑ Prepare a standard template for declarations of emergency or disaster.
- ❑ Prepare standardized reporting formats and forms and establish reporting procedures that include development of display boards.
- ❑ Maintain the County's Emergency Operations Plan (EOP) and emergency management program.
- ❑ Annually review the plans and make necessary corrections, changes, and additions. Advise and assist other agencies and local governments in the development of emergency or disaster plans and programs in compliance with applicable County, State, or federal laws, rules, regulations, and executive orders.
- ❑ Coordinate emergency- and disaster-related training and orientation to County and local officials to meet the National Incident Management System (NIMS)/Incident Command System (ICS) requirements and to familiarize them with emergency- or disaster-related responsibilities, operational concepts, and procedures.
- ❑ Establish and maintain an Emergency Public Information Program to disseminate information to the public and the news media regarding personal safety or survival, emergency response actions, and details of disaster assistance programs. After an emergency or major disaster declaration, local information programs should be coordinated with those of State or federal government.
- ❑ Make emergency preparedness information and presentations available to the public.

3.2.1.2 Supporting County Agencies

- ❑ Provide geographical information system (GIS) mapping support to EOC planning activities.

3.2.1.3 Community Partners

- ❑ Prepare a standard template for declarations of emergency or disaster.
- ❑ Prepare standardized reporting formats and forms and establish reporting procedures that include development of display boards.
- ❑ Maintain city EOPs and emergency management programs.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Staff the EOC, as needed, to support ESF 5 activities.
- ❑ Collect, display, and document the information provided to the EOC staff; this documentation is necessary for the recovery process.
- ❑ Assess the information provided and share with the appropriate EOC representative or the State, as needed.
- ❑ Assess the information provided and develop and recommend action strategies.
- ❑ Coordinate and prepare periodic situation reports and distribute them as required.
- ❑ Requests special information from local governments and volunteer organizations, as necessary.
- ❑ Review Public Information Officer (PIO) statements for accuracy.
- ❑ Prepare the declaration of emergency and any needed amendments.
- ❑ Receive and process requests from local government for specific State and federal emergency- and disaster-related assets and services.
- ❑ Coordinate County assets to support local government and agencies in need of supplemental emergency or disaster assistance.
- ❑ Facilitate transition to recovery.

3.2.2.2 Supporting County Agencies

- ❑ Send a representative to report to the EOC as requested.

3.2.2.3 Community Partners

- ❑ Provide damage assessment data if requested.
- ❑ Assess the information provided and develop and recommend action strategies.
- ❑ Coordinate and prepare periodic situation reports and distribute them as required.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Continue to gather information and prepare and distribute situation reports, as needed. Review the PIOs statements for accuracy.

- ❑ Prepare the elected official's declaration terminating the declaration of emergency.
- ❑ Create and coordinate an ad hoc Recovery Task Force from local representatives to assist with recovery phase operations and Continuity of Operations Plans.
- ❑ Coordinate Public and Individual Assistance programs with local, State, and federal government as needed.
- ❑ Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, and reporting procedures and formats to document any crucial lessons learned and to revise plans as needed for future events.
- ❑ Procure all available documentation of event for archiving.

3.2.3.2 All Supporting County Agencies and Community Partners

- ❑ Participate in Recovery Task Force as requested.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

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

3.2.4.2 All Supporting County Agencies and Community Partners

- ❑ Conduct or participate in mitigation efforts as appropriate.

4 Concept of Operations

4.1 General

All information and planning–related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating information and planning–related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out these activities.

- Requests for assistance with information and planning will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination of information and planning resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communication with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of information and planning activities is required, notification will be made to the primary County agencies listed in this ESF Annex. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate information and planning–related activities.

4.3 Emergency Operations Center Operations

When information and planning–related activities are staffed in the EOC, the information and planning representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to information and planning.
- Share situation status updates related to information and planning to inform development of the Situation Report.
- Participate in, and provide information and planning-specific reports for, EOC briefings.
- Assist in development and communication of information and planning–related actions to tasked agencies.
- Monitor ongoing information and planning–related actions.
- Share information and planning-related information with ESF 14 – Public Information to ensure consistent public messaging.

- Coordinate information and planning–related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Information and planning-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support information and planning–related activities:

- **All ESFs.** All functions will provide situation status updates to ESF 5 to guide incident action planning activities.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 5 Work Plan for more information

6 Appendices

- Appendix A – ESF 5 Resources.
- Appendix B – ESF 5 Work Plan.
- Appendix C – ESF 5 List of Vendors and Contact Information.

Appendix A ESF 5 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - All ESFs

State

- Emergency Operations Plan:
  - All ESFs

Federal

- National Response Framework:
  - All ESFs

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Appendix B ESF 5 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 5 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 6 – Mass Care

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Department of Health Services
Supporting County Agency	Sheriff's Office
Community Partners	American Red Cross Local Municipalities Salvation Army School Districts Linn Benton Vulnerable Populations Planning Workgroup Community Organizations Active in Disaster (COAD) Medical Reserve Corps (MRC)
Primary State/Federal Agencies	Oregon Department of Human Services Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 6 describes how Linn County (County) will support the efforts of city and tribal governments, and nongovernmental organizations, to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.

1.2 Scope

The following activities are within the scope of ESF 6:

- Mass care:
  - Sheltering for the general population and populations with access and functional needs
    - Medical needs at a shelter are addressed in ESF 8
    - Animal sheltering is addressed in ESF 17
  - Feeding operations are also addressed in ESF 11
  - Emergency first aid
  - Bulk distribution of emergency relief items
  - Collecting and providing information to family members regarding those affected by the disaster
- Emergency assistance:
  - Family reunification

- Housing:
    - Providing short-term housing solutions for those affected by the disaster. This may include rental assistance, repairs, loans, manufactured housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance
- Human services:
    - Disaster unemployment insurance
    - Disaster legal services
    - Veteran's support
    - Other needs assistance
    - Services for populations with access and functional needs

2 Situation and Assumptions

2.1 Situation

The County is faced with a variety of hazards that may impact large numbers of persons requiring mass care, personal emergency assistance, short-term housing, and other types of human services as part of response and recovery actions. The following considerations should be taken into account when planning for and implementing ESF 6 activities:

- Hazards may affect widespread areas and emergency care personnel in unaffected neighboring communities may be overwhelmed with victims from a single community.
- Evacuees from other jurisdictions may contribute to the scarcity of resources, as an influx of evacuees can increase the population of a receiving community during a significant disaster or emergency event.
- Mass care needs may range from very short-term operations for a limited number of people where the primary objective is to provide protection from the weather, comfortable seating, and access to rest rooms, to more lengthy operations for large numbers of evacuees where feeding, sleeping, and shower facilities are desirable, and a variety of assistance measures must be provided to evacuees.
- The American Red Cross (Red Cross) independently provides mass care to disaster victims as part of a broad program of disaster relief, as outlined in charter provisions enacted by the United States Congress

Act of January 5, 1905, and the Disaster Relief Act of 1974. The Red Cross also assumes primary agency responsibility under the National Response Framework to coordinate federal response assistance to the mass care response of state and local governments, and the efforts of other voluntary agencies.

- Disaster conditions are likely to require evacuation and care of domestic animals and livestock. Animals (except for service animals) are not allowed in Red Cross public shelters.

- The County recognizes that there are several categories of vulnerable populations who must be housed and fed following an evacuation. Vulnerable populations are defined as people who are elderly, those with disabilities and other medical or mental health conditions, those with limited English proficiency, those with hearing and sight impairments, those who are in institutions, and those without access to private vehicles, as well as people in schools, day care centers, prisons and detention centers, and drug treatment centers. This category also includes people who are transient such as tourists, seasonal workers, and the homeless.

- Local emergency operations plans should contain strategies and procedures for addressing the needs of vulnerable populations in the event of emergency situations.

2.2 Assumptions

ESF 6 is based on the following planning assumptions:

- Widespread damages may necessitate the relocation of victims and the need for mass care operations.

- Some victims will go to shelters, while others will find shelter with friends and relatives. Some may stay with or near their damaged homes.

- Shelters may have to be opened with little notice. Until Red Cross personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.

- The demand for shelters may prove to be higher than what is available.

- If Red Cross services are not available, other volunteer organizations and religious groups may open shelters. Some of these organizations and groups coordinate their efforts with the Red Cross, while others may operate these facilities themselves and assume full responsibility for them.

- Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters may have to be curtailed.

- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, special medical needs, and special needs) will be an extension of normal programs and services.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure mass care-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of mass care and are categorized according to their extent of involvement in mass care-related activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing mass care activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for mass care-related activities is:

- Department of Health Services.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving mass care-related activities:

- Sheriff's Office.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting mass care–related activities under their own authority/jurisdiction during major incidents:

- American Red Cross.

- Local municipalities.

- Salvation Army.
- School districts.
- Linn Benton Vulnerable Populations Planning Workgroup.
- Community Organizations Active in Disaster (COAD).
- Medical Reserve Corps (MRC).

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 6 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Human Services.
- Department of Homeland Security

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 6 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 6 activities.
- ❑ Maintain an operational Department Operations Center, if appropriate, to facilitate coordination of activities.
- ❑ Provide a representative to the County Emergency Operations Center (EOC), when requested, to support ESF 6 activities.
- ❑ Work with the Red Cross to identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters.
- ❑ Develop a liaison with other community service organizations for providing mass care to the public.
- ❑ Develop and test emergency plans and procedures.
- ❑ Implement a public education campaign regarding the importance of family disaster plans and 72-hour preparedness kits.

3.2.1.2 Supporting County Agencies

- ❑ Participate in training and exercises related to mass care.

3.2.1.3 Community Partners

- ❑ Identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters.
- ❑ Obtain the cooperation of facility owners for use as mass care facilities and protective shelters.
- ❑ Develop facility setup plans for potential shelters.
- ❑ Identify emergency feeding supplies.
- ❑ Recruit and train volunteers for mass care operations.
- ❑ Appoint a representative to assist in the County EOC.
- ❑ Identify population groups requiring special assistance during an emergency (e.g., senior citizens, those with access and functional needs, etc.) and ensure that preparations are made to provide assistance.
- ❑ Participate in training and exercises related to mass care.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Appoint a representative to assist in the County EOC.
- ❑ Partially or fully activate the County EOC, if necessary.
- ❑ Work with the EOC to arrange transportation to shelters for those experiencing access and functional needs and for those without transportation.
- ❑ Alert hotels and motels in neighboring unaffected jurisdictions so that those facilities can prepare for an influx of evacuees not wishing to utilize public mass care shelters.
- ❑ Coordinate the release of public announcements concerning:
  - o The condition and whereabouts of persons in or evacuated from disaster areas
  - o The availability of emergency supplies of food, water, and clothing in coordination with ESF 11
  - o The locations of reception centers and mass care shelters
- ❑ Assist with registration of evacuees and victims.
- ❑ Identify unmet needs.

3.2.2.2 Supporting County Agencies

- ❑ Establish and coordinate appropriate traffic control measures on evacuation routes to reception centers and mass care shelters.

3.2.2.3 Community Partners

- ❑ Open designated mass care shelters and begin to stock them with food, water, medical supplies, cots, blankets, and administrative supplies.
- ❑ Notify the County Department of Health Services of potential staff needs to assist Red Cross personnel at mass care shelters.
- ❑ Coordinate with local law enforcement for security at the shelter locations.
- ❑ Provide trained staff at appropriate reception centers and shelters.
- ❑ Establish primary and back-up communications between the mass care shelters and the Red Cross District Office. Communications should be established with the EOC if the Red Cross District Office is affected by the emergency.
- ❑ In cooperation with the County EOC, coordinate the release of public information announcements and advisories regarding the need to evacuate, evacuation routes, reception center locations, and personal items to be brought to the shelters (pets are excluded from Red Cross shelters).
- ❑ Advise the EOC of the number and condition of the evacuees housed in each shelter.
- ❑ Provide the following for those in the affected area who are not housed in mass care shelters:
  - o Emergency supplies of food, water, clothing, and first aid
  - o Temporary congregate feeding facilities, if necessary
- ❑ Support care and shelter of children in the school system.
- ❑ Identify potential shelter sites.
- ❑ Support mass feeding and bulk distribution operations.
- ❑ Provide a liaison, if needed, to assist in coordination of ESF 6 in the EOC, if applicable.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Continue to utilize multiple means of communicating public information and education.
- ❑ Ensure the availability of mental and behavioral health professionals.
- ❑ Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- ❑ Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.
- ❑ Conduct after-action critiques and reports
- ❑ Update plans and procedures based on critiques and lessons learned during an actual event.

3.2.3.2 Supporting County Agencies

- ❑ Provide public information regarding safe re-entry to damaged areas Assist evacuees in returning to their homes if necessary.
- ❑ Participate in after-action critiques and reports.

3.2.3.3 Community Partners

- ❑ Activate family reunification systems, such as the Red Cross Safe and Well Website or the Federal Emergency Management Agency's National Emergency Family Registration and Locator System, as soon as possible.
- ❑ Help provide temporary housing for those who cannot return to their homes.
- ❑ Deactivate shelters and mass care facilities and return them to normal use.
- ❑ Consolidate mass care shelter costs and submit these statements to the appropriate authorities for possible reimbursement.
- ❑ Coordinate Individual Assistance. Inform the public of any follow-up recovery programs that may be available.
- ❑ Participate in after-action critiques and reports.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Participate in the hazard identification process and take steps to correct deficiencies in the mass care, housing, and human services function.
- ❑ Implement a public education campaign regarding the importance of having adequate homeowners and renters insurance.
- ❑ Encourage shelter considerations in architectural design.
- ❑ Conduct training and education.
- ❑ Conduct practice drills.
- ❑ Convey public information in multiple formats and languages.
- ❑ Identify volunteer organizations that could assist in shelter and mass care operations and develop cooperative agreements.

3.2.4.2 Supporting County Agencies

- ❑ Participate in the hazard identification process and take steps to correct deficiencies in the mass care, housing, and human services function.

3.2.4.3 Community Partners

- ❑ Convey public information in multiple formats and languages.
- ❑ Participate in the hazard identification process and take steps to correct deficiencies in the mass care, housing, and human services function.

4 Concept of Operations

4.1 General

All mass care-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Department of Health Services is responsible for coordinating mass care–related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with mass care will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.

- The County EOC will provide guidance for the coordination of mass care resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of mass care activities is required, notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate mass care-related activities. If necessary, the EOC Manager may activate a Mass Care Branch under the Operations Section to coordinate ESF 6 activities.

4.3 Emergency Operations Center Operations

When mass care–related activities are staffed in the EOC, the mass care representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to mass care.
- Share situation status updates related to mass care to inform development of the Situation Report.
- Participate in, and provide mass care-specific reports for, EOC briefings.
- Assist in development and communication of mass care–related actions to tasked agencies.
- Monitor ongoing mass care–related actions.
- Share mass care–related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate mass care–related staffing to ensure the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of mass care–related activities will take into account populations with access and functional needs. The needs of children and adults who experience

disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

For additional information refer to the Linn-Benton Vulnerable Populations Plan.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support mass care-related activities:

- **ESF 8 – Health and Medical.** Coordinate health inspections of mass care facilities; coordinate sheltering of populations with medical needs.
- **ESF 11 – Food and Water.** Coordinate food and water to support mass care operations.
- **ESF 14 – Public Information.** Inform the public about mass care operations.
- **ESF 15 – Volunteers and Donations Management.** Coordinate volunteers and donated goods to support mass care operations.
- **ESF 16 – Law Enforcement.** Provide security for mass care facilities.
- **ESF 17 – Agriculture and Animal Protection.** Provide care and shelter for animals, including service animals, pets, and livestock.

5 Emergency Support Function Annex Development and Maintenance

The County Department of Health Services will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix C – ESF 6 Work Plan for more information

6 Appendices

- Appendix A – ESF 6 Linn County Shelter Guidance.
- Appendix B – ESF 6 Resources.
- Appendix C – ESF 6 Work Plan.
- Appendix D – ESF 6 List of Vendors and Contact Information.

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Appendix A Linn County Shelter Guidance

Last updated: January 2018 (Revision 5)

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Acknowledgements

A special thanks to the members of the Linn County Shelter Planning Committee, who contributed to the development of this important guidance.

Introduction and Purpose

The purpose of the Linn County Shelter Guide is to establish procedures and guidelines for providing protective shelters, temporary lodging and feeding of persons affected by an emergency, disaster, or precautionary evacuation.

This guidance is structured to be consistent with the National Incident Management System (NIMS).

Situation and Assumptions

Situation

- Mass care and shelter facilities may be needed in Linn County in response to both the direct and indirect effects of an emergency or disaster.
- Local communities need to be able to care for themselves and their citizens when it comes to mass care and sheltering.

Assumptions

- Although Linn County has overall responsibility for emergency planning for the County, local communities need to conduct emergency planning for their own jurisdictions.
- It is understood that local jurisdictions have primary responsibility for the safety and security of their citizens during a disaster or emergency event.
- The American Red Cross (Red Cross) will serve as the principal organization responsible for supporting the operation of shelters in Linn County.
- Cities will work with the Red Cross to train volunteers within its communities to support the management and operation of a shelter within their jurisdiction.
- Many volunteer and nonprofit organizations are available and willing to support local communities in sheltering and other mass care activities.
- It is anticipated that about 10 percent of individuals who have been displaced from their homes will seek sheltering, although that number would likely increase in the case of catastrophic events.

- Those within the vulnerable population community will need support from several community and county level organizations to get to and be cared for at a shelter.
- Citizens who seek out a shelter may also want to bring their pets.
- The Linn Benton Vulnerable Population Plan will be used to support shelter operations for the vulnerable population that might need to be cared for at a local shelter.

Section 1 Shelter Function

The function of a shelter is to provide temporary emergency relief to disaster victims. Providing temporary emergency relief involves a range of emergency human services (e.g., food, shelter, health care, mental health support, etc.). In doing so, Emergency Management must prepare at both the county and community levels to meet these needs.

Legal Requirements for Local Government

Oregon law sets the responsibility for emergency planning, including the establishment of shelters, at the County level. Oregon Revised Statutes 401 recognizes local government as the first level of response for meeting the emergency needs of people in its jurisdiction. People seeking care and shelter immediately after an emergency will look first to local government for assistance. Local government may provide or contract with recognized community organizations to provide emergency or temporary shelter for people made homeless by a disaster or other emergency.

The Linn Benton Vulnerable Population Plan will be used, as will the Linn County Emergency Operations Plan, as resources during shelter operations.

This plan will be reviewed annually by Linn County Emergency Management, the Red Cross, and local governments to ensure all sections are current and up to date. A shelter exercise will be held every two years and may be either a table top or full-scale exercise; this decision will be made by representatives of local government, Linn County Emergency Management, and the Red Cross.

Red Cross and local Government Roles

The Red Cross is a partner with local government in helping to fulfill local government's responsibility of providing care and shelter for it citizens in an emergency. The partnership requires local government and the Red Cross to work cooperatively during the preparedness phase to clarify roles and responsibility. The local government may also work in cooperation with other volunteer assistance organizations to provide emergency relief. In a major disaster, where there is widespread damage, the national resources of the Red Cross may not fully mobilize until five days or longer after the event. Until

national Red Cross resources become available, local government will manage, coordinate, and run shelter operations.

- Local government should:
  - Designate a shelter coordinator. This person shall coordinate shelter planning and operations for the city. The assigned person may be a member of the shelter branch staff and should be well-versed in mass care
  - Develop a statement of understanding with the Red Cross. The statement of understanding helps to solidify the mutual working partnership between the local government and the Red Cross
  - Identify and survey shelter facilities. Work with the Red Cross, school districts, and other government and nonprofit agencies to compile an up-to-date list of designated shelters
  - Provide training opportunities for shelter training. Work with the Red Cross to provide shelter training to local government and volunteer organizations within the community on shelter management
  - Provide shelter services. Responsibility for sheltering belongs to local government. While the hands-on management of this task is typically delegated to the Red Cross, the local government may need to initially open and run shelters following a large disaster
- The Red Cross will:
  - Provide care and shelter services. By congressional mandate and in accordance with its corporate policy, the Red Cross has a long-standing disaster relief mission. However, it may be five or more days before the Red Cross is fully operational to launch these services on a county-wide basis following a major disaster. As staff and materials become available, Red Cross care and shelter services typically include:
    - Emergency shelter
    - Fixed and mobile feeding
    - Emergency first aid; access to replacement medications
    - Mental health support
    - Family reunification services

- Provide no-cost shelter training, at the discretion of the Red Cross, to local government employees and community volunteers. The Red Cross will provide local government employees and local volunteers mass care and shelter training at the request of the community to help support the local opening of a shelter
- Engage in cooperative care and shelter planning. The Red Cross will meet regularly with representatives of local government in care and shelter planning and preparedness activities

Other Care and Shelter Resources:

- Linn County Public Health:
  - Linn County Medical Reserve Corps
  - Environmental Health Department
  - Mental Health Department
- Linn County Emergency Management:
  - Linn County Community Emergency Response Team
  - Linn County Amateur Radio
  - Linn County Dog Control
- County Level Organizations:
  - Salvation Army
  - Adventist Community services
  - SafeHaven Humane Society
  - Cascades West Council of Governments
  - Boys & Girls Club Sweet Home
  - Boys & Girls Club of Albany
  - Linn County School Districts
  - Linn County Fire Districts and Fire Departments
  - YMCA of Greater Linn County
  - Linn Benton Community College Nursing Program
  - Medical School

- State Level Organizations:
  - Oregon Voluntary Organizations Active in Disaster
  - Oregon Department of Transportation
  - Local National Guard Unit
  - State of Oregon Emergency Management
- Federal Level Organizations:
  - Federal Emergency Management Agency Region X

Care and Shelter Planning Assumptions

- Assistance – the responsibility for care and shelter belongs to local government. However, the Red Cross and Salvation Army, along with other Community Based Organizations (CBOs) and voluntary organizations, may assist local government as partners in delivering these services.
- Timing – In a major disaster, the Red Cross will require an influx of resources from outside the area to be fully operational. Therefore, it may be five or more days before the Red Cross can assume a primary sheltering role.
- Other Assistance – In the immediate days after a major disaster, neighborhood organizations and local congregations will emerge to provide care and shelter support independent of local government. Local government will need to coordinate care and shelter services with those groups that emerge spontaneously.
- CBO Resource Limitations – CBOs that provide social services and serve vulnerable populations will initially be overwhelmed with demands for service but will do everything possible to meet new and emerging community needs. Local government can support this effort by using its Emergency Operations Center (EOC) to obtain the resources that CBOs need to sustain operations post-disaster.
- School Shelter Availability – A disaster that occurs while school is in session may require the school to become a temporary shelter for its own student population. In this case, an alternative shelter site should be identified for the general population, or two separate areas within the school campus should be utilized to separate the two shelter operations.
- Damage – For disasters that may create damage to buildings, the local government will be responsible for inspecting any potential mass care site to ensure structural integrity before it is occupied.

- Essential Services Limitations – Essential public and private services will continue during mass care and shelter operations. However, a major disaster might curtail normal operations.

Section 2 Developing shelter sites

Local governments will work with the Red Cross to identify and survey local facilities that may be used to shelter people after a disaster. Depending on the size of the community, a total of two locations should be identified and surveyed, if suitable sites are available. The local government will identify primary and secondary shelter locations, as well as emergency evacuation sites, for times when a location is needed for less than 24 hours.

Section 3 Organizing a Shelter Management Team

A critical component of operating a disaster shelter is the shelter management team. The shelter management team is responsible for inspecting the facility for general safety and security, establishing communications with the local government in which the shelter is located, registering shelter occupants, and identifying individuals who need functional needs support services. The shelter management team is also responsible, if possible, for supplying shelter occupants with food and water, sanitation, a sleeping area with blankets and personal hygiene supplies, first aid and health care services, and providing mental health support.

The shelter management team will be formed prior to a disaster and will be mutually approved by all organizations working in support of sheltering. It will be operated under NIMS.

Section 4 Protocols for Opening a Shelter

The Decision to Open a Shelter.

- Determine Need – The local government of an affected jurisdiction will identify the need for a shelter. This decision will be based on the Red Cross's guideline of seven families, or 10 to 15 people, in need. A large disaster (generally one that extends beyond one local jurisdiction) will require action of the city and/or County EOC.
- Determine Extent – The local government will identify, to the best of their ability, the extent of the shelter needs (i.e., number of persons to be sheltered and those who need functional needs support services, such as elderly persons, or persons who may need medical supervision/care.) It is understood that the lack of this information will not hamper the opening of a shelter.
- Determine Location – The local government will contact the Red Cross at 1-888-680-1455, their state disaster services number, and provide the operations officer the information listed above. The local

government will also contact the Linn County Emergency Services Coordinator or Emergency Manager when the call to the Red Cross has been made to ensure they are aware of the request. The local government, working with the Red Cross, will determine the shelter location. For emergencies that require immediate evacuation, it is recommended that emergency locations be identified in each community where individuals or families might be directed, before a shelter location can be identified and established.

- Make Contact – The Red Cross will contact the organization they have pre-identified as a potential shelter location. The Red Cross shelter opening process will be followed, including a site inspection and facility agreement. The Red Cross will be in contact with the local government officials throughout this process.

Procedures when the Red Cross is available to open a shelter.

- Local Responsibility – Care and shelter is the responsibility of the local government and cannot be delegated. Therefore, the local government should provide a city and/or county staff person to coordinate with and assist the Red Cross during shelter activation.
- Assistance – The local government will assist the Red Cross as needed to ensure that adequate food supplies, equipment, staff, and services are available to launch and sustain shelter operations. This shall include coordinating needs and requests with the city and/or County EOC Logistics Section.
- Costs – The Red Cross will pay costs that the Red Cross independently incurs.

Procedures when the Red Cross is not available to open a shelter.

- Activate Employees –Local governments should activate their employees, who are trained to open and run a shelter.
- Deploy – Local governments should deploy staff and support personnel, along with startup supplies, to open and run the shelter.
- Activate Additional Personnel – Request additional shelter staff as needed from the city and/or County EOC Logistics Section.

Section 5 Shelter Operations

- Prior to opening the shelter, the Red Cross will utilize their established list of procedures to ensure a safe and smooth opening. These procedures will include:
    - Initiate call down for staff to support a shelter

- Ensure that the facility is available
- Conduct an inspection and obtain a signed agreement
- Inventory existing supplies
- Organize the space to accommodate needed activities, including a waiting area if needed
- Establish communications
- Work with the city and/or County EOC

- Once the shelter site is confirmed and established, the Red Cross will:
  - Inform the public, in conjunction with the local government
  - Provide signage
- Upon opening the shelter (if possible and to the extent that staff and materials are available) the Red Cross will:
  - Register the shelter residents
  - Provide first aid
  - Provide water
  - Provide meals
  - Provide individual and family support
  - Establish routines
  - Activate a Safe & Well database for family reunification, if connectivity is available
  - Maintain contact with the EOC through Red Cross established protocols

Section 6 Vulnerable Population Support

Ideally, every shelter opened in the County would be accessible and have all accommodations necessary for all populations. The reality is that there are limited resources to provide assistance to those individuals requiring more aid than what can be offered in a standard mass care shelter. Therefore, to effectively utilize available resources, it is best to open designated vulnerable population shelters at the same locations as Red Cross mass care shelter sites.

Situations and Assumptions

- Linn County vulnerable population shelters will be co-located with Red Cross mass care shelters, which frequently operate in school buildings, churches, or other community buildings.
- It is understood that care takers or family will accompany their clients or family members to a shelter to provide the level of service required of that individual.
- Vulnerable population shelters are not equipped as medical care facilities.
- Some of the facilities may have some form of emergency power generation, although it may be limited.
- Staffing of vulnerable population shelters is dependent on the volunteer abilities of the Medical Reserve Corps. In addition, home health providers may not be able to serve their clients, increasing the potential for vulnerable population shelters to provide minor medical care.
- Persons with special needs do not always bring needed supplies, and the ability to access supplies from the community may be limited.
- Linn County resources may be limited for the first few days following a major disaster.
- Many clients have not adequately prepared to shelter in place and assume the government will be able to provide assistance to them in an emergency.
- Transportation will be an issue for some members of the community.

Once a shelter has been opened in Linn County and it is determined that vulnerable population personnel will be arriving, the Linn County Medical Reserve Corps will be contacted. They will take the lead in coordinating medical needs for vulnerable population shelter clients. The Linn Benton Vulnerable Population Plan identifies roles and responsibilities pertaining to vulnerable populations and identifies the resources that may be needed to support vulnerable population clients. The Red Cross and Medical Reserve Corps will call upon volunteer agencies that might be needed to support shelter efforts as the need is identified. These resources can be found in both this document and the Linn Benton Vulnerable Population Plan.

Section 7 Volunteer Agencies

- Advocacy:
  - American Red Cross

- Salvation Army

- Case Management:
  - American Red Cross
  - Salvation Army
- Clean-up and Rebuilding:
  - Lutheran Disaster Response
  - Mennonite Disaster Services
- Community Outreach:
  - American Red Cross
  - The Salvation Army
  - Adventist Community Services
- Counseling:
  - Adventist Community Services
  - American Red Cross
  - Lutheran Disaster Response
  - The Salvation Army
- Damage Assessment:
  - American Red Cross
  - The Salvation Army
- Elder Care:
  - American Red Cross
  - The Salvation Army
  - Lutheran Disaster Response
- Emergency Repairs:
  - Lutheran Disaster Response
  - Mennonite Disaster Service
- Financial Assistance:
  - American Red Cross

- Catholic Charities USA Disaster Response
- Lutheran Disaster Response Team
- The Salvation Army

- Financial Planning:
  - American Red Cross
  - The Salvation Army
- Financial Services:
  - American Red Cross
  - The Salvation Army
- Pet Care:
  - SafeHaven
  - Linn County Animal Shelter
- Relocation Services:
  - The Salvation Army
- Sanitation Services:
  - American Red Cross
  - The Salvation Army
  - Linn County Public Health Environmental Services
- Medical Organizations:
  - Medical Reserve Corps
  - In-Reach
  - Medical School
  - Linn Benton Community College Nursing Program

Section 8 Shelter Demobilization

Protocols

- City and/or County EOCs, in cooperation with the Care and Shelter branch and the Red Cross, will determine when a shelter will close.

- Local government will identify what community resources and agencies will be needed to ensure all remaining clients have housing arrangements.
- Local government will require a media plan that can be coordinated with the city and/or County EOC Public Information Officer section or in cooperation with a Joint Information Center (JIC).

Responsibilities

- The city and/or County EOC, in cooperation with the Red Cross, will:
  - Determine triggers for demobilization
  - Develop effective media plan and outreach
  - Identify surplus:
    - Obtain identification and description of surplus resources and their probable release times from shelter staff
  - Identify equipment damage and unsafe conditions
    - Identify damage requiring immediate attention or isolation for further evaluation.
- The Shelter Manager will:
  - Coordinate a demobilization plan
  - Notify facility administration
  - Notify shelter residents
  - Post notice of shelter closing
- Demobilization considerations:
  - Coordinate with the City and/or County EOC
  - Establish triggers for closing the shelter:
    - Decreasing number of clients remaining
    - Incident-related “All Clear”
    - Lack of activity
  - Determine what agencies can support client housing needs
  - Consider the time necessary to break down and clean up

- Closing the shelter:
  - Notify facility administration
  - Notify shelter residents
  - Post notice of closing
  - Conduct a post occupancy walk through
  - Gather, clean and re-pack shelter trailer equipment
  - Post local chapter contact information
  - Clean shelter

Section 9 Recovery

Local governments will use the Recovery Annex from their current Emergency Operations Plans, or if one does not presently exist, will use the Linn County Recovery Annex.

Short Term Recovery

The goal of short-term recovery is to restore local government to at least a minimal capacity. Short-term recovery includes:

a. Utility restoration;

b. Expanded social, medical, and mental health services;

c. Re-establishment of Linn County government operations;

d. Establishment of transportation routes;

e. Debris removal;

f. Cleanup operations; and

g. Abatement and demolition of hazardous structures.

Each local government will coordinate its efforts to restore utility systems and services during recovery operations. Medical services may need to operate from temporary facilities, as necessary. Linn County Public Health Services will coordinate and conduct Critical Incident Stress Debriefings for emergency response personnel and victims of the disaster event.

The County and cities will ensure that debris removal and cleanup operations are expedited. Based on the County and other Operational Area government assessments, structures that pose a public safety concern will be demolished.

Long-Term Recovery

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities, and disaster response cost recovery. Each affected government agency will be responsible for its own approach to mitigation, which could include zoning variances, building code changes, plan reviews, seismic safety elements, and other land use planning techniques.

With public safety a primary concern, rapid recovery may require adjustments to policies and procedures to streamline the recovery process. Hazard mitigation actions will need to be coordinated and employed in all activities by all local governments in order to ensure a maximum reduction of vulnerability to future disasters. The County, Operational Area jurisdictions, and special districts will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing, or reconstructing them during long-term recovery operations.

Recovery programs will also be sought for individual citizens and private businesses. The County's and other Operational Area jurisdictions' redevelopment agencies will play a vital role in rebuilding commercial areas of the County.

As a part of recovery, an After-Action Review will be held for each event for which a shelter is opened in Linn County. The lead for this review will be the Linn County Emergency Services Coordinator, and it will be conducted within 60 days of the shelter demobilization. The minimum participation will be the local government where the shelter had been set up, the Red Cross, and each organization that assisted with shelter operations.

For instances requiring multiple governments to open shelters in Linn County, the Linn County Emergency Services Coordinator will hold a single After-Action Review for all the jurisdictions.

Section 10 Pet Policy

It is well documented that many individuals evacuating to a shelter will not give up their pets and would rather remain at home than leave their pets. While service animals are allowed in Red Cross shelters, pets are not. For the purpose of this guidance, every effort will be made to establish a pet shelter, when possible, at the location of a community shelter. Linn County Animal Control will be the lead for small animal care during an emergency at a shelter location. They will work in coordination with Safe Haven Humane Society to ensure that pets are provided with a safe environment during their owners' stay at the shelter.

Service Animals

- In accordance with Americans with Disabilities Act guidelines, service animals will be allowed to accompany clients with special needs into a vulnerable population shelter. It is not permissible to ask for an

individual's proof of disability or any identification of the animal and its qualifications. However, to identify a service animal, shelter personnel may ask the following two questions:

- Do you need this animal because of a disability?
- What task or work has the animal been trained to perform?

- An individual cannot be segregated from his or her service animal. If another client is allergic to the animal, it will be necessary to work out placement that is agreeable to both individuals.
- The care of a service animal is the sole responsibility of its owner.
- A service animal must be in a harness or on a leash, but need not be muzzled. The animal may be excluded from an area only if its behavior is a direct threat to the health or safety of people.
- During a disaster, a service animal is expected to accompany its owner in rescue/evacuation vehicles and shelters, clinics, and any other facilities related to the emergency.

Pets

Pets arriving with shelter occupants will be housed in a secure location as close as possible to the shelter. The individual owners of the pets will be responsible for working in cooperation with Linn County Animal Control and SafeHaven Humane Society volunteers to ensure the pet is properly taken care of.

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Appendix B ESF 6 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 8 – Health and Medical
  - ESF 11 – Food and Water
  - ESF 14 – Public Information
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Law Enforcement
  - ESF 17 – Agriculture and Animal Protection

State

- Emergency Operations Plan:
  - ESF 8 – Health and Medical
  - ESF 11 – Food and Water
  - ESF 14 – Public Information
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Law Enforcement
  - ESF 17 – Agriculture and Animal Protection
- Recovery Plan:
  - SRF 3 – Health
  - SRF 4 – Social
  - SRF 5 – Housing

Federal

- National Response Framework:
  - ESF 8 – Public Health and Medical Services
  - ESF 11 – Agriculture and Natural Resources
  - ESF 13 – Public Safety
  - ESF 15 – External Affairs

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Appendix C ESF 6 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 6 Annex	Health Services Department	TBD	High	2015	To be completed
Once COAD has been formed, update this annex appropriate.	Health Services Department	TBD	Low	…	To be completed

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Appendix D List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreement

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 7 – Resource Support

Last updated: June 2018

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Tasked Agencies	
Primary County Agencies	Sheriff's Office Health Services Department (medical resources)
Supporting County Agency	Road Department
Community Partners	Local Municipalities
Primary State/Federal Agencies	Oregon Department of Administrative Services Department of Homeland Security General Services Administration

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 7 describes how Linn County (County) will provide logistical and resource support during a time of emergency, as well as financial tracking and records management of overall costs of the County's response.

1.2 Scope

The following activities are within the scope of ESF 7:

- Coordinate the procurement and provision of County and private-sector resources during a disaster.
- Receive and coordinate response to resource requests from local and tribal partners.
- Provide logistical and resource support for requirements not specifically addressed in other ESFs.
- Monitor and track available and committed resources involved in the incident.
- Monitor and document the financial costs of providing resources, including costs of providing County support, purchasing, or contracting goods and services, transportation, and above normal staffing.

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards that may require resource support. The following considerations should be taken into account when planning for and performing ESF 7 activities:

- Upon request, ESF 7 provides the resource support needed to maintain the response capacity of local and tribal partners.
- Equipment and supplies are provided from current stocks or, if necessary, from commercial sources, using locally available sources when possible. ESF 7 does not stockpile supplies.
- During response operations, acquisition of these resources may be supported by preexisting memorandums of understanding, memorandums of agreement, and inter-agency agreements and contracts.

2.2 Assumptions

ESF 7 is based on the following planning assumptions:

- Local and tribal partners will exhaust local and mutual aid resource support mechanisms prior to requesting support from the County. A request may be made to the County, if exhaustion of local resources is imminent.
- Normal forms of communication may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.
- Donated goods and supplies will be managed and utilized as necessary.
- The management and logistics of resource support is highly situational and requires flexibility and adaptability.
- Local governments will expend resources and implement mutual aid agreements under their own authorities.

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure resource support–related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of resource support and are categorized depending upon their extent of involvement in resource support-related activities.

3.1.1 Primary County Agencies

The following primary County agencies were chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing resource support activities. Primary agencies may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agencies responsible for resource support–related activities are:

- Sheriff's Office.
- Health Services Department (medical resources).

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving resource support–related activities:

- Road Department.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting resource support-related activities under their own authority/jurisdiction during major incidents:

- Local municipalities.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 7 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Administrative Services.
- Department of Homeland Security
- General Services Administration

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 7 Annex with supporting agencies.

- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 7 activities.
- ❑ Develop plans, procedures, and protocols for resource management in accordance with the National Incident Management System (NIMS) and include pre-positioning of resources to efficiently and effectively respond to an event.
- ❑ Establish plans and systems for resource identification, typing, and inventorying.
- ❑ Establish plans and systems for acquiring, ordering, mobilizing, and allocating resources.
- ❑ Establish plans and systems for resource recovery and reimbursement.
- ❑ Establish plans and procedures for coordinating with nongovernmental and private-sector organizations to obtain resources.
- ❑ Develop plans for the establishment of logistic staging areas for internal and external response personnel, equipment, and supplies.
- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- ❑ Participate in exercises and training to validate this annex and supporting plans and procedures.
- ❑ Ensure that all personnel are trained in their responsibilities according to departmental plans and procedures.
- ❑ Develop plans, procedures, and protocols for resource management in accordance with NIMS, and include pre-positioning of medical resources to efficiently and effectively respond to an event.

3.2.1.2 All Supporting County Agencies and Community Partners

- ❑ In cooperation with the Sheriff's Office, develop plans, procedures, and protocols for resource management in accordance with NIMS, and include pre-positioning of resources to efficiently and effectively respond to an event.
- ❑ Establish plans and systems for resource identification, typing, and inventorying.
- ❑ Establish plans and systems for acquiring, ordering, mobilizing, and allocating resources.
- ❑ Establish plans and systems for resource recovery and reimbursement.

- ❑ Establish plans and procedures for coordinating with nongovernmental and private-sector organizations to obtain resources.
- ❑ Develop plans to establish logistic staging areas for internal and external response personnel, equipment, and supplies.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County Emergency Operations Center (EOC), when requested, to support ESF 7 activities.
- ❑ Establish communication between the EOC and response agencies to determine the resources needed to support incident response and operations.
- ❑ Identify internal, jurisdiction-specific resources available to support response and recovery operations.
- ❑ Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- ❑ Provide logistical support for the operation and requests of the EOC Manager.
- ❑ Coordinate distribution of stockpile assets.
- ❑ Coordinate the handling and transporting of affected persons requiring assistance.

3.2.2.2 Supporting County Agencies

- ❑ Provide resources to support staging and transport of emergency relief supplies and equipment, telecommunications, personnel, contracting services, and transportation services required for disaster response activities.
- ❑ Identify internal, jurisdiction-specific resources available to support response and recovery operations.
- ❑ Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- ❑ Provide and coordinate the use of emergency power generation services at critical facilities.

3.2.2.3 Community Partners

- ❑ Identify internal, jurisdiction-specific resources available to support response and recovery operations.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Recover all deployed resources that are salvageable.
- ❑ Return resources to their issuing locations.
- ❑ Account for all resource use and expenditures.
- ❑ Use established regulations and policies to manage resources that require special handling and disposition, such as biological waste, contaminated supplies, debris, and equipment.
- ❑ Ensure that all agencies involved in the recovery effort perform detailed cost accounting in the event of a declared disaster and that there is a potential for federal and State of Oregon (State) assistance.
- ❑ Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines and formats to document any crucial lessons learned and to revise plans as needed for future events.

3.2.3.2 All Supporting County Agencies and Community Partners

- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Recover all deployed resources that are salvageable.
- ❑ Return resources to their issuing locations.
- ❑ Account for all resource use and expenditures.
- ❑ Use established regulations and policies to manage resources that require special handling and disposition, such as biological waste, contaminated supplies, debris, and equipment.
- ❑ Prioritize the repair and restoration of infrastructure so that essential services may be given first priority.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Develop internal Continuity of Operations (COOP) Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.
  - o Identify essential personnel and staffing for internal and external support requirements
  - o Identify emergency supplies needed for personnel
  - o Identify essential records, equipment, and office supply needs
  - o Identify essential office space requirements
  - o Identify additional transportation requirements in support of an emergency or disaster

3.2.4.2 All Supporting County Agencies and Community Partners

- ❑ Develop internal COOP Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

4 Concept of Operations

4.1 General

All resource support-related activities will be performed in a manner that is consistent with NIMS and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office and County Health Services Department are the agencies responsible for coordinating resource support-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with resource support will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center (ECC).
- ■ The County EOC will provide guidance for the coordination of resource support resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of resource support activities is required, notification will be made to the primary County agencies listed in this ESF Annex. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate resource support-related activities.

4.3 Emergency Operations Center Operations

When resource support–related activities are staffed in the EOC, the resource support representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to resource support.
- Share situation status updates related to resource support to inform development of the Situation Report.
- Participate in, and provide resource support–specific reports for, EOC briefings.
- Assist in development and communication of resource support–related actions to tasked agencies.
- Monitor ongoing resource support–related actions.
- Share resource support-related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate resource support–related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Resource support–related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support resource support–related activities:

- **ESF 11 – Food and Water.** Identify and procure food and water resources to support identified needs.
- **ESF 15 – Volunteers and Donations Management.** Coordinate provision of donated goods and services.
- **All ESFs.** All functions will make resource requests through ESF 7 via the ECC.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office and County Health Services Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 7 Work Plan for more information

6 Appendices

- Appendix A – ESF 7 Resources
- Appendix B – ESF 7 Work Plan
- Appendix C – ESF 7 List of Vendors and Contact Information

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Appendix A ESF 7 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 11 – Food and Water
  - ESF 15 – Volunteer and Donations Management
  - All ESFs

State

- Emergency Operations Plan:
  - ESF 11 – Food and Water
  - ESF 15 – Volunteer and Donations Management
  - All ESFs

Federal

- National Response Framework:
  - All ESFs

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Appendix B ESF 7 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 7 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 8 – Health and Medical

Linn County Public Health Emergency Response Plan

Last updated: June 2018

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Signature Page

This Emergency Response Plan (ESF 8 – Health and Medical), including all completed Support Annexes, has been reviewed and approved.

_____ _____

Linn County Health Services Administrator Date

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Tasked Agencies	
Primary County Agencies	Department of Health Services (LCDHS) Public Health (LCPH) Environmental Health (LCEH)
Supporting County Agencies	Fire Defense Board Health Officer Deputy Medical Examiner Sheriff's Office
Community Partners	Area Hospitals and Clinics including Samaritan Albany General Hospital [SAGH] Samaritan Lebanon Community Hospital [SLCH] Good Samaritan Regional Medical Center [GSRMC]) Emergency Medical Services (EMS) including Albany, Lebanon, and Sweet Home Fire Departments Medical Reserve Corps (MRC)
Primary State/Federal Agencies	Oregon Health Authority (OHA) Department of Health and Human Services

1 Introduction

LCPH, a division of LCDHS, protects and promotes the health of its residents. During an emergency, this department is the lead county agency for Emergency Support Function (ESF) 8 – Health and Medical. In this capacity, LCPH oversees mitigation, preparedness, response, and recovery activities for Linn County (County).

1.1 Purpose

ESF 8 describes how the County will coordinate plans, procedures, and resources to support health and medical care during a time of emergency and/or developing potential health and medical situation. It should be noted, however, that the intent of this plan is not to constrain LCPH personnel from taking common sense actions to accomplish a mission given the many potential scenarios that can unfold during an emergency. Rather, this ESF should be viewed as a foundation on which to manage a response.

This plan follows the format of the federal Department of Homeland Security's National Response Framework (NRF) and is compliant with the National Incident Management System (NIMS). The plan was developed to work in concert with other County, State, and federal plans during an emergency response.

1.2 Scope

The following activities are within the scope of ESF 8:

- Support local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.
- Coordinate and support stabilization of the public health and medical system in impacted jurisdictions.
- Support sheltering of persons with medical needs.
- Monitor and coordinate resources to support care and movement of persons with medical needs in impacted areas.
- Support monitoring, investigating, and controlling potential or known threats and impacts to human health through surveillance, delivery of medical countermeasures, and non-medical interventions.
- Support monitoring, investigating, and controlling potential or known threats to human health of environmental origin.
- Develop, disseminate, and coordinate accurate and timely public health and medical information.
- Monitor the need for and coordinate resources to support fatality management services.
- Monitor need for, and coordinate resources to support, disaster behavioral health services.
- Support responder safety and health needs.
- Provide public health and medical technical assistance and support.

See Appendix A, Resources for a list of supporting documents.

2 Authorities

See Attachment 1, Overview 1 (maintained separately by Health Services), for legal authorities pertinent to a public health emergency. The attachment also gives a brief overview of various federal authorities related to public health emergencies.

See the State of Oregon's ESF 8 – Health and Medical, for more information.

It should be noted that public health emergencies may not rise to the level of a local, state, or federal declared emergency, which has implications for the resources that can be brought to a response. Under a Federal Stafford Act declaration, states and local jurisdictions may qualify for financial and other assistance to support response and recovery activities. During the H1N1 influenza pandemic, however, the President declared an emergency under the

National Emergencies Act after the Secretary of Health and Human Services declared a Public Health Emergency. This declaration did not provide for reimbursement. Instead, monies for the response were provided through other avenues. The President's declaration waived certain statutory federal requirements for medical treatment facilities to ensure sufficient health care services (e.g., set-up of alternative screening locations).

3 Situation and Planning Assumptions

3.1 Situation

The County is faced with a number of hazards that may require health and medical support. The following considerations should be taken into account when planning for and implementing ESF 8 activities:

- Hazards may result in mass casualties or fatalities, disruption of food and/or water distribution and utility services; loss of water supply, wastewater, and solid waste disposal services; and other situations that could create potential health hazards or serious health risks.
- One of the primary concerns of public health officials is disease control. This involves the prevention, detection, and control of disease-causing agents; maintaining safe water and food sources; and continuation of wastewater disposal under disaster conditions.
- Disaster and mass-casualty incidents take many forms. Proper emergency medical response must be structured to provide optimum resource application without total abandonment of day-to-day responsibilities.
- Large scale morgue and remains disposal is a significant issue for communities of any size.

The 2012 Linn County Public Health Hazard Vulnerability Analysis identified primary hazards that pose serious threats to the County's population. These hazards include:

- Public Health Emergency.
- Earthquakes.
- Liquid Fuel Supply Disruption.
- Power Failures.
- Water Supply Disruption.
- Hazardous Material Release.
- Floods.

- Winter Storm, Windstorm.
- Communication System Failure.
- Wildfire.

In the spring of 2010, the County saw the occurrence of one of these hazards with the outbreak of the novel H1N1 influenza virus, followed by the second wave of the pandemic in the fall. Severe flooding occurred in Linn County in 1996–97, and Oregon experienced bioterrorism with the 1984 salmonellosis attack by the Rajneeshee in The Dalles. And while the remaining hazards on the list are not primarily health emergencies, they may have a health or medical component (e.g., drinking water contamination or a need for vaccines or pharmaceuticals). These situations are reminders of the need for plans that outline response procedures in order to minimize the negative impacts of emergencies on Linn County communities.

LCPH will play either a lead or supporting role in an emergency response. The agency will take the lead during incidents that are primarily health-related in nature. Examples include:

- The intentional or unintentional release of a biological or radiological agent.
- An outbreak of a communicable disease.
- Food or water contamination.
- Shortage of a health or medical resource.

Traditional public health measures will likely to be taken in these instances. These measures include:

- Epidemiological investigations to determine the source and nature of the disease or agent.
- Case and contact investigation.
- Collection of laboratory specimens.
- Food and water safety inspections.
- Community mitigation measures (e.g., social distancing).
- Resource requests for pharmaceuticals, medical supplies, and equipment.
- Administration of countermeasures.
- Public education and risk information actions.

In emergencies that are not primarily health-focused, LCPH personnel may be asked to play a supporting role by the County Emergency Manager and other local partners. For instance, during emergencies such as floods where there is a risk of injuries, LCPH may be asked to oversee tetanus vaccinations for first responders. During an earthquake, which may cause an interruption in supply chains due to damaged transportation infrastructure, LCPH may be asked to manage medical supply requests from area hospitals, other health care agencies, and providers. In addition, questions may arise from the news media or public during non-health emergencies that require a public education or risk information response (e.g., health risk from falling volcanic ash).

3.2 Planning Assumptions

ESF 8 is based on the following assumptions:

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- Emergency response is primarily a local responsibility (Oregon Revised Statutes 401.015).
- Emergency health and medical services should be an extension of normal duties. Health/medical care will be adjusted to the size and type of disaster.
- Linn County Emergency Management will coordinate non-health emergency responses and assist LCPH with the coordination of health responses.
- Under a declared emergency, resource requests will be processed through the County Emergency Operations Center (EOC) to the state Emergency Coordination Center (ECC).
- An effective response will require the coordinated efforts of a wide variety of public, private, community-based and non-government organizations and agencies.
- An emergency may impact neighboring jurisdictions within the Healthcare Preparedness Program's Region 2 counties.
- Linn County has mutual aid agreements with neighboring local jurisdictions.
- A large-scale emergency is likely to overwhelm the local health system and severely impact the availability of staff, bed capacity, medical supplies, and equipment.
- LCPH can request vaccines from the Oregon Immunization Program, who, in turn, request emergency vaccines from the Centers for Disease Control and Prevention (CDC).

- LCPH will need to use volunteer and paid temporary staff during an emergency.
- Some emergencies may require hospitals to set up alternate care sites or mobile hospitals.
- Use of nuclear, chemical, or biological weapons of mass destruction could produce a large number of injuries requiring specialized treatment that could overwhelm the local and state health and medical system.
- The Federal Bureau of Investigation (FBI) is the lead criminal agency in domestic terrorist incidents.
- Public and private medical, health, and mortuary services resources will be available for use during emergency situations; however, local resources may be adversely impacted by the emergency.
- Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and access and functional needs populations may be damaged or destroyed in major emergency situations.
- If hospitals and nursing homes are damaged, it may be necessary to relocate significant numbers of patients to other comparable facilities elsewhere.
- Health and medical facilities that survive emergency situations with little or no damage may be unable to operate normally because of a lack of utilities or because staff are unable to report for duty as a result of personal injuries or damage to communications and transportation systems.
- Medical and health care facilities that remain in operation and have the necessary utilities and staff could be overwhelmed by the “walking wounded” and seriously injured victims transported to facilities in the aftermath of a disaster.
- Uninjured persons who require frequent medications such as insulin and anti-hypertensive drugs, or regular medical treatment such as dialysis, may have difficulty obtaining these medications and treatments in the aftermath of an emergency situation due to damage to pharmacies and treatment facilities and disruptions caused by loss of utilities and damage to transportation systems.
- The Federal Strategic National Stockpile can supply pharmaceuticals, medical supplies, and equipment during emergencies through its 12-hour Push Packs, vendor-managed inventory, or buying power. The

Governor, or Oregon Public Health Division (OPHD) administrator requests assets from the CDC.

- In a major catastrophic event (including, but not limited to, epidemics, pandemics, and bioterrorism attacks), medical resources may be insufficient to meet demand, specialized equipment and/or treatment materials may be unavailable, and transportation assets may also be restricted due to contamination. No emergency plan can ensure the provision of adequate resources in such circumstances.
- Disruption of sanitation services and facilities, loss of power, and the concentration of people in shelters may increase the potential for disease and injury.
- Damage to chemical plants, sewer lines, and water distribution systems, and secondary hazards such as fires could result in toxic environmental and public health hazards that pose a threat to response personnel and the general public. This includes exposure to hazardous chemicals, biological and/or radiological substances, contaminated water supplies, crops, livestock, and food products.
- The public may require guidance on how to avoid health hazards caused by the disaster or arising from its effects.
- Some types of emergency situations, such as earthquakes, hurricanes, and floods, may affect a large geographic area, making it difficult to obtain mutual aid from usual sources.
- The damage and destruction caused by a natural or technological event may produce urgent needs for mental health crisis counseling for victims and emergency responders.
- Emergency responders, victims, and others affected by emergency situations may experience stress, anxiety, and other physical and psychological symptoms that may adversely affect their daily lives. In some cases, disaster mental health services may be needed during response operations.

4 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure health and medical-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle.

This information is intended to provide a general overview, not specific details and does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the

actions identified below. The ESF 8 support and incident annexes contain additional roles and responsibilities.

4.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of health and medical–related activities and are categorized according to their extent of involvement in health and medical–related activities.

4.1.1 Primary County Agencies

The following primary County agencies were chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing health and medical–related activities. The primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies. The primary County agencies responsible for health and medical-related activities is:

- Department of Health Services (LCDHS).
- Public Health (LCPH).
- Environmental Health (LCEH).

4.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving health and medical–related activities:

- Fire Defense Board.
- Health Officer.
- Deputy Medical Examiner.
- Sheriff's Office.

4.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting health and medical-related activities under their own authority/jurisdiction during major incidents:

- Area Hospitals and Clinics including
  - Samaritan Albany General Hospital (SAGH)
  - Samaritan Lebanon Community Hospital (SLCH)
  - Good Samaritan Regional Medical Center (GSRMC)
- Emergency Medical Services including

- Albany, Lebanon, and Sweet Home Fire Departments

- Medical Reserve Corps (MRC).

4.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 8 activities under their own authority/jurisdiction during major incidents:

- Oregon Health Authority (OHA).
- Department of Health and Human Services

See the State's ESF 8 – Health and Medical annex for more information on the State's role in health and medical-related emergencies.

See the Federal Emergency Management Agency's (FEMA's) ESF 8 – Public Health and Medical Services annex for more information on the federal government's role in health and medical-related emergencies.

4.2 Responsibilities by Phase of Emergency Management

4.2.1 Preparedness

4.2.1.1 Primary County Agencies

Linn County Department of Health Services

- Coordinate regular review and update of the ESF 8 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County's capability to support health and medical–related activities.
- Ensure that personnel are trained in their responsibilities and duties.
- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, special needs, etc.) and ensure that preparations are made to provide assistance for them.
- Appoint personnel to coordinate a health and medical response.
- Appoint a representative to assist in the EOC.
- Participate in emergency management training and exercises.
- **LCPH:**
  - Maintain the County-level communicable disease reporting system
  - Use state guidelines to investigate communicable diseases

- Monitor County surveillance data
- Educate health care providers and other partners (e.g., school nurses) on disease reporting requirements and procedures
- Serve as a resource for the public on health topics
- Pre-position and request additional response resources when it is apparent that health and medical resources will be necessary
- Relocate health and medical resources when it is apparent that they are endangered by the likely impacts of the emergency situation
- Develop and maintain public health emergency response plans
- Maintain and implement an emergency response training and exercise plan
- Manage the Health Alert Network (HAN) for the County
- Track the training of LCPH personnel
- Manage the Linn County MRC program
- Revise plans based on lessons learned from exercises and real-life incidents

■ **LCEH:**

- To be developed

■ **Linn County Mental Health/Developmental Disabilities:**

- To be developed

4.2.1.2 Supporting County Agencies

All Supporting County Agencies

- Ensure that personnel are trained in their responsibilities and duties.
- Participate in public health exercises.

4.2.1.3 Community Partners

Area Hospitals and Clinics

- Develop and exercise emergency response plans.
- Develop procedures to request resources.
- Develop plans for alternate care sites.

- Establish public information plans and protocols.
- Maintain adequate medical supplies.

Emergency Medical Services

- Maintain adequate medical supplies.

All Community Partners

- Participate in public health exercises.

4.2.2 Response

4.2.2.1 Primary County Agencies

Linn County Department of Health Services

- **LCPH:**
  - Serve as the lead agency for a public health emergency
  - Provide an ESF 8 liaison to the County's EOC, as needed
  - Coordinate the response with internal and external partners
  - Provide situation status reports to County officials
  - Investigate communicable diseases based on guidance from the state
  - Coordinate case and contact investigations and specimen collection with other health care partners
  - Alert and educate health care providers and other appropriate partners as to the nature of the incident
  - Oversee public information and risk communication activities
  - Manage public health resources (e.g., staff, equipment, pharmaceuticals, vaccine) and resource requests
  - Coordinate the administration of medical countermeasures
  - Activate and manage MRC volunteers and temporary hires
  - Coordinate response activities with neighboring county and state public health partners
  - Document personnel and resource costs associated with the response

4.2.2.2 Supporting County Agencies

Linn County Sheriff's Office

- Assist with the management of resource requests.
- Coordinate any security or transportation needs for a public health response.

Medical Examiner

- Coordinate morgue operations as required and appropriate.
- Coordinate victim identification and mortuary services in collaboration with the State Medical Examiner's Office and local funeral directors.

All Supporting County Agencies

- Support LCPH during public health emergencies.
- Provide a representative to the EOC, when requested.

4.2.2.3 Community Partners

Hospitals

- Activate a hospital Incident Command post or EOC during an emergency.

All Supporting County Agencies

- Establish communications with LCPH.
- Coordinate public information and risk communication activities with LCPH.
- Request resources through LCPH after exhausting other sources.

4.2.3 Recovery

4.2.3.1 Primary County Agencies

Linn County Department of Health Services, LCPH Division

- **LCPH:**
  - Demobilize public health resources
  - Complete case and contact investigation follow-up or conduct long-term monitoring of exposed person
  - Provide financial information for the response to the County Emergency Manager or designee
  - Support community recovery activities

- Write after-action reports and improvement plans

4.2.3.2 Supporting County Agencies

All Supporting County Agencies

- Summarize and provide financial information for FEMA reimbursement to the Oregon Office of Emergency Management.
- Participate in after-action meetings with LCPH.

4.2.3.3 Community Partners

All Community Partners

- Participate in after-action meetings with LCPH.

4.2.4 Mitigation

4.2.4.1 Primary County Agencies

Linn County Department of Health Services

- Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- Increase the use of geographical information systems (GIS) to identify the location of all vulnerable sites or populations.
- Gather and evaluate intelligence regarding epidemics and assist in detection of communicable diseases.
- Administer immunizations.
- Conduct continuous health inspections.
- Promote and encourage the use of the blood donation program.
- Conduct normal public health awareness programs.
- Conduct training and education.
- Conduct practice drills.
- Convey public information in multiple formats and languages.

4.2.4.2 Supporting County Agencies

All Supporting County Agencies

- Conduct training and education.
- Conduct practice drills.

4.2.4.3 Community Partners

All Community Partners

- ❑ Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- ❑ Conduct training and education.
- ❑ Conduct practice drills.

5 Concept of Operations

All health and medical-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, LCDHS is responsible for coordinating health and medical activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with health and medical will first be issued in accordance with established mutual aid agreements, and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination of health and medical resources.

5.1 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate health and medical activities.

5.2 Emergency Operations Center Operations

The LCPH Administrator (or designee) represents the ESF 8 function of the command structure at the County EOC during non-public health emergencies. During a public health emergency, this individual may serve as the Incident Commander and is responsible for establishing policy and providing direction and control for the incident. Response activities will likely be coordinated out of the LCDHS Department Operations Center with support from the County EOC. LCPH will also coordinate with hospital Incident Command. OPHD will activate its Agency Operations Center if a public health emergency exceeds Linn County's ability to respond or if it affects multiple jurisdictions.

The primary ESF 8 functions,[1] as categorized by FEMA, are presented in Table 1, below. This table also presents the primary agencies responsible for these functions and the agencies or organizations that provide support.

Table 1 Primary Public Health and Medical Support Functions

ESF 8 Function	Primary Agencies	Support Agencies/Programs
Assessment of public health/ medical needs	• LCPH	• OPHD • Samaritan Albany General Hospital (SAGH) • Samaritan Lebanon Community Hospital (SLCH) • Good Samaritan Regional Medical Center (GSRMC)
Health surveillance	• LCPH	• OPHD • SAGH • SLCH • GSRMC
Medical care personnel	• LCPH	• Oregon Health Authority (OHA) • Medical Reserve Corps (MRC)
Health/medical/ veterinary equipment and supplies	• LCPH	• OHA • Oregon Department of Agriculture (ODA)

[1] http://www.fema.gov/media-library-data/20130726-1825-25045-8027/emergency_support_function_8_public_health___medical_services_annex_2008.pdf

Table 1 Primary Public Health and Medical Support Functions

ESF 8 Function	Primary Agencies	Support Agencies/Programs
Patient evacuation	• SAGH • SLCH • GSRMC	• LCPH • Emergency Medical Services (EMS)
Patient care	• SAGH • SLCH • GSRMC	• LCPH
Safety and security of drugs, biologics, and medical devices	• Oregon Board of Pharmacy	• Federal Food and Drug Administration
Food safety and security	• LCEH	• OHA • ODA
Agriculture safety and security	• ODA	
Behavioral health care	• LCDHS	• Oregon Department of Human Services (OR-DHS)
Public health and medical information	• LCPH	• OHA
Vector Control	• LCEH	• ODA
Potable water/ wastewater and solid waste disposal	• LCEH	• OHA • Linn County Planning Department
Mass fatality management, victim identification, and decontaminating remains	• Sheriff's Office	• Linn County Medical Examiner • State Medical Examiner's Office
Veterinary medical support	• ODA	• OHA

Table 2 presents the plans or Standard Operating Procedures (SOPs) that address these ESF 8 functions in Linn County.

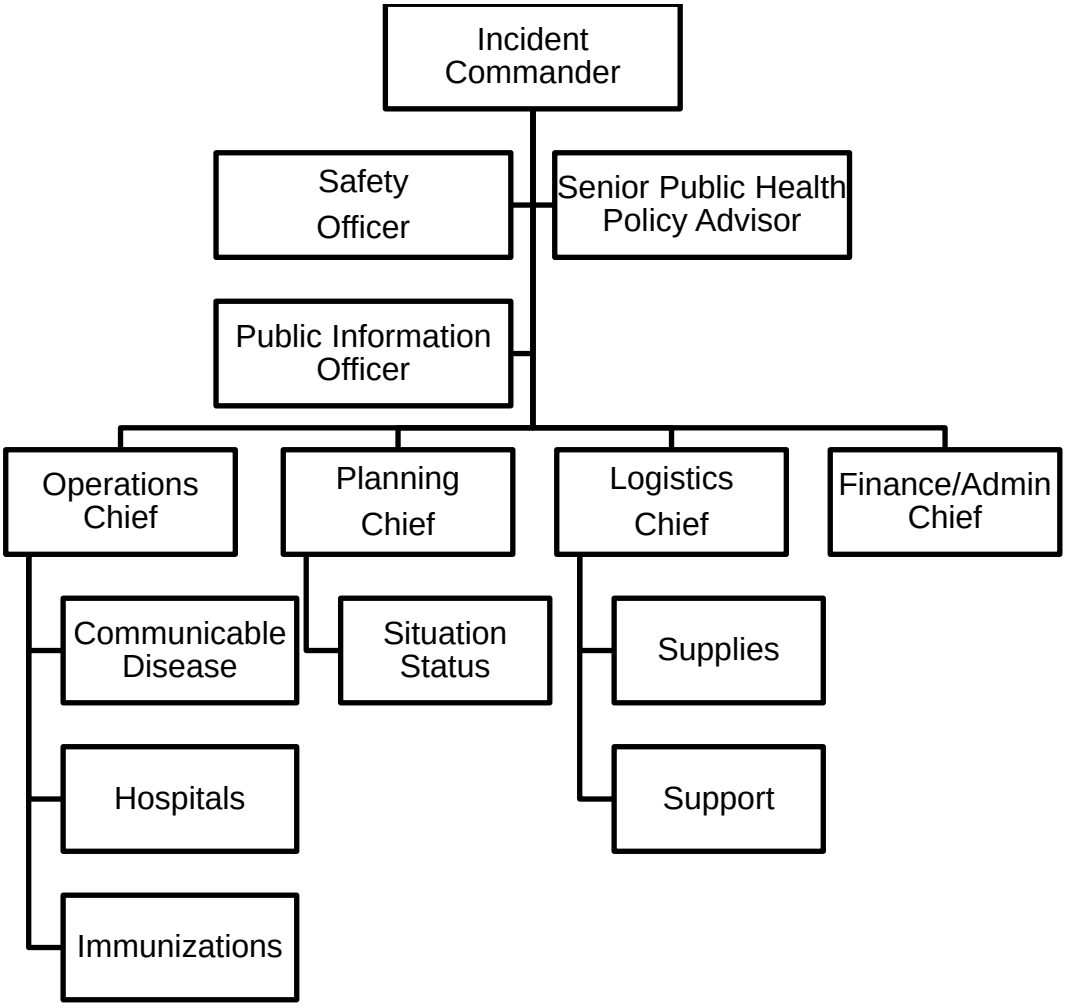
Table 2 Plans Associated with ESF 8 Functions

ESF 8 Function	Plan
Assessment of public health/medical needs	• Public Health and Medical Response Plan • Continuity of Operations (COOP) Plan
Health surveillance	• All Hazards Infectious Disease Plan • Cluster Evaluation Plan • COOP Plan
Medical care personnel	• Staffing, Care, and Feed SOP • COOP Plan
Health/medical/veterinary equipment and supplies	• Public Health and Medical Response Plan
Patient evacuation	• Plans maintained by hospitals
Patient care	• Plans maintained by hospitals
Safety and security of drugs, biologics, and medical devices	• Oregon Board of Pharmacy and Federal Food and Drug Administration statutes and regulations
Food safety and security	• *No LCEH plan at present*
Agriculture safety and security	• *No LCEH plan at present*
Behavioral health care	• Vulnerable Populations Emergency Plan • Behavioral Health Plan (to be developed)
Public health and medical information	• LCPH Public Information and Risk Communications Plan
Vector control	• *No LCEH plan at present*
Potable water/wastewater and solid waste disposal	• *No LCEH plan at present*
Mass Fatality management, victim identification, and decontaminating remains	• *No LCSO plan at present*
Veterinary medical support	• Maintained by ODA

LCPH uses the Incident Command System (ICS) as part of its NIMS-compliance. Figure 1, below, presents a typical ICS structure that LCPH might use during a public health emergency. This structure may be expanded or contracted to fit the needs of a situation. The County's EOC will oversee the establishment of Unified Command or Multi-Agency Coordination groups if these higher-level structures are needed to respond to an emergency.

See Chapter 5 of the Emergency Operations Plan's Basic Plan for more information.

Figure 1 Sample LCPH ICS Structure



5.3 Notification

If additional coordination of health and medical activities is required, notification about public health emergencies may come from many sources, including state and local government agencies, hospitals, and the public. An event may start local with recognition by LCDHS or other local partners. In general, however, primary notification occurs through the Oregon Emergency Response System

(OERS), which would contact the Linn County Sheriff's Office in the event of an incident. For public health situations, the Sheriff's Office would then contact LCPH through its 24/7 call line. In turn, LCPH staff alerts personnel and/or distributes emergency messages through the HAN. If necessary, the EOC Manager may activate a Health and Medical Branch under the Operations Section to coordinate ESF 8 activities.

5.4 Operational Priorities

During a public health emergency, the priorities for the response will be as follows:

1. Ensure the safety of all personnel.
2. Activate general and command staff in the ICS structure as appropriate.
3. Activate the LCPH Department Operations Center as needed.
4. Coordinate with the County Emergency Manager.
5. Ensure appropriate coordination and communication with hospitals, other county and state agencies and local health departments, as needed.
6. Manage all necessary ESF 8 resource requests.
7. Activate the LCPH COOP Plan, if necessary.
8. Oversee public health education and risk communication activities.

5.5 Access and Functional Needs Populations

Provision of health and medical-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

For more information, refer to the Linn Benton Vulnerable Populations Emergency Plan.

5.6 Activation of the Emergency Support Function 8 Plan

The LCPH Administrator, Health Officer, or Program Manager have authority to activate this annex. Activation occurs at the discretion of these individuals. Below is a list of situations under which the annex should be activated.

- At the request of the County Emergency Manager.
- Upon receipt of a credible threat, as determined by the FBI, of a bioterrorist attack.

- Upon identification of a single case of a category-A bioterrorism agent with outbreak potential.
- Under a natural or human-caused disaster with serious risk of death or injury.
- When medical care needs exceed local capacity.
- When requesting emergency resources from the State.
- To coordinate communication and activities between state and local health departments.
- Upon any other impending threats to the public's health.

Activation of this annex can take place in the following modes:

- *Standby* – when an incident does not yet, but may have, public health implications.
- *Limited activation* – when there is an impending public health emergency.
- *Full activation* – upon an emergency with important public health implications.

5.7 Coordination with Other Emergency Support Functions

The following ESFs support health and medical–related activities:

- **ESF 1 – Transportation.** Support transportation of medical resources to impacted areas.
- **ESF 6 – Mass Care.** Coordinate with ESF 8 for health and medical support to shelter operations.
- **ESF 9 – Search and Rescue.** Coordinate medical care for disaster victims.
- **ESF 10 – Hazardous Materials.** Provide for decontamination and medical treatment of disaster victims contaminated by hazardous materials.
- **ESF 11 – Food and Water.** Provide for the safety of the food and water supply.

6 Emergency Support Function Annex Development and Maintenance

The LCDHS will be responsible for coordinating review and maintenance of this annex biannually. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks. Changes will be made based on lessons learned from the previous years' exercises or emergencies or, as needed, to reflect changes to federal, state, or local guidelines, plans, laws, or regulations.

See Appendix A – ESF 8 Work Plan for more information

7 Training and Exercises

The Public Health Emergency Preparedness Program will ensure completion of an After-Action Report when LCPH's normal capacity to respond is exceeded, in the following situations:

- Communicable disease outbreak – each time as defined program policy.
- Environmental health incident – whenever other internal and external partners are involved.
- Natural disaster – each time a natural disaster occurs.
- Other situations as appropriate – when the situation exceeds program capacity and requires assistance through the EOC or mutual aid agreements.

All After-Action Reports must address whether a recommendation to revise a policy should be made to administration.

8 Record of Changes

Date	Description of Change	Initials
7/2012	Added SOP 1 – Alert and Notification SOP and renumbered the others; updated information about OPHD being housed in the Oregon Health Authority in Roles and Responsibilities; changed Public Health Emergency Response Program in that same section to Health Security, Preparedness and Response Program (HSPR)	JF
6/2014	Updated terminology and references included AAR section	JF
2015	Update ESF to bring in line with new State ESF structure.	
1/2018	Updated reflecting best practices	

9 Appendices

- Appendix A – ESF 8 Resources.
- Appendix B – ESF 8 Work Plan.
- Appendix C – ESF 8 Acronyms.

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Appendix A ESF 8 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 9 – Search and Rescue
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
- Department of Health Services:
  - Standard Operating Procedures
    - 1: Alert and Notification
    - 2: Prioritization of Services
    - 3: Opening the Department Operations Center
    - 4: Tactical Communications
    - 5: Security for Public Health Emergencies
    - 6: Communications - Health Messaging
    - 7: Public Health Response to a Natural Disaster
  - Job Action Sheets – Command and General Staff
  - Support Annexes
    - 1: Public Health and Medical Resources
    - 2: Mass Prophylaxis Plan
    - 3: Mass Vaccination Plan
  - Incident Annexes
    - 1: All Hazards Infectious Disease Plan
    - 2: Pandemic Influenza Plan
    - Ebola
  - Communications Plan

- Field Operations Guide
  - 1: Points of Dispensing

- Linn-Benton Vulnerable Populations Emergency Plan.
- Linn County Public Health Services.
  http://www.co.linn.or.us/health/public_health/ph.htm
- Linn County Sheriff's Office (Emergency Management)
  http://www.linnsheriff.org/emergency.html

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 9 – Search and Rescue
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
- Recovery Plan:
  - SRF 3 – Health
- Oregon Public Health Division
  https://public.health.oregon.gov/Pages/Home.aspx
- Oregon State Public Health Laboratory
  https://public.health.oregon.gov/LaboratoryServices/Pages/index.aspx

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
  - ESF 9 – Search and Rescue
  - ESF 10 – Oil and Hazardous Materials

Appendix B ESF 8 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 8 Annex	LCDHS	TBD	High	2015	To be completed
Develop a plan in support of Blood and Blood Products	LCDHS	TBD	…		To be completed
Develop a plan in support of Agriculture Safety and Security	LCDHS	TBD	…		To be completed
Develop a plan in support of all-hazard public health and medical consultation and technical assistance and support	LCDHS	TBD	…		To be completed
Develop a plan in support of food safety and security	LCDHS	TBD	…		To be completed
Develop a plan in support of vector control	LCDHS	TBD	…		To be completed
Develop a plan in support of potable water/wastewater and solid waste disposal	LCDHS	TBD	…		To be completed

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Appendix C ESF 8 Acronyms

ACDP	Acute and Communicable Disease Prevention Program
ASPR	Assistant Secretary for Preparedness and Response
BT	Bioterrorism
CDC	Center for Disease Control and Prevention
CERT	Community Emergency Response Team
DOA	Department of Agriculture
ECC	Emergency Coordination Center
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
HAN	Health Alert Network
HSPR	Health Security, Preparedness, and Response Program
ICS	Incident Command System
IIS	Immunization Information System
LCEH	Linn County Environmental Health
LCPH	Linn County Public Health Department
LRN	Laboratory Response Network
MRC	Medical Reserve Corps
NIMS	National Incident Management System
NRF	National Response Framework
ODOT	Oregon Department of Transportation
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority

OPHD	Oregon Public Health Division
ORS	Oregon Revised Statute
OSHA	Occupational Safety and Health Administration
OSPHL	Oregon State Public Health Laboratory
PIO	Public Information Officer
POD	Point of Dispensing
SOP	Standard Operating Procedure
TEP	Training and Exercise Plan

ESF 9 – Search and Rescue

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Fire Defense Board
Community Partners	City fire departments Local fire districts
Primary State/Federal Agencies	Oregon Emergency Management Office of the State Fire Marshal National Guard Department of Defense Department of Homeland Security Department of Interior

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 9 describes how the County will coordinate deployment of resources in both urban and non-urban search and rescue during a major disaster or incident.

1.2 Scope

The following activities are within the scope of ESF 9:

- Search and rescue operations within the County through the County Sheriff's Office
- Urban Search and Rescue operations within the County through the local fire departments and districts.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require search and rescue support. The following considerations should be taken into account when planning for and performing ESF 9 activities:

- A major disaster or emergency situation may result in large numbers of displaced, stranded, lost, or trapped individuals needing prompt rescue and medical attention.
- The first 72 hours of a search and rescue operation are the most critical in terms of reducing the mortality rate of an incident; therefore, operations must begin as soon as possible.

- Search and rescue personnel often need to be trained to deal with extreme or dangerous terrain for operations in remote areas. Similarly, they may need to work in dangerous conditions such as partially collapsed structures or areas with hazardous materials. These situations often require specialized skills that may not be available in a particular community, and experts may need to be brought in from other areas.

- Strict adherence to search and rescue procedures will help prevent rescuers becoming victims themselves.

- Volunteer search and rescue personnel are familiar with the Incident Command System (ICS) and National Incident Management System (NIMS) organization and have completed the basic training in both.

2.2 Assumptions

ESF 9 is based on the following planning assumptions:

- Search and rescue operations will continue to increase as population and recreational opportunities continue to grow.

- Operations may be overwhelmed during emergencies and disasters. Local search and rescue efforts may require technical assistance from other agencies and the State of Oregon (State).

- Access to impacted locations may be limited due to steep or rocky terrain, water, or structural barriers. Some areas may only be accessible by aircraft or boat.

- Rapid assessment of impacted areas and lost individuals will assist in the determination of response priorities.

- Local residents and unaffiliated volunteers may initiate activities to assist in search and rescue operations and will require coordination and direction.

3 Roles and Responsibilities

This section outlines the roles and responsibilities assigned to County agencies and community partners to ensure search and rescue-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of search and rescue-related activities and are categorized depending upon their extent of involvement with the activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing search and rescue activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The Primary County agency responsible for search and rescue-related activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving search and rescue-related activities:

- Fire Defense Board.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting search and rescue-related activities under their own authority/jurisdiction during major incidents:

- City fire departments.
- Local fire districts.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 9 activities under their own authority/jurisdiction during major incidents:

- Oregon Emergency Management.
- Office of the State Fire Marshall.
- National Guard.
- Department of Defense.
- Department of Homeland Security.
- Department of Interior.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 9 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support search and rescue-related activities.
- ❑ Encourage active participation of inter-agency preparedness organizations that collaborate in search and rescue activities on a regular basis.
- ❑ Identify response zones, potential staging areas, and potential medical facilities with local and regional search and rescue teams and establish specialized teams.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary to perform search and rescue operations.
- ❑ Ensure that mutual aid agreements are in place with surrounding jurisdictions.
- ❑ Coordinate and participate in the development and presentation of training courses and exercises for search and rescue personnel.
- ❑ Maintain liaison with support agencies.
- ❑ Pre-identify typed search and rescue resources and identify resources from other agencies or capabilities that may assist with search and rescue, and plan to integrate such additional resources as necessary.
- ❑ Develop a management plan to manage uncertified volunteers.

3.2.1.2 Supporting County Agencies

- ❑ Ensure that mutual aid agreements are in place with surrounding jurisdictions.
- ❑ Coordinate and participate in the development and presentation of training courses and exercises for search and rescue personnel.

3.2.1.3 Community Partners

- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary to perform search and rescue operations.

- ❑ Ensure that mutual aid agreements with surrounding jurisdictions are in place.
- ❑ Coordinate and participate in the development and presentation of training courses and exercises for search and rescue personnel.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the Emergency Operations Center (EOC), when requested.
- ❑ Initiate mobilization procedures.
- ❑ Assemble personnel and equipment at a designated location.
- ❑ Transport the team, including personnel and equipment, to the incident scene.
- ❑ Collect and analyze incident information to help determine the need to deploy search and rescue operations.
- ❑ Plan and coordinate search and rescue operations at the incident site.
- ❑ Direct search and rescue resources according to NIMS, ICS, and team policies and procedures/guidelines.
- ❑ Deploy search and rescue representatives to the EOC.
- ❑ Establish communication between the EOC and Incident Management Team to determine the resources needed to support incident response and operations.

3.2.2.2 Supporting County Agencies

- ❑ Provide a representative to the EOC, when requested.
- ❑ Collect and analyze incident information to help determine the need to deploy search and rescue operations.

3.2.2.3 Community Partners

- ❑ Provide a representative to the EOC, when requested.
- ❑ Initiate mobilization procedures.
- ❑ Assemble personnel and equipment at a designated location.
- ❑ Transport the team, including personnel and equipment, to the incident scene.

- ❑ Collect and analyze incident information to help determine the need to deploy search and rescue operations.
- ❑ Plan and coordinate search and rescue operations at the incident site.
- ❑ Direct search and rescue resources according to NIMS, ICS, and team policies and procedures/guidelines.
- ❑ Deploy search and rescue representatives to the EOC.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Facilitate transition to recovery.
- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Participate in after-action briefings and develop after-action reports.
- ❑ Make necessary changes to this ESF Annex and supporting plans and procedures.
- ❑ Initiate a financial reimbursement process for these activities when such support is available.

3.2.3.2 Supporting County Agencies

- ❑ Participate in after-action briefings and develop after-action reports.
- ❑ Initiate a financial reimbursement process for these activities when such support is available.

3.2.3.3 Community Partners

- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Participate in after-action briefings and develop after-action reports.
- ❑ Initiate a financial reimbursement process for these activities when such support is available.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Review the hazards most likely to affect the County and identify potential vulnerabilities in the search and rescue function.
- ❑ Develop plans to overcome identified vulnerabilities (e.g., new equipment, training, and mutual aid procedures.

- ❑ Ensure that all equipment is regularly checked and maintained for instant deployment.

3.2.4.2 All Supporting County Agencies and Community Partners

- ❑ Review the hazards most likely to affect the County and identify potential vulnerabilities in the search and rescue function.
- ❑ Develop plans to overcome identified vulnerabilities (e.g., new equipment, training, and mutual aid procedures).
- ❑ Ensure that all equipment is regularly checked and maintained for instant deployment.

4 Concept of Operations

4.1 General

All search and rescue-related activities will be performed in a manner that is consistent with NIMS and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating search and rescue-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with search and rescue will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of search and rescue resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of search and rescue activities is required, notification will be made to the primary County agencies listed in this ESF. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate search and rescue-related

activities. If necessary, the EOC Manager may activate a Search and Rescue Branch under the Operations Section to coordinate ESF 9 activities.

4.3 Emergency Operations Center Operations

When search and rescue-related activities are staffed in the EOC, the search and rescue representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to search and rescue.
- Share situation status updates related to search and rescue to inform development of the Situation Report.
- Participate in, and provide search and rescue-specific reports for, EOC briefings.
- Assist in development and communication of search and rescue-related actions to tasked agencies.
- Monitor ongoing search and rescue-related actions.
- Share search and rescue-related information with ESF 14 –Public Information, to ensure consistent public messaging.
- Coordinate search and rescue-related staffing to ensure the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Search and rescue-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support search and rescue-related activities:

- **ESF 4 – Firefighting.** Provide specialized resources to support search and rescue operations.
- **ESF 8 – Health and Medical.** Coordinate emergency medical services for disaster victims.

- **ESF 16 – Law Enforcement.** Provide specialized resources to support search and rescue operations.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 9 Work Plan for more information

6 Appendices

- Appendix A – ESF 9 Resources.
- Appendix B – ESF 9 Work Plan.
- Appendix C – ESF 9 List of Vendors and Contact Information.

Appendix A ESF 9 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 4 – Firefighting
  - ESF 8 – Health and Medical
  - ESF 16 – Law Enforcement

State

- Emergency Operations Plan:
  - ESF 4 – Firefighting
  - ESF 8 – Health and Medical
  - ESF 9 – Search and Rescue
  - ESF 16 – Law Enforcement

Federal

- National Response Framework:
  - ESF 4 – Firefighting
  - ESF 8 – Health and Medical
  - ESF 9 – Search and Rescue
  - ESF 13 – Public Safety

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Appendix B ESF 9 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 9 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 10 – Hazardous Materials

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Fire Defense Board
Community Partners	City fire departments Local fire districts Mid-Valley Local Emergency Planning Committee (LEPC) Radiation Protection Services
Primary State/Federal Agencies	Oregon Health Authority Oregon Department of Environmental Quality Oregon Office of State Fire Marshal (OSFM) Regional Hazardous Materials Team No. 5 Department of Homeland Security Environmental Protection Agency

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 10 describes how Linn County (County) will respond to an actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster and coordinate the appropriate response to other environmental protection issues.

1.2 Scope

The following activities are within the scope of ESF 10:

- Coordinate the actions necessary to provide response to hazardous materials–related activities.
- Address hazardous materials incidents, including chemical, biological, and radiological substances, whether accidentally or intentionally released.

The Oregon Health Authority is the lead Oregon State (State) agency for all radiological incidents except transportation incidents, occurrences at in-state and Hanford nuclear reactors, and nuclear fuel storage facilities; which are managed by the Oregon Department of Energy.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require hazardous materials support. The following considerations should be taken into account when planning for and performing ESF 10 activities:

- High volumes of hazardous materials are transported along Interstate 5 and the primary rail road line traveling south and north through the city of Albany.
- Hazardous materials incidents can threaten public health and safety, as well as the environment. While most hazardous materials incidents involve small volumes of material, they require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.
- The commencement of emergency response operations for hazardous materials incidents may require multiagency and multidisciplinary responses. Disciplines involved may include fire response, law enforcement, environmental containment and cleanup, fish and wildlife, emergency medical services, environmental health, and others if needed.
- Some incidents may not have immediately obvious impacts on life, property, and the environment, but may still have subtle long-term consequences for human health and the environment that will require further remediation.
- The Oregon Department of Environmental Quality has overall responsibility for 24-hour environmental pollution prevention, preparedness, and response within the State.
- The emergency field response to incidents including hazardous materials spills and releases is the responsibility of the fire services or in the case of State highways, the Oregon Department of Transportation and/or Oregon State Police. In unincorporated areas of the County that have no fire protection, the County Sheriff's office has primary responsibilities.

2.2 Assumptions

ESF 10 is based on the following planning assumptions:

- A natural or technological disaster could result in one or more situations in which hazardous materials are released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites that produce, generate, use, store, or

dispose of hazardous materials) could be damaged so that existing spill control apparatus and containment measures are not effective.

- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, or airline incidents.
- Damage to or rupture of pipelines transporting materials that are hazardous, if improperly released, will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated materials.
- Laboratories responsible for analyzing hazardous materials samples may be damaged or destroyed in a disaster.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that hazardous materials-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of hazardous materials-related activities and are categorized depending upon their extent of involvement in the activities.

3.1.1 Primary County Agencies

The following primary County agency has been chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing hazardous materials activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for hazardous materials-related activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agency is identified as having a substantial support role during major incidents involving hazardous materials-related activities:

- Fire Defense Board.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting hazardous materials-related activities under their own authority/jurisdiction during major incidents:

- City fire departments.
- Local fire districts.
- Mid-Valley Local Emergency Planning Committee.
- Radiation Protection Services.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 10 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Environmental Quality.
- Oregon Office of State Fire Marshal (OSFM).
- Oregon Health Authority.
- Regional Hazardous Materials Team No. 5.
- Department of Homeland Security.
- Environmental Protection Agency.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 10 Annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 10 activities.
- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information as necessary.
- ❑ Maintain liaison relationships with support agencies.
- ❑ Participate in all exercises involving hazardous materials operations.

- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- ❑ Ensure that all hazardous materials personnel are trained in their responsibilities according to the departmental plans and procedures.

3.2.1.2 Supporting County Agencies

- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary.
- ❑ Participate in all exercises involving hazardous materials operations.
- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.

3.2.1.3 Community Partners

- ❑ Conduct vulnerability analysis at critical facilities and make recommendations to improve hazardous material storage.
- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information as necessary.
- ❑ Ensure that personnel are appropriately trained and equipped to deal with hazardous materials incidents.
- ❑ Develop mutual aid procedures to support response to a hazardous materials incident.
- ❑ Participate in all exercises involving hazardous materials operations.
- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- ❑ Participate in the annual update of the Mid-Valley Local Emergency Planning Committee Hazardous Materials Emergency Response Plan.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support ESF 10 activities.
- ❑ Work with local fire departments and districts, the Oregon Office of State Fire Marshal (OSFM), and the Regional Hazardous Materials Team to establish an isolation area and move all people out of that area.
- ❑ Assist OSFM and the Regional Hazardous Materials Team in establishing perimeter control/area security.
- ❑ Coordinate with supporting agencies, as needed, to support emergency activities.

3.2.2.2 All Supporting County Agencies and Community Partners

- ❑ Provide a representative to the County EOC, when requested, to support ESF 10 activities.

3.2.2.3 State Agencies

- ❑ Manage the response to hazardous material spills.
- ❑ Oversee the training, equipping, and response activities of the regional hazardous materials response teams.
- ❑ Direct the maintenance and use of the statewide Fire Net/hazardous materials microwave relay radio system.
- ❑ Undertake responsibility for the duties of the State Emergency Response Commission under the Superfund Amendments and Reauthorization Act Title III and Oregon statute.
- ❑ Coordinate and oversee Local Emergency Planning Committees throughout Oregon.
- ❑ Ensure that the parties responsible for the incidents are billed for the cost of mitigation and that the contracted teams are compensated for allowable expenses.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Continue to provide support, as required, for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Support community recovery activities.

- ❑ Participate in after-action briefings and develop after-action reports.
- ❑ Initiate the financial reimbursement process for activities when such support is available.
- ❑ Make necessary changes to this ESF Annex and supporting plans and procedures to improve future operations.

3.2.3.2 Supporting County Agencies

- ❑ Continue to provide support, as required, for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Participate in after-action briefings and develop after-action reports.

3.2.3.3 Community Partners

- ❑ Continue to provide support as required for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Continue to monitor personnel and the affected area for contamination.
- ❑ Support community recovery activities.
- ❑ Participate in after-action briefings and develop after-action reports.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Maintain an accurate and current listing of all fixed facilities that produce or store hazardous materials.
- ❑ Participate in the hazard identification process and identify and correct vulnerabilities within the County's abilities to identify hazards.
- ❑ Continue to train personnel for hazardous materials incidents.
- ❑ Develop radiological awareness programs for responders, the public, and industries.
- ❑ Identify deficiencies or areas to be improved and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities.

3.2.4.2 Supporting County Agencies

- ❑ Identify deficiencies or areas to be improved and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities

3.2.4.3 Community Partners

- ❑ Prepare site-specific plans for each facility that produces or stores extremely hazardous substances and update these plans annually or as necessary throughout the year.
- ❑ Continue to train personnel for hazardous materials incidents.
- ❑ Develop emergency preparedness programs for hazardous materials incidents.

4 Concept of Operations

4.1 General

All hazardous materials-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating hazardous materials-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with hazardous materials will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of hazardous materials resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of hazardous materials activities is required, notification will be made to the primary County agencies listed in this ESF Annex. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate hazardous materials-related activities. If necessary, the EOC Manager may activate a Hazardous Materials Branch under the Operations Section to coordinate ESF 10 activities.

4.3 Emergency Operations Center Operations

When hazardous materials-related activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to hazardous materials.
- Share situation status updates related to hazardous materials to inform development of the Situation Report.
- Participate in, and provide hazardous materials-specific reports for, EOC briefings.
- Assist in development and communication of hazardous materials-related actions to tasked agencies.
- Monitor ongoing hazardous materials-related actions.
- Share hazardous materials-related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate hazardous materials-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Hazardous materials-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following Emergency Support Functions support hazardous materials-related activities:

- **ESF 4 – Firefighting.** Provide specialized resources to support hazardous materials operations.
- **ESF 8 – Health and Medical.** Provide emergency first aid to contaminated victims.

- **ESF 16 – Law Enforcement.** Provide specialized resources to support hazardous materials operations.

5 ESF Annex Development and Maintenance

County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 10 Work Plan for more information

6 Appendices

- Appendix A – ESF 10 Resources
- Appendix B – ESF 10 Work Plan
- Appendix C – ESF 10 List of Vendors and Contact Information

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Appendix A ESF 10 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 4 – Firefighting
  - ESF 8 – Health and Medical
  - ESF 16 – Law Enforcement

State

- Emergency Operations Plan:
  - ESF 4 – Firefighting
  - ESF 8 – Health and Medical
  - ESF 16 – Law Enforcement

Federal

- National Response Framework:
  - ESF 4 – Firefighting
  - ESF 8 – Public Health and Medical Services
  - ESF 13 – Public Safety

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Appendix B ESF 10 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 10 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 11 – Food and Water

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Department of Health Services (LCDHS) Board of Commissioners Road Department
Community Partners	Local Municipalities Oregon Food Bank Linn Benton Food Share American Red Cross Salvation Army Linn-Benton Community Organizations Active in Disaster (LBCOAD)
Primary State/Federal Agencies	Oregon Department of Agriculture - Food Oregon Health Authority - Water

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 11 describes how Linn County (County) will identify food, water, and ice needs in the aftermath of a disaster or emergency; obtain these resources; and transport them to the impact area.

1.2 Scope

The following activities are within the scope of ESF 11:

- Assessment of food and water needs for areas impacted by disaster.
- Identification of food and water resources.
- Storage of food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to impacted areas.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may impact the availability of food and water for impacted communities. The following considerations should be taken into account when planning for and implementing ESF 11 activities:

- A significant emergency or disaster may severely diminish food and water stores in a community.
- Communities without electricity for extended periods will lose the ability to refrigerate goods and household and supermarket supplies will spoil.
- The heat of summer may exacerbate any existing issues, as ambient air temperature will increase the rate of spoilage and the need to use ice for other purposes.
- Damage to freshwater supplies and wastewater treatment systems may increase the risk of infection due to waterborne illness and increase the demand for bottled water locally.
- Special needs populations may have dietary restrictions on food and the preparation of meals.

2.2 Assumptions

ESF 11 is based on the following planning assumptions:

- The need for fresh food and water will likely overwhelm the County's local supply, if electricity is not available for three or more days.
- Damage projection models will be used to calculate the number of people affected to assess the amount of emergency food and water needed to meet anticipated demand.
- Quantity usage tables will provide the guidance on serving sizes provided. These tables will also help guide the forecasting of supply needs to provide resources to the community.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that food and water-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of food and water and are categorized according to their extent of involvement in food and water-related activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based on: coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing food and water-related activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agencies responsible for food and water-related activities are:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following primary County agencies were identified as having substantial support roles during major incidents involving food- and water-related activities:

- Department of Health Services (LCDHS).
- Board of Commissioners.
- Road Department.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting food- and water-related activities under their own authority/jurisdiction during major incidents:

- Local municipalities.
- Oregon Food Bank.
- Linn Benton Food Share.
- American Red Cross.
- Salvation Army.
- Linn-Benton Community Organizations Active in Disaster.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 11 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Agriculture (Food).
- Oregon Health Authority (Water).

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 11 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the State of Oregon's (State's) capability to support ESF 11 activities.
- ❑ Provide a representative to the Emergency Operations Center (EOC), when requested, to support ESF 11 activities.
- ❑ Work with ESF 6 partners to identify and establish points-of-distribution (POD) locations, staffing plans, and standard operating procedures.
- ❑ Certify the sanitation of mass care facilities and other identified PODs.
- ❑ Continuously monitor the County's water quality and safety.
- ❑ Facilitate the development of operational plans for the following response activities:
  - o Stockpiling/ procuring food and water consumables
  - o Transporting food and water consumables to and from the warehouse/staging area
  - o Documenting the amounts of food and water consumables provided to PODs and monitoring inventory status
- ❑ Provide for the sustenance needs of persons with dietary restrictions (i.e., infants, diabetics, renal patients, hypertensive patients, liquid diets, vegetarians, persons with cultural sensitivities, etc.).
- ❑ Work with local, regional, and state agencies to align planning efforts (e.g., identifying duplicate vendor agreements, Mutual Aid Agreements, common POD planning, etc.).
- ❑ Participate in all preparedness activities (e.g., engage in collaborative multi-agency ESF 11 planning efforts; train County and non-County response personnel on ESF 11 plans, policies, and procedures; evaluate planning efforts in discussion-based and operations-based exercises; and conduct after-action activities and implement corrective actions as needed).

3.2.1.2 Supporting County Agencies

- ❑ Provide subject matter expertise as required to support planning efforts. Ensure that plans are interoperable with other jurisdictional plans, policies, and procedures.
- ❑ Conduct regular trainings on the County Emergency Operations Plan, EOC operations, and any equipment or hardware required to effectively serve as an ESF 11 EOC Representative.
- ❑ Conduct pre-incident vulnerability assessments of the water supply's infrastructure and work with partners to mitigate the possibility of service interruptions.
- ❑ Participate in all ongoing preparedness activities (i.e., engage in collaborative multi-agency ESF 11 planning efforts; train County and non-County response personnel on ESF 11 plans, policies, and procedures as requested; evaluate planning efforts in discussion-based and operations-based exercises; and conduct after-action activities and implement corrective actions).

3.2.1.3 Community Partners

- ❑ Work to stockpile food and water (potable and non-potable) and/or enter into agreements with local vendors to meet the needs of its citizen's.
- ❑ Designate locations to stage, store, and secure consumable assets.
- ❑ Provide for the means to transport consumable assets to and from PODs.
- ❑ Participate in all ongoing preparedness activities (i.e., engage in collaborative multi-agency ESF 11 planning efforts; train response personnel on appropriate plans, policies, and procedures; evaluate planning efforts in discussion-based and operations-based exercises; and conduct after-action activities and implement corrective actions).
- ❑ Coordinate planning activities with regional and statewide planning efforts.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Provide a representative to the County EOC, as requested, to serve as the ESF 11 Representative.
- ❑ Work with the Public Information Officer and/or other ESF 14 representatives to craft public messaging surrounding the safety of the County's food and water supply (e.g., boil notices).

3.2.2.2 Supporting County Agencies

- ❑ Coordinate the following core EOC activities:
  - o Compile operational information to create Situation Reports and foster a common operational picture

    See ESF 5 – Information and Planning for more information
  - o Facilitate the resource requesting process (i.e., compiling resource requests, filling resource requests locally or through existing agreements, forwarding unmet resource requests to the County EOC, and coordinating the staging and distribution of assets as they arrive)

    See ESF 7 – Resource Support for more information
- ❑ Coordinate County volunteer (e.g., Community Emergency Response Team [CERT]) activities at designated PODs.

  See ESF 15- Volunteers and Donations for more information
- ❑ Work with local utilities to restore service to the County's water distribution system.
- ❑ Work with ESF 1 partners to provide for the transportation of assets to and from designated staging areas.

  See ESF 1– Transportation for more information

3.2.2.3 Community Partners

- ❑ Conduct operations to supply food and water to citizens residing within their jurisdictional boundaries.
- ❑ Communicate deficits in resources to the County EOC in accordance with established plans, policies, and procedures.
- ❑ Send requests for additional resources to the County EOC in accordance with established plans, policies, and procedures.
- ❑ Coordinate the statewide distribution of donated food and water items through regional food banks and hunger relief agencies.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Demobilize response activities (e.g., decrease EOC staffing levels, prepare inventory counts, etc.).
- ❑ Coordinate with all response agencies to transition into recovery activities.

- ❑ Participate in damage assessment activities as appropriate/requested.

3.2.3.2 Supporting County Agencies

- ❑ Coordinate all damage assessment activities.
- ❑ Participate in damage assessment activities when requested/appropriate.
- ❑ Demobilize response activities (e.g., decrease EOC staffing levels, prepare inventory counts, etc.).
- ❑ Coordinate with all other response agencies to transition into recovery activities.

3.2.3.3 Community Partners

- ❑ Demobilize response activities (e.g., decrease EOC staffing levels, prepare inventory counts, etc.).
- ❑ Participate in damage assessment activities as appropriate/requested.
- ❑ Coordinate with all response agencies to transition into recovery activities.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Participate in the hazard/vulnerability identification and analysis process.
- ❑ Take steps towards correcting deficiencies identified during the hazard/ vulnerability identification and analysis process as appropriate.

3.2.4.2 Supporting County Agencies

- ❑ Participate in the hazard/vulnerability identification and analysis process.
- ❑ Take steps towards correcting deficiencies identified during the hazard/ vulnerability identification and analysis process.

3.2.4.3 Community Partners

- ❑ Participate in and/or conduct a hazard/vulnerability identification and analysis process.
- ❑ Communicate the results of hazard/vulnerability identification and analysis results to the County when completed.
- ❑ Take steps towards correcting deficiencies identified during the hazard/ vulnerability identification and analysis process.

- ❑ Work with nonprofit agencies to stockpile food and water resources per routine plans, policies, and procedures.

4 Concept of Operations

4.1 General

All food and water-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the LCDHS is responsible for coordinating food and water-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with food and water will first be issued in accordance with established mutual aid agreements and, once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of food and water resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of food and water activities is required, notification will be made to the Primary County Agency listed in this ESF. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate food and water infrastructure-related activities. If necessary, the EOC Manager may activate a Food and Water Branch under the Logistics Section to coordinate ESF 11 activities.

4.3 Emergency Operations Center Operations

When food and water-related activities are staffed in the EOC, the LCSO representative will be responsible for the following:

- ■ Serve as a liaison with supporting agencies and community partners.

- Provide a primary entry point for situational information related to food and water.
- Share situation status updates related to food and water to inform development of the Situation Report.
- Participate in, and provide food and water-specific reports for, EOC briefings.
- Assist in development and communication of food and water-related actions to tasked agencies.
- Monitor ongoing food and water-related actions.
- Share food and water-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate food and water-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Food and water-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support food- and water-related activities:

- **ESF 1 – Transportation.** Assist in transportation of food and water supplies to impacted areas, including air support.
- **ESF 3 – Public Works.** Coordinate repair and restoration of the state's drinking water system.
- **ESF 6 – Mass Care.** Coordinate distribution of food and water supplies to impacted populations.
- **ESF 7 – Resource Support.** Identify food and water resources and coordinate staging of resources for distribution.
- **ESF 8 – Health and Medical.** Ensure that proper procedures are in place to ensure food safety.

- **ESF 15 – Volunteers and Donations Management.** Coordinate donated food and water supplies.
- **ESF 17 – Agriculture and Animal Protection.** Ensure the security of the County's food system.
- **ESF 18 – Business and Industry.** Coordinate with private sector partners to support ESF 11 activities.

5 Emergency Support Function Annex Development and Maintenance

LCSO will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 11 Work Plan for more information

6 Appendices

- Appendix A – ESF 11 Resources
- Appendix B – ESF 11 Work Plan
- Appendix C – ESF 11 List of Vendors and Contact Information

Appendix A ESF 11 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 3 – Public Works
  - ESF 6 – Mass Care
  - ESF 7 – Resource Support
  - ESF 8 – Health and Medical
  - ESF 15 – Volunteer and Donations Management
  - ESF 17 – Agriculture and Animal Protection
  - ESF 18 – Business and Industry

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 3 – Public Works
  - ESF 6 – Mass Care
  - ESF 7 – Resource Support
  - ESF 8 – Health and Medical
  - ESF 15 – Volunteer and Donations Management
  - ESF 17 – Agriculture and Animal Protection
  - ESF 18 – Business and Industry

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 3 – Public Works
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services

- ESF 7 – Logistics Management and Resource Support
- ESF 8 – Public Health and Medical Services
- ESF 11 – Agriculture and Natural Resources

Appendix B ESF 11 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 11 Annex	LCDHS	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 12 – Energy

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Local municipalities who provide utility services to their residents Electricity/gas/propane companies Pacific Power, Consumers Power, Inc., NW Natural Gas, Amerigas, Co-Energy Water/wastewater/sewer providers City Public Works Departments Telephone/cell phone providers Century Link, Verizon, AT&T Internet providers Comcast, PEAK Internet, Alyrica Internet Public Works Department
Primary State/Federal Agencies	Oregon Department of Energy Public Utility Commission Department of Energy

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 12 describes how Linn County (County) will coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of utilities during a major disaster or incident.

1.2 Scope

The following activities are encompassed within the scope of ESF 12:

- Coordinate with utilities operating in the County to ensure that the integrity of the supply systems is maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward.
- Monitor and coordinate the availability of electric generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels.
- Monitor and coordinate the restoration of utilities for normal community functioning.
- Coordinate with private-sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require utility support. The following considerations should be taken into account when planning for and implementing ESF 12 activities:

- Emergencies, both natural and human-caused, can have significant effects on public and privately-owned utilities in a community. The ability to quickly restore damaged water, power, natural gas, telephone, and sewer systems is essential to minimizing a disaster's impacts on the safety, health, and economy of the area.
- The electrical power industry is organized into a network of public and private generation and distribution facilities. Through such networks, the electrical power industry has developed a capability to provide, reroute, and restore power under even the most extreme circumstances.
- A major disaster could destroy or disrupt all or a portion of the County's energy and utility systems.

2.2 Assumptions

ESF 12 is based on the following planning assumptions:

- A major disaster could destroy or damage portions of a region's energy and utility systems and disrupt local petroleum supplies.
- Widespread and possibly prolonged electric power failures could occur in a major disaster.
- The transportation and telecommunications infrastructures will be affected.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure problems and loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break causing fire, danger of explosion, or health hazards such as inhalation of toxic substances.

- Water pressure may be low, hampering firefighting and impairing sewer system function.
- The Road Department, under an emergency proclamation, will require the authority to enter private property to evaluate and shut off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that ESF 12-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of energy and are categorized according to their extent of involvement in ESF 12 activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing ESF 12 activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for energy-related activities is:

- Road Department.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving energy-related activities:

- Sheriff's Office.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting ESF 12-related activities under their own authority/jurisdiction during major incidents:

- Local municipalities who provide utilities to their residents.
- Electricity/gas/propane companies:
  - Pacific Power

- Consumers Power, Inc
- NW Natural Gas
- AmeriGas
- Co-Energy

- Water/wastewater/sewer providers:
  - City Public Works Departments
- Telephone/cell phone providers:
  - Century Link
  - Verizon
  - AT&T
- Internet providers:
  - Comcast
  - PEAK Internet
  - Alyrica Internet

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 12 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Energy.
- Public Utility Commission.
- Department of Energy.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 12 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the State of Oregon's (State's) capability to support ESF 12 activities.
- ❑ Provide a representative to the County EOC, when requested, to support ESF 12 activities.

- ❑ Develop and maintain a complete directory of all utility services and products associated with this ESF.
- ❑ Ensure the availability of necessary equipment to support energy and utilities activities.
- ❑ Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- ❑ Promote mutual assistance agreements with the vendors of all utility services.
- ❑ Develop and maintain alert rosters, plans, policies, and procedures necessary to support the implementation of this annex.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.
- ❑ Coordinate exercises and trainings related to ESF 12 activities.

3.2.1.2 Supporting County Agencies

- ❑ Promote mutual assistance agreements with the vendors of all utility services.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.
- ❑ Participate in exercises and trainings related to ESF 12 activities.

3.2.1.3 Community Partners

- ❑ Ensure the availability of necessary equipment to support energy and utilities activities.
- ❑ Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- ❑ Develop and maintain alert rosters, plans, policies, and procedures necessary to support ESF 12 activities.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Assign a representative to the EOC to support ESF 12 activities.

- ❑ Apply local, State, and federal resources as necessary, in accordance with established priorities to restore utility services.
- ❑ Provide emergency information, education, and conservation guidance to the public in coordination with the Public Information Officer.

- ❑ Assist local, State, and federal agencies and departments with obtaining fuel for transportation and communications in support of emergency operations.

3.2.2.2 Supporting County Agencies

- ❑ Provide security and protection of supplies.

3.2.2.3 Community Partners

- ❑ Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- ❑ Prioritize utility rebuilding processes, if necessary to restore utilities in the affected areas.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Continue all activities in coordination with the EOC, based on the requirements of the incident.
- ❑ Support restoration activities.
- ❑ Replenish supplies and repair damaged equipment.
- ❑ Participate in after-action briefings and develop after-action reports (AARs).
- ❑ Make necessary changes to this ESF Annex and supporting plans and procedures.

3.2.3.2 Supporting County Agencies

- ❑ Participate in after-action briefings and develop AARs.

3.2.3.3 Community Partners

- ❑ Replenish supplies and repair damaged equipment.
- ❑ Participate in after-action briefings and develop after-action reports (AARs).

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Implement a public awareness campaign regarding energy and utilities safety in emergencies.
- ❑ Develop internal Continuity of Operations Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

3.2.4.2 Supporting County Agencies

- ❑ Support development of internal Continuity of Operations Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

3.2.4.3 Community Partners

- ❑ When repairing damages, every attempt should be made to reduce the likelihood and severity of future damages.
- ❑ Based on known hazards, identify and correct vulnerabilities in the energy and utilities function.

4 Concept of Operations

4.1 General

All ESF 12-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the Road Department is responsible for coordinating ESF 12 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with energy-related activities will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of energy resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of

EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of energy activities is required, notification will be made to the primary County agency listed in this ESF. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate energy infrastructure-related activities. If necessary, the EOC Manager may activate an Energy Branch under the Operations Section to coordinate energy activities.

4.3 Emergency Operations Center Operations

When ESF 12 activities are staffed in the EOC, the Road Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to energy.
- Share situation status updates related to energy to inform development of the Situation Report.
- Participate in, and provide energy-specific reports for, EOC briefings.
- Assist in development and communication of ESF 12-related actions to tasked agencies.
- Monitor ongoing ESF 12-related actions.
- Share ESF 12-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate ESF 12-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Energy-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 12-related activities:

- **Transportation (ESF 1):** Identify impacts to the County's transportation infrastructure and develop priorities for repair and restoration.
- **Communications (ESF 2):** Identify impacts to the County's communication infrastructure and develop priorities for repair and restoration.
- **Public Information (ESF 14):** Provide situation status updates and subject matter expertise to inform development of public messaging.
- **Business and Industry (ESF 18):** Coordinate with private sector partners to support ESF 12 activities.

5 Emergency Support Function Annex Development and Maintenance

The County Road Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 12 Work Plan for more information

6 Appendices

- Appendix A – ESF 12 Resources
- Appendix B – ESF 12 Work Plan
- Appendix C – ESF 12 List of Vendors and Contact Information

Appendix A ESF 12 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 2 – Communications
  - ESF 14 – Public Information
  - ESF 18 – Business and Industry

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 2 – Communications
  - ESF 14 – Public Information
  - ESF 18 – Business and Industry
- Recovery Plan:
  - SRF 6 – Infrastructure

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 2 – Communications
  - ESF 15 – External Affairs

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Appendix B ESF 12 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 12 Annex	County Road Department	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 13 – Military Support

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	Local police departments
Primary State/Federal Agencies	Oregon Military Department Department of Defense

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 13 is intended to create awareness regarding the State of Oregon's (State's) coordination of military support to civil authorities in times of emergency.

See the State of Oregon's ESF 13 – Military Support for more information.

1.2 Scope

Activities encompassed within the scope of ESF 13 include awareness of Oregon National Guard forces and military resources that may be called in to assist civil authorities with the protection of life and property, and to maintain peace, order, and public safety.

2 Situation and Assumptions

2.1 Situation

Linn County (County) is faced with a number of hazards that may require support to civil authorities by the National Guard. The following considerations should be taken into account when planning for and implementing ESF 13 activities:

- A significant disaster or emergency event may result in widespread damage to existing civil infrastructure and displace great numbers of people, thus requiring a rapid, self-contained, self-sufficient deployment of skilled personnel and equipment.
- The National Guard is the only U.S. military force that participates in both state and federal responses, leveraging State Active Duty (SAD), Full-Time National Guard Duty (Title 32), and Active Duty (Title 10) personnel. While SAD, Title 32, and Title 10 delineate different statuses and roles, they both provide mutually supporting capability.
- When Army National Guard units are not under federal control, the Governor is the commander-in-chief of the State of Oregon. The Guard is supervised by the Adjutant General of the state, who also

serves as the Director or Commanding General of the state military forces.

- The Governor can activate National Guard personnel to SAD in response to natural or human-caused disasters or Homeland Defense missions.

2.2 Assumptions

ESF 13 is based on the following planning assumptions:

- National Guard assets are available for state missions. It is understood that the Federal Wartime mission of all Department of Defense assets takes priority over state missions. If the National Guard is federalized, it will not be available for state tasking.
- Post-disaster impact/needs assessments are an ongoing process, as needs cannot be fully determined in the initial response phase of a major disaster.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure ESF 13 activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of military support and are categorized depending upon their extent of involvement in ESF 13 activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based on: coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing military support activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for military support activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving military support activities:

- No agencies identified at this time.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting military support activities under their own authority/ jurisdiction during major incidents:

- Local police departments.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 13 activities under their own authority/jurisdiction during major incidents:

- Oregon Military Department.
- Department of Defense.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 13 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 13 activities.

3.2.1.2 State Agencies

- ❑ Coordinate regular review and update of the State ESF 13 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the State's capability to support ESF 13 activities.
- ❑ Maintain an operational Agency Operations Center, if appropriate, to facilitate coordination of ESF activities.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Serve as a liaison to the Oregon Military Department, as necessary.

3.2.2.2 State Agencies

- ❑ Provide a representative to the State Emergency Coordination Center, when requested, to support ESF 13 activities.
- ❑ Activate and operate the National Guard Joint Operations Center.

- ❑ Mobilize and stage personnel and equipment to restore/preserve law and order and provide support to other ESFs respectively, as directed by the State Emergency Coordination Center (ECC) and within the National Guard's capabilities.
- ❑ Provide support to civil authorities consistent with designated mission and capabilities.
- ❑ Direct use of state military resources.
- ❑ Direct all armories across the state.

3.2.3 Recovery Phase

Long-term aspects of military support will be handled by the National Guard Joint Operations Center in coordination with the State Disaster Recovery Coordinator.

4 Concept of Operations

4.1 General

All ESF 13 activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

4.2 Military Support

The Oregon Military Department is the headquarters for the Army and the Air National Guard and supervises all matters pertaining to personnel administration, support, and logistical support of the National Guard, State Defense Force, Oregon Office of Emergency Management, and all state-owned or leased armories, posts, camps, military reservations, and rifle ranges.

National Guard units are trained and equipped to aid in providing law enforcement, medical care, traffic control, firefighting support, resource distribution, potable water transportation, mass feeding of disaster victims, establishing communication networks with fixed and mobile radios, providing aerial surveillance of a disaster area, and the provision of limited electric power from portable generators. The National Guard may also assist in search and rescue, lifesaving, and air ambulance missions.

In peacetime, the National Guard is under the command of the Governor with its active command and administration vested in the Adjutant General. When directed by the Governor through a declaration of a "State of Emergency," the National Guard may be placed into Active Duty status, with the State bearing financial responsibility for the committed forces, including wages, fuel, equipment maintenance, and other expenses.

It is the policy of the Governor and the Adjutant General to mobilize only National Guard resources that are necessary to respond to the emergency situation.

The Oregon Military Department operates a Joint Operations Center that controls the response activities of all Guard units. Oregon Military Department maintains a presence in the State ECC whenever the ECC is activated.

Specific emergency management restrictions:

- No State agency or local jurisdiction may employ National Guard assets without the State ECC approval. The exception to this rule is that area Commanders may render immediate aid to save lives and protect property under circumstances outlined in National Guard Regulation 500-1, Military Support to Civil Authorities.
- In general terms, National Guard assets may be deployed under the following conditions:
  - The situation is beyond the control of local authorities and formal assistance has been requested through the declaration process
  - Requested resources are not available from commercial sources and are deployed to supplement, not replace, local efforts
  - Assistance is limited to those tasks that the National Guard can accomplish more effectively or efficiently than another State agency
- National Guard resources specifically requested by State agencies or local jurisdictions will generally be provided on a cost reimbursable basis.

4.3 Coordination with Other Emergency Support Functions

The following ESFs support ESF 13 activities:

- **ESF 1 – Transportation.** Assist in transportation of military personnel to impacted areas.
- **ESF 2 – Communications.** Augment communications resources.
- **ESF 3 – Public Works.** Assist in damage assessment, debris management, and infrastructure restoration.
- **ESF 10 – Hazardous Materials.** Provide support for chemical, biological, radiological, nuclear, and explosive incidents.

- **ESF 16 – Law Enforcement.** Provide support for law enforcement agencies.

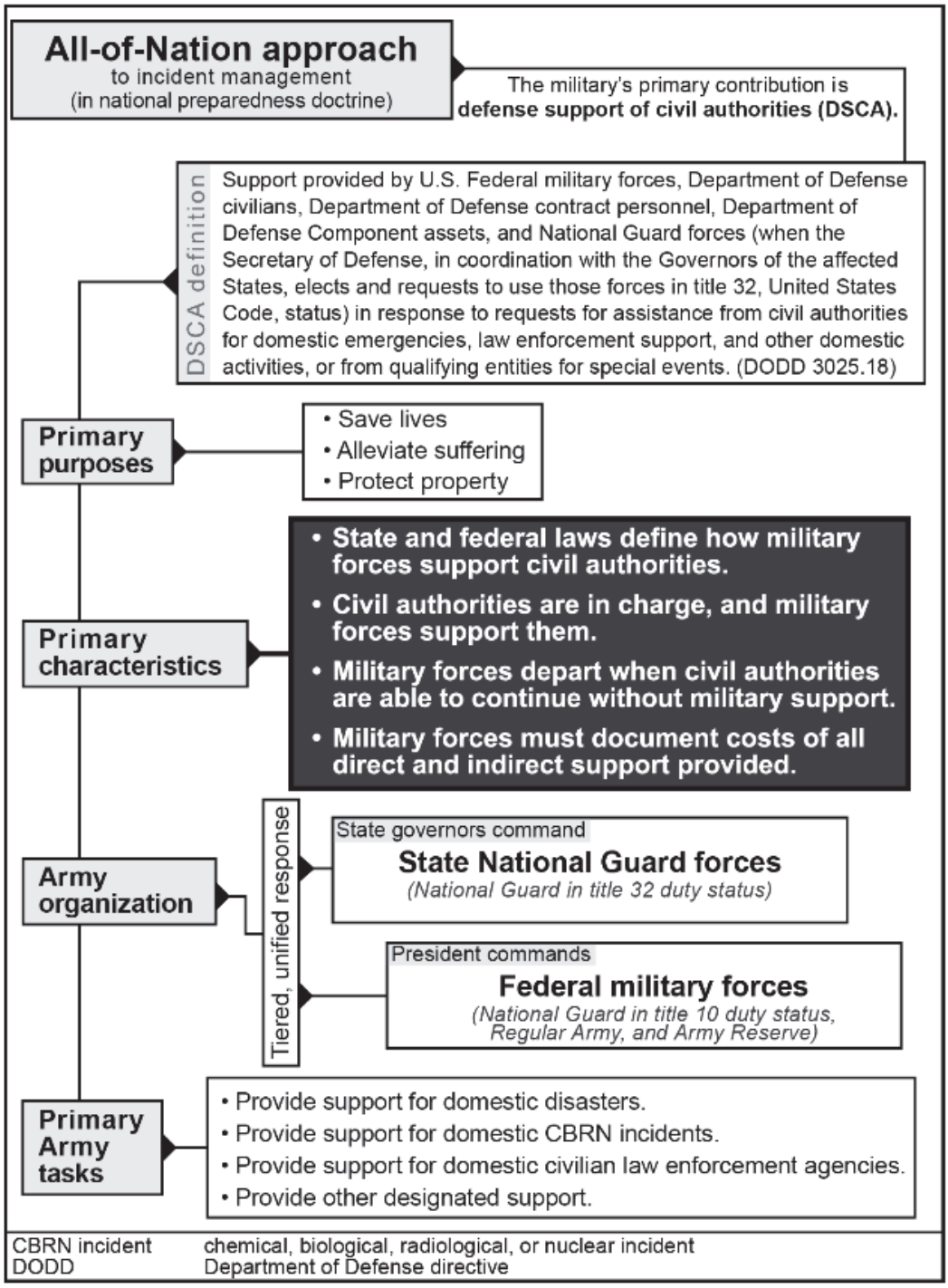
5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

6 Appendices

- Appendix A – ESF 13 Military Support Overview.
- Appendix B – ESF 13 Resources.

Appendix A Military Support Overview



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Appendix B ESF 13 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1- Transportation
  - ESF 2 – Communications
  - ESF 3 – Public Works
  - ESF 10 – Hazardous Materials
  - ESF 16 – Law Enforcement

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 2 – Communications
  - ESF 3 – Public Works
  - ESF 10 – Hazardous Materials
  - ESF 16 – Law Enforcement

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 2 – Communications
  - ESF 3 – Public Works
  - ESF 10 – Oil and Hazardous Materials
  - ESF 13 – External Affairs

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ESF 14 – Public Information

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Administration Department Health Services Department
Community Partners	Local Municipalities 211
Primary State/Federal Agencies	Oregon Office of Emergency Management Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 14 describes how Linn County (County) will disseminate information to the public and other partners during times of emergency.

1.2 Scope

The following activities are within the scope of ESF 14:

- Support County departments and local and tribal partners in the timely and accurate dissemination of information to the public, the media, and the private sector.
- Support development of consistent messaging.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require dissemination of information to the public and other partners. The following considerations should be taken into account when planning for and implementing ESF 14 activities:

- The ability to disseminate information to the public during a disaster can be hampered by a variety of things, including power outages and damage to telecommunication infrastructure.
- Providing information to the public during a disaster or emergency event can be crucial in reducing the mortality rate and avoiding panic situations. It can also reduce the effect of secondary threats or impacts so the public is able to take preventative measures.
- The Emergency Alert System is the principal method for disseminating emergency warnings and providing instruction to the

public. The system relies on telecommunication infrastructure, which can be damaged or destroyed during a large-scale emergency.

2.2 Assumptions

ESF 14 is based on the following planning assumptions:

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- A public education and information program will help save lives and property during emergencies and disasters, if the public knows how to prepare for them.
- In an emergency situation, the public will demand information about the emergency and the protective actions being taken.
- Local print and broadcast media will cooperate in broadcasting, publishing, and posting on the web detailed disaster-related instructions for the public.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.
- Responding agencies will provide information to reduce public concerns about the incident and response activities.
- Sufficient numbers of trained support personnel will be available to help coordinate public information and interface with the media and appropriate agencies.
- Demands for information from media outside the jurisdiction will be significantly increased in a disaster.
- Rumor control procedures directed by the designated County Public Information Officers (PIOs) should prevent incorrect information from affecting emergency response activities.
- The County PIOs maintain a listing of media contacts and Emergency Alert System networks and relies on those contacts and networks to disseminate emergency public information.
- In a significant disaster or emergency event, a Joint Information Center (JIC) may be set up to help facilitate the information flow between agencies and the general public.

- Information is one of the first casualties of a disaster. Rumors often abound, and information is usually sketchy at best. It may be hours before officials know the facts. The lack of information or contradictory information may cause confusion. The public may accept rumors, hearsay, and inaccurate information that may cause unnecessary fear and confusion as valid.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that public information–related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of public information and are categorized depending upon their extent of involvement in ESF 14 activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing public information activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The Primary County agency responsible for public information activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving public information activities:

- Administration Department.
- Health Services Department.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting public information activities under their own authority/jurisdiction during major incidents:

- Local municipalities.
- 211.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 14 activities under their own authority/jurisdiction during major incidents:

- Oregon Office of Emergency Management.
- Department of Homeland Security.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 14 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the State's capability to support ESF 14 activities.
- ❑ Provide a representative to the State Emergency Coordination Center (ECC), when requested, to support ESF 14 activities.
- ❑ Develop plans, procedures, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
- ❑ Develop plans, procedures, programs, and systems to rapidly control rumors by correcting misinformation.
- ❑ Develop community-based mechanisms to support the provision of prompt, accurate information to the public in the dominant languages of the community and in languages and formats appropriate for those with limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.
- ❑ Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.
- ❑ Establish neighborhood pre- and post-disaster information centers at schools, work places, libraries, shopping centers, places of worship, and other community institutions to provide information on evacuations and the location of disaster assistance sites.
- ❑ Develop and implement public information, alert/warning, and notification training and exercise programs.
- ❑ Conduct planning with support agencies.

- ❑ Ensure that lead agency personnel are trained in their responsibilities and duties.
- ❑ Develop pre-scripted messages in multiple formats.
- ❑ Identify possible locations for a JIC and press conferences.
- ❑ Develop staffing procedures and checklists for the JIC.
- ❑ Develop and maintain a list of equipment needed to activate the JIC.
- ❑ Ensure that all departments have trained staff to support the JIC.
- ❑ Ensure that all local media outlets are pre-identified, and contacts have been established. Brief them regularly on emergency public information procedures.
- ❑ Ensure that emergency responders are familiar with public information procedures and know how and when to refer the media to the appropriate field or JIC personnel for information.
- ❑ Encourage media involvement in the exercise design process and planning.

3.2.1.2 Supporting County Agencies

- ❑ Develop pre-scripted messages in multiple formats.
- ❑ Train staff to support the JIC.

3.2.1.3 Community Partners

- ❑ Develop plans, procedures, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
- ❑ Develop programs and systems to process the inflow of public-related information from all sources in a timely fashion.
- ❑ Develop plans, procedures, programs, and systems to rapidly control rumors by correcting misinformation.
- ❑ Develop community-based mechanisms to support the provision of prompt, accurate information to the public in the dominant languages of the community and in languages and formats appropriate for those with limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.
- ❑ Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.

- ❑ Establish neighborhood pre- and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions to provide information on evacuations and the location of disaster assistance sites.
- ❑ Ensure that lead agency personnel are trained in their responsibilities and duties.
- ❑ Develop pre-scripted messages in multiple formats.
- ❑ Ensure that all departments have trained staff to support the JIC.
- ❑ Ensure that all local media outlets are pre-identified, and contacts established. Brief them regularly on emergency public information procedures.
- ❑ Ensure that emergency responders are familiar with public information procedures and know how and when to refer the media to the appropriate field or JIC personnel for information.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Activate emergency plans and mobilize emergency personnel.
- ❑ Conduct rapid assessments for immediate response objectives.
- ❑ Coordinate with the Emergency Operations Center (EOC) and supporting agencies to develop a flow of information, including situation reports, health advisories, and other public information releases concerning the response efforts.
- ❑ Inform the public of health and/or safety concerns and ways to reduce or eliminate the associated dangers.
- ❑ Provide evacuation instructions and shelter locations.
- ❑ In coordination with the EOC, release emergency information as dictated by the situation.
- ❑ Implement a proactive public information strategy to ensure that the media's needs are being met.
- ❑ Conduct media briefings on a regular basis.
- ❑ If the situation dictates, activate and staff the JIC.
- ❑ After coordination with the County PIO, release information regarding the emergency or disaster to other County departments and agencies, the media, and the public.

- ❑ Resolve any conflicting information and dispel rumors.

3.2.2.2 Supporting County Agencies

- ❑ Coordinate with the EOC and primary agencies to develop a flow of information, including situation reports, health advisories, and other public information concerning the response efforts.
- ❑ Assign staff to the JIC, if requested.

3.2.2.3 Community Partners

- ❑ Assign staff to the JIC, if requested.
- ❑ Work with the primary agencies to develop news releases.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Provide public information on recovery efforts.
- ❑ Continue to utilize multiple means of communicating public information and education.
- ❑ Provide news releases with major emphasis on:
  - o Types and locations of emergency assistance available, including contacts, phone numbers, location (e.g., food and water points), information concerning disaster recovery centers, and trash debris disposal instructions
  - o Public health notices
  - o Restricted areas
  - o Movement or travel restrictions
  - o Contacts and phone numbers for missing persons information
  - o Contacts and phone numbers for local non-emergency assistance
  - o Public safety notices
- ❑ Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- ❑ Coordinate with the appropriate agencies to deactivate the JIC.
- ❑ Inform the public of any follow-up recovery programs that may be available.

- ❑ Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.

- ❑ Participate in after-action critiques and reports.

- ❑ Update plans and procedures based on critiques and lessons learned during an actual event.

- ❑ Initiate the financial reimbursement process for support services.

3.2.3.2 All Supporting County Agencies and Community Partners

- ❑ Work with the primary agencies to develop news releases.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Conduct hazard awareness programs.

- ❑ Conduct public information education programs.

3.2.4.2 All Supporting County Agencies and Community Partners

- ❑ Support hazard awareness programs.

4 Concept of Operations

4.1 General

All ESF 14 activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 14 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

- ■ Requests for assistance with public information will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.

- ■ The County EOC will provide guidance for the coordination of public information resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of

EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of public information activities is required, notification will be made to the primary County agency listed in this ESF. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate public information-related activities.

4.3 Emergency Operations Center Operations

When ESF 14 activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to public information.
- Share situation status updates related to public information to inform development of the Situation Report.
- Participate in, and provide ESF 14-specific reports for, EOC briefings.
- Assist in development and communication of ESF 14-related actions to tasked agencies.
- Monitor ongoing ESF 14-related actions.
- Coordinate ESF 14-related staffing to ensure the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Public information-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 14:

- **All ESFs.** All functions will provide situation status updates and subject matter expertise to inform development of public messaging.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 14 Work Plan for more information

6 Appendices

- Appendix A – ESF 14 Resources
- Appendix B – ESF 14 Work Plan
- Appendix C – ESF 14 List of Vendors and Contact Information

Appendix A ESF 14 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - All ESFs

State

- Emergency Operations Plan:
  - All ESFs

Federal

- National Response Framework:
  - All ESFs

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Appendix B ESF 14 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 14 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 15 – Volunteer and Donations Management

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	Linn-Benton Community Organizations Active in Disaster (LBCOAD) American Red Cross Salvation Army United Way Faith-based organizations
Primary State/Federal Agency	Oregon Office of Emergency Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 15 describes how Linn County (County) will work with community and faith-based agencies to:

- Coordinate the activities/management of pre-identified and established affiliated volunteers and solicited donations.
- Manage spontaneous and/or unaffiliated volunteers, as well as unsolicited donations (physical and monetary).

1.2 Scope

The following activities are within the scope of ESF 15:

- Coordinating the disaster response activities of volunteers affiliated with County-recognized community and faith-based groups (i.e., COAD members).
- Coordinating and/or providing guidance on the management and/or utilization of solicited donations (physical and monetary) received by County-recognized community and faith-based groups (i.e., COAD members).
- Managing spontaneous/unaffiliated volunteers and unsolicited donations and referring those resources to appropriate County-recognized community and faith-based groups (i.e., COAD members).
- Providing guidance to community and faith-based groups engaged in the management of spontaneous/unaffiliated volunteers and/or unsolicited donations as requested.

This annex does not supersede the plans, policies, or procedures of voluntary organizations, nor does it affect donations or volunteer assistance offered directly to voluntary agency partners. This annex also does not address organized

volunteer resources that have been pre-vetted to support a specific function. Those resources will be addressed by the appropriate ESF. For example, coordination of Medical Reserve Corps volunteers will be the responsibility of ESF 8 – Health and Medical. Business and industry (private sector) support of response and recovery operations is addressed in ESF 18 – Business and Industry. Identification of unmet needs and bulk distribution of emergency supplies is addressed in ESF 6 – Mass Care.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require coordination of spontaneous volunteers and unsolicited donations to support response and recovery activities. The County is also supported by numerous community and faith-based partners who can assist facilitating volunteer support and donations management to address unmet needs. The following considerations should be taken into account when planning for the coordination and management of volunteers and donations:

- During large-scale incidents, a surge of spontaneous/unaffiliated volunteers and/or unsolicited donations may disrupt distribution channels, overwhelm County government and volunteer agencies, and hamper County response operations.
- Despite good intentions, during a disaster, spontaneous/unaffiliated volunteers and unsolicited donations are often underutilized and are often problematic for established response agencies.
- The lack of an organized system to manage physical donations (i.e., receiving, sorting, prioritizing, and distributing) has the potential to severely reduce the effectiveness of County response operations.
- Careful planning reduces problems associated with spontaneous, unaffiliated volunteers.
- The timely release of information to the public regarding needs and collection points is essential to the management of donated goods and services.
- Coordinating the efforts of multiple volunteer agencies is necessary to avoid duplication of effort in the provision of services.

2.2 Assumptions

ESF 15 is based on the following planning assumptions:

- The arrival of spontaneous/unaffiliated volunteers is expected.
- Donations of unsolicited, non-useful, and unwanted goods is expected.

- Municipalities residing within the County are responsible for coordinating response activities within their own jurisdictional boundaries, while the management of volunteers and donations will be coordinated through the primary County agency, which is the Linn County Sheriff's Office.
- Community and faith-based organizations are experienced in managing volunteers and donations and have the capacity to receive, process, and deliver goods and services to the affected population; therefore, the County will look to those organizations to implement their existing plans, policies, and procedures.
- The County is working to develop a robust network of community and faith-based organizations and recognizes those agencies based on their membership in a local COAD. Non-COAD community and faith-based groups may be utilized during a disaster at the discretion of County Sheriff's Office and COAD leadership.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that ESF 15 activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services that facilitate volunteer and donations management and are categorized according to their extent of involvement in volunteer and donations management activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing volunteer and donation management activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for volunteer and donation management activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agencies were identified as having a substantial support role during major incidents involving volunteer and donation management activities:

- No agencies identified at this time.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting ESF 15 activities under their own authority/jurisdiction during major incidents:

- Linn-Benton Community Organizations Active in Disaster (LBCOAD).
- American Red Cross.
- Salvation Army.
- United Way.
- Faith-Based Organizations.

3.1.4 Primary State/Federal Agencies

The following State/federal agency was identified by the County as conducting ESF 15 activities under its own authority/jurisdiction during major incidents:

- Oregon Office of Emergency Management.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate with supporting agencies and community partners to develop operational plans, policies, and procedures for the following response activities:
  - o Affiliated Volunteers and Solicited Donations (physical and monetary)
    - Identify and document the scope of each COAD member organization's disaster relief mission.
    - Establish protocols for how COAD member organizations provide status updates to the Emergency Operations Center (EOC)
    - Determine how affiliated volunteers are identified (badge, vest, etc.) and if they are background checked per their organization's procedures
    - Plan for how the County works in concert with COAD members to demobilize unaffiliated volunteer activities and transition to recovery operations

- Spontaneous and/or unaffiliated volunteer management
  - Plan for the establishment of a Volunteer Reception Center (if appropriate)
    - Establish criteria for determining if/when a volunteer reception point is required
    - Draft the necessary plans to operate a Volunteer Reception Center once established (e.g., identifying physical locations, drafting staffing patterns, creating registration forms, etc.)
  - Plan for the reception of spontaneous/unaffiliated volunteers
  - Plan for how spontaneous/unaffiliated volunteers are registered with the County
  - Plan for how spontaneous/unaffiliated volunteers are identified (badge, vest, etc.) and background checked
  - Plan for how spontaneous/unaffiliated volunteers are referred to COAD member organizations
  - Plan for how the County works in concert with COAD members to demobilize spontaneous/unaffiliated volunteer activities and transition to recovery operations
- Donations Management (Physical)
  - Plan for the establishment of a physical donations reception point (if appropriate)
  - Plan for the receiving, storage and staging of physical donations
  - Plan for the distribution of physical donations to appropriate COAD member organizations
- Donations Management (Monetary)
  - Plan for the management of unsolicited and/or undesignated monetary donations in accordance with county, state, and federal statute

- ❑ Foster and maintain partnerships with community and faith-based partners and encourage local COAD membership.
- ❑ Ensure that plans are interoperable with other county, regional, state, and federal plans, policies, and procedures.

- ❑ Conduct regular trainings on the County Emergency Operations Plan, EOC operations, and any equipment or hardware required to effectively serve as an ESF 15 EOC Representative.
- ❑ Coordinate all preparedness activities (e.g., engage in collaborative multi-agency ESF 15 planning efforts; train County and non-County response personnel on ESF 15 plans, policies, and procedures; evaluate planning efforts in discussion-based and operations-based exercises; and conduct after-action activities and implement corrective actions as needed).

3.2.1.2 Community Partners

- ❑ Coordinate preparedness activities with the County Sheriff's Office and other appropriate response partners to ensure city-level volunteer and donations planning is interoperable and congruent with planning conducted at the county, state, and federal levels.
- ❑ Support County ESF 15 preparedness activities by providing the subject matter expertise required to create robust operational plans, policies, and procedures. See above for specific planning elements.
- ❑ Continually recruit, equip, and train a cadre of disaster relief volunteers to support the organization's self-identified disaster response mission.
- ❑ Be actively engaged in COAD meetings and provide ancillary COAD support when requested.
- ❑ Participate in all ongoing preparedness activities (i.e., engage in collaborative multi-agency planning efforts; train volunteers on appropriate plans, policies, and procedures; evaluate planning efforts in discussion-based and operations-based exercises; and conduct after-action activities and implement corrective actions).

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Affiliated volunteers and solicited donations (physical and monetary):
  - o Liaison and coordinate with COAD member organizations to support the organization's disaster-relief mission
  - o Address resource requests when possible
- ❑ Coordinate and oversee the operational activities of supporting County agencies (see below).
- ❑ Coordinate the following core EOC activities:

- Compile operational information to create Situation Reports and foster a common operational picture.

  See ESF 5 – Information and Planning for more information.

- Facilitate the resource requesting process (i.e., compiling resource requests, filling resource requests locally or through existing agreements, forwarding unmet resource requests to the State Emergency Coordination Center (ECC), and coordinating the staging and distribution of assets as they arrive)

  See ESF 7 – Resource Support for more information.

- ❑ Provide a representative to the County EOC, as requested, to serve as the volunteer and donations representative.
- ❑ Establish a Volunteer Reception Center (if appropriate).
- ❑ Receive spontaneous/unaffiliated volunteers according to plans, policies, and procedures.
- ❑ Register spontaneous/unaffiliated volunteers according to plans, policies, and procedures.
- ❑ Refer spontaneous/unaffiliated volunteers to appropriate COAD member organizations.
- ❑ Work with appropriate partners to set up and staff County donations receiving points, staging areas, and distribution points, if required.
- ❑ Keep accurate records of donated, stored, and distributed goods or expenditures in support of this annex for possible reimbursement or auditing requirements.
- ❑ Manage the receipt of unsolicited and/or undesignated monetary donations in accordance with county, state, and federal statute.

3.2.2.2 Community Partners

- ❑ Conduct disaster response operations within jurisdictional boundaries in accordance with established plans, policies, and procedures.
- ❑ Communicate deficits in resources to the County EOC in accordance with established plans, policies, and procedures.
- ❑ Send requests for additional resources to the County EOC in accordance with established plans, policies, and procedures.
- ❑ Assist with the delivery of food, shelter, fuel, clothing, transportation, financial assistance, victim registration and inquiry, and other essential services to the affected communities.
- ❑ Provide situational updates to the County EOC as needed/appropriate.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Demobilize response activities (e.g., decreasing EOC staffing levels, preparing inventory counts, etc.).
- ❑ Coordinate with all response agencies to transition into recovery activities.
- ❑ Coordinate the demobilization of the Volunteer Reception Center.
- ❑ Coordinate the demobilization of any donations reception points, donations staging area, etc.
- ❑ Compile and keep all documentation collected relating to the management of spontaneous volunteers and unsolicited donations.
- ❑ Coordinate all after-action activities and implement corrective actions as appropriate.
- ❑ Work with COAD members to distribute surplus items through existing charitable networks.
- ❑ Compile all documentation collected relating to financial donations and provide all electronic and physical records to County Emergency Management.

3.2.3.2 Community Partners

- ❑ Demobilize response activities (e.g., decrease EOC staffing levels, prepare inventory counts, etc.).
- ❑ Coordinate with all response agencies to transition into recovery activities.
- ❑ Distribute surplus items through existing charitable networks.
- ❑ Participate in all after-action activities and implement corrective actions as appropriate.

3.2.4 Mitigation

3.2.4.1 All Agencies and Community Partners

- ❑ Coordinate the hazard/vulnerability identification and analysis process.
- ❑ Take steps towards correcting deficiencies identified during the hazard/ vulnerability identification and analysis process as appropriate.
- ❑ Conduct public information campaigns, and continuously remind and encourage citizens to:

- Join recognized community and faith-based organizations' cadre of disaster volunteers before a disaster strikes
- Contribute financial/monetary donations rather than physical donations unless otherwise requested

❑ Give charitable donations directly to disaster relief organizations rather than to the County.

4 Concept of Operations

4.1 General

All ESF 15 activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

■ In accordance with the Basic Plan and this ESF Annex, the Sheriff's Office is responsible for coordinating ESF 15 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

■ Requests for assistance with volunteer and donations management will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State ECC.

■ The County EOC will provide guidance for coordinating volunteer and donations management resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of volunteer and donation management activities is required, notification will be made to the primary County agency listed in this ESF Annex. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate volunteer and donations management-related activities. If necessary, the EOC Manager may activate a Volunteer and Donations Branch under the Logistics Section to coordinate ESF 15 activities.

4.3 Emergency Operations Center Operations

When ESF 15 activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to volunteer and donations management.
- Share situation status updates related to volunteer and donations management to inform development of the Situation Report.
- Participate in, and provide ESF 15-specific reports for, EOC briefings.
- Assist in development and communication of ESF 15-related actions to tasked agencies.
- Monitor ongoing ESF 15-related actions.
- Share ESF 15-related information with ESF 14 – Public Information, to ensure consistent public messaging.
- Coordinate ESF 15-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Activities related to volunteer and donations management will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Populations Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 15 activities:

- **Transportation (ESF 1):** Coordinate transportation of donated goods and volunteers to impacted areas.
- **Mass Care (ESF 6):** Identify unmet community needs and coordinate distribution of goods and services to impacted populations.
- **Resource Support (ESF 7):** Identify resource needs and coordinate with ESF 15 to address them.

- **Health and Medical (ESF 8):** Coordinate healthcare volunteer (i.e., Medical Reserve Corps) support.
- **Food and Water (ESF 11):** Coordinate donations of food and water supplies.
- **Public Information (ESF 14):** Inform the public of how to effectively support response and recovery through volunteering and donations**.**
- **Business and Industry (ESF 18):** Coordinate with private sector partners to support ESF 15 activities.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 15 Work Plan for more information

6 Appendices

- Appendix A – ESF 15 Resources.
- Appendix B – ESF 15 Work Plan.
- Appendix C – ESF 15 List of Vendors and Contact Information.

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Appendix A ESF 15 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 7 – Resource Support
  - ESF 8 – Health and Medical
  - ESF 11 – Food and Water
  - ESF 14 – Public Information

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 7 – Resource Support
  - ESF 8 – Health and Medical
  - ESF 11 – Food and Water
  - ESF 14 – Public Information

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
  - ESF 7 – Logistics Management and Resource Support
  - ESF 8 – Public Health and Medical Services
  - ESF 15 – External Affairs

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Appendix B ESF 15 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 15 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 16 – Law Enforcement

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	No agencies identified at this time.
Community Partners	City Police Departments (Albany, Lebanon, Sweet Home)
Primary State/Federal Agencies	Oregon State Police Oregon Department of Justice Department of Justice

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 16 describes how Linn County (County) will support law enforcement activities during a time of emergency.

1.2 Scope

The following activities are within the scope of ESF 16:

- Facilitate damage assessment of law enforcement facilities.
- Provide for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital State of Oregon (State) facilities and critical infrastructure.
- Provide access control/site security to support local efforts to control access to the incident site, critical facilities, and/or critical infrastructure.
- Secure and escort key emergency resources and assets when deployed.
- Assist in the facilitation of evacuation operations.

Military support to local law enforcement agencies is addressed in ESF 13 – Military Support.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require law enforcement support. The following considerations should be taken into account when planning for and implementing ESF 16 activities:

- Significant disasters and emergency situations have the ability to damage infrastructure and lifelines that can overwhelm local abilities to meet basic human needs and enforce law and order.

- Law enforcement may be faced with a tremendous challenge in meeting the increased need for public assistance and aid and maintaining community security. This is often exacerbated by the presence of personnel unfamiliar with the area and local customs.
- Emergency situations may lead to increased 911 call volume, injuries and fatalities of civilians, rescue requests, looting, and violent crime.
- Local law enforcement professionals may be preoccupied with securing their own families' situation and unable to fulfill their required functions during an event. This can also lead to increased mental fatigue and stress, which can have volatile consequences.

2.2 Assumptions

ESF 16 is based on the following planning assumptions:

- General law enforcement problems are compounded by disaster-related community disruption, restriction of movement, impacted communications and facilities, and a shortage of law enforcement resources.
- Generally, law enforcement within the disaster/emergency area remains the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.
- The capabilities of local law enforcement agencies may be quickly exceeded. Supplemental assistance should be requested through local and state emergency management and mutual aid agreements.
- The availability of resources will have a profound effect on agencies' abilities to perform tasked activities.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that ESF 16 activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of law enforcement and are categorized according to their extent of involvement in ESF 16 activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing law enforcement activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for law enforcement activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving law enforcement activities:

- No agencies identified at this time.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting law enforcement activities under their own authority/jurisdiction during major incidents:

- City Police Departments (Albany, Lebanon, Sweet Home).

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 16 activities under their own authority/jurisdiction during major incidents:

- Oregon State Police.
- Oregon Department of Justice.
- Department of Justice.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Develop and maintain plans, procedures, and checklists to support emergency law enforcement operations.
- ❑ Ensure that emergency personnel call-up and resource lists are current and available to emergency management.
- ❑ Strive to ensure that all law enforcement personnel within the jurisdiction, including regulars and auxiliaries, are trained to the appropriate National Incident Management System (NIMS)/Incident

Command System (ICS) level in traffic control and evacuation procedures and in search and rescue operations.

- ❑ Coordinate and maintain liaison with support agencies and State and federal law enforcement agencies.
- ❑ Review plans and procedures and ensure that all law enforcement personnel are informed of existing or revised procedures.
- ❑ Ensure that mutual aid agreements with surrounding jurisdictions are current.
- ❑ Develop and maintain mutual aid agreements with local private-sector resources that could be used to augment local law enforcement capabilities.
- ❑ Ensure the availability of necessary equipment to support law enforcement activities.
- ❑ Participate in emergency management training and exercises.

3.2.1.2 Community Partners

- ❑ Develop and maintain plans, procedures, and checklists to support emergency law enforcement operations.
- ❑ Ensure that emergency personnel call-up and resource lists are current and available to emergency management.
- ❑ Strive to ensure that all law enforcement personnel within the jurisdiction, including regulars and auxiliaries, are trained to the appropriate NIMS/ ICS level in traffic control and evacuation procedures and in search and rescue operations.
- ❑ Participate in emergency management training and exercises.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Assist with the dissemination of warnings and notifications as time and resources allow.
- ❑ Establish communication between the Emergency Operations Center (EOC) and Incident Management Team to determine the resources needed to support incident response and operations.
- ❑ Respond as required on a priority basis.
- ❑ Secure the prisoner population in the detention center during a disaster situation.

- ❑ Secure incident site(s).
- ❑ Activate mutual aid, if needed.
- ❑ Support damage assessment activities.
- ❑ Coordinate activities with other responding agencies.
- ❑ Coordinate law enforcement agencies responding from outside the jurisdiction.
- ❑ Alert or activate off-duty and auxiliary personnel, as required by the emergency.
- ❑ Conduct other specific response actions as dictated by the situation.
- ❑ Document expenditures for disaster-/emergency-related activities and report to the EOC.

3.2.2.2 Community Partners

- ❑ Assist with the dissemination of warnings and notifications as time and resources allow.
- ❑ Conduct other specific response actions as dictated by the situation.

3.2.3 Recovery Phase

3.2.3.1 All Agencies and Community Partners

- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Demobilize resources.
- ❑ Return equipment and vehicles to response-ready condition.
- ❑ Document costs and provide copies to the EOC.
- ❑ Review plans and procedures with key personnel and make revisions and changes.
- ❑ Participate in after-action briefings and develop after-action reports.

3.2.4 Mitigation

3.2.4.1 All Agencies and Community Partners

- ❑ Participate in the hazard identification process and identify and correct vulnerabilities in the public safety and security function.
- ❑ Develop public safety programs that include disaster situations and present them to the public.

4 Concept of Operations

4.1 General

All ESF 16 activities will be performed in a manner that is consistent with National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 16 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with law enforcement will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of law enforcement resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of law enforcement activities is required, notification will be made to the primary County agency listed in this ESF. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate law enforcement-related activities. If necessary, the EOC Manager may activate a Law Enforcement Branch under the Operations Section to coordinate ESF 16 activities.

4.3 Emergency Operations Center Operations

When ESF 16 activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to law enforcement.

- Share situation status updates related to law enforcement to inform development of the Situation Report.
- Participate in, and provide ESF 16-specific reports for, EOC briefings.
- Assist in development and communication of ESF 16-related actions to tasked agencies.
- Monitor ongoing ESF 16-related actions.
- Share ESF 16-related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate ESF 16-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 16 activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 16 activities:

- **ESF 1 – Transportation.** Support clearance of emergency transportation routes.
- **ESF 3 – Public Works.** Support crowd and traffic control operations.
- **ESF 13 – Military Support.** Augment civilian law enforcement operations as needed.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 16 Work Plan for more information

6 Appendices

- Appendix A – ESF 16 Resources
- Appendix B – ESF 16 Work Plan
- Appendix C – ESF 16 List of Vendors and Contact Information

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Appendix A ESF 16 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 3 – Public Information
  - ESF 13 – Military Support

State

- Emergency Operations Plan:
  - ESF 1 – Transportation
  - ESF 3 – Public Information
  - ESF 13 – Military Support

Federal

- National Response Framework:
  - ESF 1 – Transportation
  - ESF 15 – External Affairs

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Appendix B ESF 16 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 16 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

At this time, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreement

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 17 – Agriculture and Animal Protection

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office (Animal Control Division)
Supporting County Agencies	No agencies identified at this time.
Community Partners	Safe Haven Oregon State University Extension Service Local veterinarians Benton County Large Animal Response Unit
Primary State/Federal Agencies	Oregon Department of Agriculture Department of Agriculture Department of Interior

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 17 describes how Linn County (County) will coordinate response related to animal and agricultural issues and protection of the County's natural resources in case of an emergency or disaster.

1.2 Scope

The following activities are within the scope of ESF 17:

- Conduct animal and plant disease response and pest surveillance, including:
  - Implementing the County's response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating pest infestation
  - Issuing and enforcing animal disease quarantines
  - Removing and disposing of animal carcasses
  - Releasing information to the public about quarantine areas, rabies alerts, and other animal-related issues
- Ensure that animal/veterinary/wildlife issues during a disaster are supported, including:
  - Capture/rescue of animals that have escaped confinement or been displaced from their natural habitat
  - Provision of emergency care to injured animals
  - Provision of humane care, handling, and sheltering to animals (including service animals, pets, and livestock)

- Protect the County's natural resources from the impacts of a disaster.

The human health risks associated with animal and plant disease are addressed in ESF 8 – Health and Medical. The safety and security of the County's food supply, as well as provisioning of animal shelters with adequate feed and water, is addressed in ESF 11 – Food and Water.

2 Situation and Assumptions

2.1 Situation

Linn County (County) is faced with several hazards that may result in impacts to agriculture or the County's natural resources, as well as potentially impacting animals. The following considerations should be taken into account when planning for and implementing ESF 17 activities:

- Numerous plant and animal diseases exist that could impact communities through natural, accidental, or intentional introduction.
- Communities may have significant numbers of animals, ranging from household pets to commercial livestock operations. The vulnerability of these animals in the event of a disaster or emergency can have impacts at both individual and commercial levels, with the potential for long-range effects on the local and County economy.
- An emergency may cause or be caused by the spread of a contagious disease through the food and water supply systems or from animals to people.
- Some animal diseases are very contagious (such as foot and mouth disease) and would be very difficult to identify, isolate, control, and eradicate. In addition, many agents are zoonotic, affecting both animals and people.
- Some plant diseases are highly infectious to other plants and can be very difficult to identify, isolate, control, and eradicate.
- Any displacement or evacuation of people from their homes may cause household pets and livestock to be placed at risk for food, shelter, and care. Local general population shelters are likely inadequately prepared for pets or livestock.
- The Oregon Department of State Lands manages over 4.0 million acres of agricultural, grazing, forest, estuaries and tidelands, offshore lands, and submerged and submersible lands of the State's navigable waterways, including the territorial sea.

2.2 Assumptions

ESF 17 is based on the following planning assumptions:

- Livestock, wildlife, birds, plants, and crops may be affected by a disease or insect outbreak. Plants and animals may die of such an outbreak or need to be destroyed/depopulated.
- Agricultural production capability and/or value may become severely limited. Such an event could greatly impact the economic stability and viability of a community or region.
- The time between the reporting of a disease and its identification as an emergency is critical. A highly contagious disease could spread rapidly through a region via markets, product movement, and fomites (people, vehicles, etc.).
- A community's resources would be rapidly depleted, if the outbreak involved multiple facilities or large areas.
- Positive and prompt actions by local, State, and (possibly) federal authorities will be required to stop a highly contagious disease.
- Some land owners, individuals, or groups may strenuously object to depopulation of animals or destruction of plants. Some people may not consider the threat of the disease spread valid and may take actions counterproductive to control and eradication efforts.
- First responders may not be familiar with the special conditions of an animal or plant health emergency. These include quarantine, bio-security precautions, personal protective equipment, decontamination, etc.
- Volunteers will want to help and can make a significant contribution to the effort.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that ESF 17 activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of agriculture and animal protection-related activities and are categorized depending upon their extent of involvement in ESF 17 activities:

3.1.1 Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing agriculture and animal protection activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agencies responsible for agriculture and animal protection activities are:

- Sheriff's Office (Animal Control Division).

3.1.2 Supporting County Agencies

The following primary County agencies were identified as having a support role during major incidents involving agriculture and animal protection activities:

- No agencies identified at this time.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting agriculture and animal protection activities under their own authority/jurisdiction during major incidents:

- Safe Haven.
- Oregon State University Extension Office.
- Local veterinarians.
- Benton County Large Animal Response Unit.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 17 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Agriculture.
- Department of Agriculture.
- Department of Interior.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of the ESF 17 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support ESF 17 activities.
- ❑ Provide a representative to the EOC, when requested, to support ESF 17 activities.
- ❑ Develop plans, procedures, and checklists to support agriculture and animal protection activities.
- ❑ Maintain an accurate roster and activation procedures of personnel assigned to perform agriculture and animal protection duties during a disaster.
- ❑ Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.
- ❑ Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.
- ❑ Develop mutual aid agreements with government agencies, professional associations, and private agencies and organizations with personnel and equipment to support agriculture and natural resources response.
- ❑ Identify and schedule disaster response training for agriculture and animal protection resources personnel. Areas to be covered should include, but not be limited to, response protocol, Incident Command System (ICS), bio-security, personal protection, quarantine, access control, depopulation, disposal, decontamination, and potential human impacts.
- ❑ Ensure that all agriculture and animal protection personnel are trained in their responsibilities according to departmental plans and procedures.

3.2.1.2 Supporting County Agencies

- ❑ Ensure that all agriculture and animal protection personnel are trained in their responsibilities according to departmental plans and procedures.

- ❑ Participate in exercises and training to validate this annex and supporting plans and procedures.

3.2.1.3 Community Partners

- ❑ Ensure that all agriculture and animal protection personnel are trained in their responsibilities according to departmental plans and procedures.
- ❑ Participate in exercises and training to validate this annex and supporting plans and procedures as appropriate.
- ❑ Develop mutual aid agreements.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Implement plans and activate the EOC as necessary.
- ❑ Issue quarantines and establish movement control procedures.
- ❑ Initiate bio-security measures.
- ❑ Develop an incident-specific communications plan.
- ❑ Establish response personnel support needs and coordinate local support capabilities.
- ❑ Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- ❑ Contact key collaborating agencies.
- ❑ Obtain equipment and supplies needed for operations.
- ❑ Complete notifications of response personnel and agency directors.
- ❑ Develop an incident action plan that includes at least the following functions: bio-security and decontamination, movement control and quarantine, depopulation and disposal, surveillance and epidemiology, personnel safety, demobilization and recovery, and inter/intra-agency communications.
- ❑ Develop public service announcements for release to the media.
- ❑ Identify appropriate locations for disposal and obtain appropriate permits for animal depopulation and crop operations.
- ❑ Identify the locations of public disinfection sites and roadblocks.
- ❑ Conduct on-site operations.

- ❑ Provide assistance to established pet shelters.
- ❑ Move, detain, or restrict the movement of animals, equipment, products, and personnel as necessary to control and eradicate animal or plant disease.
- ❑ Manage and direct the evacuation of animals from risk areas and provide technical assistance to prevent animal injury and the spread of disease.
- ❑ Provide and/or receive appropriate mutual aid.
- ❑ Provide situation reports to the command structure on the status of operations.
- ❑ Respond to protestors who desire to interfere with or stop operations.
- ❑ Maintain records of all activities conducted, costs, and hours worked by paid and volunteer personnel.
- ❑ Ensure that communication lines are established, and participants have a clear understanding of what actions need to be taken, if a highly contagious disease or insect is suspected or confirmed.

3.2.2.2 Supporting County Agencies

- ❑ Provide and/or receive appropriate mutual aid.
- ❑ Provide situation reports to the command structure on the status of operations.

3.2.2.3 Community Partners

- ❑ Provide volunteers to support agriculture and animal protection activities during a disaster as appropriate.
- ❑ Provide animal care and veterinary capabilities.
- ❑ Provide technical expertise to the community, clientele, and responders.
- ❑ Share recommendations with clientele/community as appropriate.
- ❑ Provide and/or receive appropriate mutual aid.
- ❑ Provide situation reports to the command structure on the status of operations.

3.2.3 Recovery Phase

3.2.3.1 Primary County Agencies

- ❑ Provide immediate assistance as needed to land owners affected by an animal/plant health emergency.
- ❑ Assist in decontamination efforts and ensure that cleanup is completed.
- ❑ Help maintain movement restrictions as required by local, State, and federal authority.
- ❑ Assist in issuing and tracking special permits and licenses.
- ❑ Work with producer groups to assist in recovery efforts.
- ❑ Submit necessary records and paperwork to local and State officials for tracking and reimbursing costs incurred by the County in handling the emergency.
- ❑ Participate in follow-up reports and critiques of the portion of the Emergency Operations Plan related to animal/plant health emergencies and make any necessary changes and improvements to the plan.
- ❑ Continue to render support when and where required as long as emergency conditions exist.
- ❑ Restore equipment and restock supplies to their normal state of readiness.
- ❑ Participate in after-action reports and meetings.
- ❑ Make changes to plans and procedures based on lessons learned.

3.2.3.2 Supporting County Agencies

- ❑ Participate in after-action reports and meetings.
- ❑ Submit necessary records and paperwork to local and State officials for tracking and reimbursing costs incurred by the County in handling the emergency.

3.2.3.3 Community Partners

- ❑ Participate in after-action reports and meetings.
- ❑ Submit necessary records and paperwork to local and State officials for tracking and reimbursing costs incurred by the County in handling the emergency.

3.2.4 Mitigation

3.2.4.1 Primary County Agencies

- ❑ Provide surveillance for a foreign animal disease or an animal-borne poison or toxin that may pose a threat to animal-based industries, the economy, or public health.
- ❑ Provide for surveillance of plant pests of unknown or questionable origin that may pose a potential threat to agriculture, horticulture, the economy, or public health.
- ❑ Organizations that will be operating shelters and providing food for the public during an emergency operation need to make agreements with the owners of the facilities from which they intend to operate and possibly pre-stock some supplies.
- ❑ Conduct training and awareness campaigns to inform local veterinarians, game wardens, game biologists, and other animal professionals of the basic clinical signs of a highly contagious disease or other diseases or insects of concern.
- ❑ Develop a program to ensure that all personnel who may be involved in an animal/plant health emergency understand their responsibilities and expected actions.
- ❑ Provide training in bio-security for those involved in livestock and crop enterprises.
- ❑ Enhance and expand bio-security measures on farms, ranches, feedlots, markets, mills, etc.
- ❑ Develop or enhance public information regarding highly contagious diseases or insects and other diseases of concern for producers, brokers, transporters, and other parties who may be involved in raising, selling, buying, or transporting livestock, poultry/birds, wildlife, or agricultural products.

4 Concept of Operations

4.1 General

All ESF 17–related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 17 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

- Requests for assistance with agriculture and animal protection will first be issued in accordance with established mutual aid agreements; and once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of agriculture and animal protection resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of agriculture and animal protection activities is required, notification will be made to the primary County agency listed in this ESF Annex. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate agriculture and animal protection infrastructure-related activities. If necessary, the EOC Manager may activate an Agriculture and Animal Protection Branch under the Operations Section to coordinate ESF 17 activities.

4.3 Emergency Operations Center Operations

When ESF 17 activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to agriculture and animal protection.
- Share situation status updates related to agriculture and animal protection to inform development of the Situation Report.
- Participate in, and provide ESF 17-specific reports for, EOC briefings.
- Assist in development and communication of ESF 17-related actions to tasked agencies.
- Monitor ongoing ESF 17-related actions.
- Share ESF 17-related information with ESF 14 – Public Information to ensure consistent public messaging.

- Coordinate ESF 17-related staffing to ensure the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 17-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 17 activities:

- **ESF 3 – Public Works.** Protect the County's historical structures.
- **ESF 6 – Mass Care.** Coordinate shelter operations for persons with service animals.
- **ESF 8 – Health and Medical.** Assist in zoonotic disease surveillance; regulate food safety at restaurants.
- **ESF 10 – Hazardous Materials.** Coordinate cleanup of hazardous materials incident that impact the County's natural resources.
- **ESF 11 – Food and Water.** Assess the status of the County's food supply; coordinate food and water resources for animal shelter operations.
- **ESF 15 – Volunteers and Donations.** Coordinate volunteers and donated goods to support animal shelter operations.
- **ESF 16 – Law Enforcement.** Support enforcement of animal quarantine measures.

5 Emergency Support Function Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 17 Work Plan for more information

6 Appendices

- Appendix A – ESF 17 Resources
- Appendix B – ESF 17 Work Plan
- Appendix C – ESF 17 List of Vendors and Contact Information

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Appendix A ESF 17 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 3 – Public Works
  - ESF 6 – Mass Care
  - ESF 8 – Health and Medical
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Law Enforcement

State

- Emergency Operations Plan:
  - ESF 3 – Public Works
  - ESF 6 – Mass Care
  - ESF 8 – Health and Medical
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Law Enforcement
- Recovery Plan:
  - SRF 7 – Natural and Cultural Resources

Federal

- National Response Framework:
  - ESF 3 – Public Works
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
  - ESF 8 – Public Health and Medical Services

- ESF 10 – Hazardous Materials
- ESF 13 – Public Safety

Appendix B ESF 17 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 17 Annex	County Sheriff's Office (Animal Control Division)	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

Currently, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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ESF 18 – Business and Industry

Last updated: June 2018

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Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agency	Planning Department
Community Partners	Chamber of Commerce Business and industry partners Local Municipalities
Primary State/Federal Agencies	Business Oregon Small Business Administration

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 18 describes how Linn County (County) will provide immediate and short-term assistance to local private sector entities; stabilize the local economy; and effectively utilize local private sector assets in response operations following a large-scale incident.

1.2 Scope

The following activities are encompassed within the scope of ESF 18:

- Fostering solid partnerships among private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle.
- Identifying and addressing any private sector resource/capability shortfalls with the potential to destabilize the local economy, if left unmet/unaddressed.
- Identifying, coordinating, mobilizing, tracking, and demobilizing private-sector owned and operated resources utilized during incident response operations.
- Conducting initial economic damage assessments for impacted areas.

Activities outside the scope of this function include:

- Developing and/or implementing private sector Business Continuity Plans/Continuity of Operations Plans.
- Developing and/or implementing plans to identify and thwart terrorist plots targeting facilities federally defined as Critical Infrastructure or a Key Resource (CIKR).

Private sector entities providing critical/essential services (private utilities, hospitals, etc.) and/or operating a CIKR designated facility are specifically addressed within an appropriate corresponding ESF Annex (e.g., privately owned hospitals are addressed in ESF 8 – Health and Medical; privately owned power/electricity utility companies are addressed in ESF 12 – Energy; etc.).

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards with the potential to significantly impact its economic stability. Incidents significantly impacting the local economy will likely require the County to support the resource/capability needs of critical private sector partners and coordinate the utilization of privately owned and operated assets utilized as part of response operations. The following considerations should be used in planning the processes by which the County will coordinate with its private sector partners to stabilize the local economy following a large-scale incident.

- Large-scale incidents may result in extensive damage to privately owned property (commercial and residential) and may:
  - Reduce or suspend local private sector business operations, thereby:
    - Destabilizing the overall local economy
    - Delaying the individual citizen's ability to regain normalcy and autonomy
  - Overwhelm the County's capacity to conduct damage assessment activities
- Hamper the community's ability to transition from incident response operations to incident recovery operations.

2.2 Assumptions

ESF 18 is based on the following planning assumptions:

- Research affirms the correlation between the efficacy of a local jurisdiction's response/recovery operations and the strength of relationships between the public and private sectors (public-private partnerships).
- The successful implementation of all activities included within the scope of this function is predicated upon trust between public/private sector entities and a willingness to redefine the nature of existing relationships.

- Historical data show the nation's economy to be relatively stable (despite the occasional poor performance of one or more "economic indicators"); therefore, this ESF Annex assumes the County will likely mobilize and initiate ESF 18 activities in the context of a stable economy.
- Private sector entities are responsible for and will provide for the means to repair, restore, and secure self-owned and/or operated properties with damage resulting from a hazard's impacts.
- Private sector entities routinely conduct disaster preparedness activities and have either developed or will develop the necessary disaster preparedness plans to: ensure the safety of staff, customers/clients, and guest; sustain business operations and provide continuity of services; and to augment County response operations with pre-identified resources and assets.
- Private sector entities pre-identified as owning and/or operating potentially useful response equipment are responsible for addressing the following matters related to maintenance, safety, and training.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure ESF 18 activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of business and industry-related activities and are categorized according to their extent of involvement in ESF 18 activities.

3.1.1 Primary County Agencies

The following primary County agency was chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing business and industry activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for business and industry activities is:

- Sheriff's Office.

3.1.2 Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving business and industry activities:

- Planning Department.

3.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting business and industry activities under their own authority/jurisdiction during major incidents:

- Chamber of Commerce.
- Business and industry partners.
- Local municipalities.

3.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting ESF 18 activities under their own authority/jurisdiction during major incidents:

- Business Oregon.
- Small Business Administration.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

3.2.1.1 Primary County Agencies

- ❑ Coordinate activities aimed towards the development and sustainment of partnerships with local private sector agencies (e.g., creating private-public partnership coalition, hosting quarterly events, follow key private sector entities on social media).
- ❑ Provide private sector partners with vetted, pertinent, and useful preparedness information or emergency management organizations throughout all phases of the emergency management cycle.

3.2.1.2 Supporting County Agencies

- ❑ Participate in all ongoing preparedness activities (i.e., engage in collaborative multi-agency ESF 18 planning efforts; train County and non-County response personnel on ESF 18 plans, policies, and procedures as requested; evaluate planning efforts in discussion-based and operations-based exercises; conduct after-action activities and implement corrective actions).

3.2.1.3 Community Partners

- ❑ Establish an emergency management organization to facilitate interaction, communication, and coordination with local, tribal, and state partners.

- ❑ Develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services. Plans should include procedures to:
  - o Determine the impact of an incident on the business involved, as well as forecast cascading effects of interdependencies between sectors
  - o Facilitate a shared situational awareness with local, tribal, and state emergency management organizations
  - o Coordinate and set priorities for incident management support and response, and the rationing or prioritizing of the delivery of goods and services after an incident
  - o Inform County decision-makers to help determine appropriate recovery and reconstitution measures, particularly in cases where they may result in indemnity, liability, or business losses for the private sector
  - o Support local, tribal, and state partners to obtain goods and services necessary for the restoration and recovery of impacted business and industry on a priority basis
- ❑ Conduct assessments of, and develop contingency plans for, supply chain disruption.
- ❑ Coordinate plans for security and continuity/contingency programs with local, tribal, and state partners.

3.2.2 Response

3.2.2.1 Primary County Agencies

- ❑ Conduct disaster response operations in accordance with established plans, policies, and procedures.
- ❑ Provide a representative to the County EOC, as requested.
- ❑ Communicate deficits in resources to the County Emergency Operations Center (EOC) in accordance with established plans, policies, and procedures.
- ❑ Send requests for additional resources to the County EOC in accordance with established plans, policies, and procedures**.**

3.2.2.2 Supporting County Agencies

- ❑ Send requests for additional resources to the County EOC in accordance with established plans, policies, and procedures**.**

3.2.2.3 Community Partners

- ❑ Provide goods and services through contractual arrangements or government purchases or, where appropriate, mutual support agreements with impacted communities.
- ❑ Conduct disaster response operations within jurisdictional boundaries in accordance with established plans, policies, and procedures.
- ❑ Communicate deficits in resources to the County EOC in accordance with established plans, policies, and procedures.
- ❑ Utilize existing agreements and contracts to obtain needed resources.

3.2.3 Recovery Phase

3.2.3.1 All Agencies and Community Partners

- ❑ Demobilize response activities (e.g., decreasing EOC staffing levels, preparing inventory counts, etc.).
- ❑ Coordinate with all response agencies to transition into recovery activities.
- ❑ Compile and keep all documentation collected relating to the management of spontaneous volunteers and unsolicited donations.
- ❑ Coordinate all after-action activities and implement corrective actions as appropriate.

3.2.4 Mitigation

3.2.4.1 All Agencies and Community Partners

- ❑ Coordinate the hazard/vulnerability identification and analysis process.
- ❑ Take steps towards correcting deficiencies identified during the hazard/ vulnerability identification and analysis process as appropriate.

4 Concept of Operations

4.1 General

All ESF 18 activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 18 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

- Requests for assistance with business and industry will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the County EOC.
- The County EOC will provide guidance for the coordination of business and industry resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of business and industry activities is required, notification will be made to the primary County agency listed in this ESF. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate business and industry infrastructure-related activities. If necessary, the EOC Manager may activate a Business and Industry Branch under the Logistics Section to coordinate ESF 18 activities.

4.3 Emergency Operations Center Operations

When ESF 18 activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to business and industry.
- Share situation status updates related to business and industry to inform development of the Situation Report.
- Participate in, and provide ESF 18-specific reports for, EOC briefings.
- Assist in development and communication of ESF 18 actions to tasked agencies.
- Monitor ongoing ESF 18 actions.
- Share ESF 18 information with ESF 14 – Public Information to ensure consistent public messaging.

- Coordinate ESF 18 staffing to ensure the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 18 activities will consider populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Emergency Support Functions

The following ESFs support ESF 18 activities:

- **ESF 2 – Communications.** Coordinate with private sector telecommunications providers.
- **ESF 3 – Public Works.** Coordinate with private sector infrastructure partners.
- **ESF 8 – Health and Medical.** Coordinate with private sector healthcare providers.
- **ESF 10 – Hazardous Materials.** Coordinate with private sector partners that handle, store, or transport hazardous materials.
- **ESF 11 – Food and Water.** Coordinate with private sector partners that may provide food and water resources.
- **ESF 12 – Energy.** Coordinate with private sector energy utilities.
- **ESF 15 – Volunteer and Donations Management.** Coordinate with community- and faith-based organizations.
- **ESF 17 – Agriculture and Animal Protection.** Coordinate with agriculture industry partners.

5 ESF Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

See Appendix B – ESF 18 Work Plan for more information

6 Appendices

- Appendix A – ESF 18 Resources.
- Appendix B – ESF 18 Work Plan.
- Appendix C – List of Vendors and Contact Information.

Appendix A ESF 18 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - ESF 2 – Communications
  - ESF 3 – Public Works
  - ESF 8 – Health and Medical
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
  - ESF 12 – Energy
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Agriculture and Animal Protection

State

- Emergency Operations Plan:
  - ESF 2 – Communications
  - ESF 3 – Public Works
  - ESF 8 – Health and Medical
  - ESF 10 – Hazardous Materials
  - ESF 11 – Food and Water
  - ESF 12 – Energy
  - ESF 15 – Volunteer and Donations Management
  - ESF 16 – Agriculture and Animal Protection
- Recovery Plan:
  - SRF 2 - Economic

Federal

- National Response Framework:
  - ESF 2 – Communications
  - ESF 3 – Public Works

- ESF 8 – Public Health and Medical Services
- ESF 10 – Oil and Hazardous Materials
- ESF 12 – Energy
- ESF 11 – Agriculture and Natural Protection

Appendix B ESF 18 Work Plan

Last Updated: January 2018

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 18 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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Appendix C List of Vendors and Contact Information

Vendors: Existing Agreements

Currently, the County does not have any existing agreements in place for local vendors. Should these agreements be developed in the future, the information will be maintained below.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description	Contractual Details/Information

Local Vendors: No Formal Agreements

The following local vendors have been contacted as potential resources; however, no formalized agreements are currently in place.

Vendor Name	Phone Number	After Hours Phone Number	Vendor Address	Resource Description

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Support Annexes

SA 1 – Recovery

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SA 1 Tasked Agencies	
Primary County Agencies	Sheriff's Office/Emergency Services (recovery) Planning & Building Department (mitigation)
Supporting County Agencies	Road Department General Services Department Planning Commission
Community Partners	American Red Cross Chamber of Commerce (located in Albany, Lebanon, Corvallis, Sweet Home, Stayton) Local Municipalities
Primary State Agency	Oregon Office of Emergency Management (OEM)

1 Introduction

1.1 Purpose

Support Annex (SA) 1 describes how Linn County (County) will coordinate recovery-related activities to enable community recovery from the long-term consequences of a major disaster or catastrophic incident.

1.2 Scope

The recovery process begins during the response phase of the emergency. Incident management must document all costs that are eligible for reimbursement according to the Robert T. Stafford Act Public Law 277, Code of Federal Regulations 44, as amended. The County Sheriff's Office/Emergency Services Division will coordinate the Initial Damage Assessment, and the County Assessor's Office will calculate an estimated dollar amount for total loss and damages. There are two types of recovery assistance programs, the Public Assistance Program and the Individual and Family Assistance Program. A Presidential Declaration of Disaster determines what type of assistance is authorized. In most cases, both programs are available.

The U.S. Small Business Administration can also declare the area a disaster and provide low interest loans for businesses and local residences. The U.S. Department of Agriculture (USDA) may declare the area to be eligible for the Emergency Feed program to provide farmers with additional assistance. The American Red Cross also provides a safety net to assist individuals and families with emergency assistance programs, which include grants and additional financial assistance.

2 Policies and Agreements

2.1 Policies

The following policies apply to recovery-related activities:

- Oregon Revised Statute 401.025 defines an emergency as "a human created or natural event or circumstance that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss."
- The Stafford Act (Public Law 93-288) defines an emergency as, "any occasion or instances 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 lesson or avert the threat of a catastrophe in any part of the United States."
- Linn County Code Chapter 235 (235.380) authorizes the Board of Commissioners to extend government authority to nongovernmental resources (e.g., personnel, equipment, etc.) that may support regular government forces during an emergency and may enter into agreements with other public and private agencies for use of resources.

2.2 Agreements

The following agreements apply to recovery-related activities:

- Omnibus Mutual Aid Agreement with other counties and the Oregon Department of Transportation (ODOT) Flexible Services Agreement.
- Intergovernmental Agreement for Equipment and Services with ODOT.
- Memorandum of Understanding agreements with additional partners.

3 Situation and Assumptions

3.1 Situation

The County is vulnerable to a host of disasters that could cause public and private property loss and damage, death and injury, damage to the environment, and prolonged disruption of commercial activity. In the event that such damage occurs, planned damage assessment and recovery procedures are essential for returning the community to normal after a major emergency or disaster. Disaster recovery typically lasts much longer and costs significantly more than preparedness and response activities.

The Stafford Act authorizes federal disaster assistance to individuals and to governmental entities in the aftermath of a major emergency or disaster and outlines the types of assistance that may be made available. The majority of

federal disaster assistance programs are administered by Oregon State (State) agencies.

3.2 Assumptions

This SA is based on the following planning assumptions:

- All appropriate disaster declarations will be made in a timely manner.
- Given the County's limited resources for recovery operations, State and federal governments will play a major role in assisting with such operations, substantially supplementing the County's efforts.
- Depending on the type and scope of the incident, federal resources and/or funds may be available for public and/or private (individual and businesses) assistance.
- Long-term shelter may be needed to house County citizens and other populations following a disaster.
- A long-term recovery plan will be developed based on the impacts of the specific disaster or emergency, the duties and responsibilities outlined in the other functional and hazard-specific annexes and appendices to this plan, and the planning considerations addressed in this annex.
- Long-term recovery planning and activities could include mitigation efforts to reduce the potential hazard of similar disasters in the future.
- Many types of public, private, and volunteer assistance will be offered following an extreme emergency that will involve unique management challenges and test the County's sheltering and feeding capacities.
- Depending on the incident, it may be more appropriate for some recovery functions to be tasked to a specific County department rather than an Emergency Operations Center (EOC) section. Specially qualified persons/agencies from the public and private sectors may be appointed to perform functions unique to large-scale recovery operations.
- Under certain conditions, such as a lengthy recovery from a flood or earthquake, the County will seek inclusion in a Presidential Declaration to qualify for assistance in the form of federal emergency funds and equipment.

4 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County departments and community partners to ensure the activities related to this SA are performed in an efficient and effective manner to support response and recovery. This document does not relieve tasked agencies with the responsibility for

emergency planning and agency plans should adequately provide for the capability to implement the actions identified below.

4.1 Tasked Agencies

4.1.1 Primary County Agencies

The following primary County agencies were chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing recovery activities. Primary agencies may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agencies responsible for recovery related activities are:

- Sheriff's Office (recovery).
- Planning and Building Department (mitigation).

4.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving recovery activities:

- Road Department.
- General Services Department.
- Planning Commission.

4.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting recovery-related activities under their own authority/ jurisdiction during major incidents:

- Local municipalities.
- Chamber of Commerce (located in Albany, Lebanon, Corvallis, Sweet Home, and Stayton).
- American Red Cross.

4.2 Responsibilities by Phase of Emergency Management

4.2.1 Preparedness

4.2.1.1 Primary County Agencies

Sheriff's Office/Emergency Services Division

- Develop and maintain a liaison with County, city, State, and federal agencies and organizations that can provide assistance in recovery and restoration activities.

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Identify damage assessment team members. Ensure that all personnel are aware of their emergency responsibilities.
- Develop and maintain plans, procedures, and checklists to support recovery activities.
- Ensure that personnel notification and call-up lists are current.
- Include disaster recovery activities in exercises and training.

Planning and Building Department

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities.
- Ensure that personnel notification and call-up lists are current.

4.2.1.2 Supporting County Agencies

Road Department

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Ensure that personnel notification and call-up lists are current.

General Services Department

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Ensure that personnel notification and call-up lists are current.

Planning Commission

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.

4.2.1.3 Community Partners

American Red Cross

- Develop and maintain plans, procedures, and checklists to support recovery activities.

Chamber of Commerce

- Develop and maintain plans, procedures, and checklists to support recovery activities.

Local Municipalities

- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Develop and maintain plans, procedures, and checklists to support recovery activities.
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities.
- Ensure that personnel notification and call-up lists are current.

4.2.2 Response

4.2.2.1 Primary County Agencies

Sheriff's Office/Emergency Services Division

- Identify all damages and losses and prepare an Action Plan for recovery activities.
- Activate the County EOC or other facility to coordinate recovery activities.
- Assemble and forward all necessary reports and requests for assistance to appropriate County, State, and federal agencies.
- Coordinate recovery and restoration activities among tribal, County, city, State, and federal program representatives.
- Coordinate Initial Damage Assessment and Preliminary Damage Assessment activities between the County and Oregon Emergency Management (OEM) as a step in acquiring recovery funding for the County.

Planning and Building Department

- Work with the private sector to ensure that the disaster-related needs of the business community are met.
- Support Initial Damage Assessment and Preliminary Damage Assessment activities.

4.2.2.2 Supporting County Agencies

Road Department

- Support Initial Damage Assessment and Preliminary Damage Assessment activities.

General Services Department

- Prepare relevant recovery and restoration instructions and information for public information distribution.
- Support Initial Damage Assessment and Preliminary Damage Assessment activities.

Planning Commission

- Work with the private sector to ensure the disaster-related needs of the business community are met.

4.2.2.3 Community Partners

American Red Cross

- Support Initial Damage Assessment and Preliminary Damage Assessment activities.

Chamber of Commerce

- Work with the private sector to ensure the disaster-related needs of the business community are met.

Local Municipalities

- Support Initial Damage Assessment and Preliminary Damage Assessment activities.
- Work with the private sector to ensure the disaster-related needs of the business community are met.
- Identify all damages and losses and prepare an Action Plan for recovery activities.
- Activate the City EOC or other facility to coordinate recovery activities.
- Assemble and forward all necessary reports and requests for assistance to the County.
- Coordinate recovery and restoration activities among tribal, County, city, State, and federal program representatives.

- Coordinate Initial Damage Assessment and Preliminary Damage Assessment activities between the County and OEM as a step in acquiring recovery funding for the county.

4.2.3 Recovery

4.2.3.1 Primary County Agencies

Sheriff's Office/Emergency Services Division

- Continue to work with all individuals and organizations affected by the event.
- Support community recovery activities.
- Work with the State and federal government to administer disaster recovery programs.
- Schedule After-Action briefings and develop After-Action Reports.
- Make necessary changes in this SA Annex and supporting plans and procedures.

Planning and Building Department

- Support community recovery activities.
- Develop and implement mitigation strategies.

4.2.3.2 Supporting County Agencies

Road Department

- Support community recovery activities.

General Services Department

- Support community recovery activities.

County Planning Commission

- Support community recovery activities.

4.2.1.3 Community Partners

American Red Cross

- Support community recovery activities.

Chamber of Commerce

- Support community recovery activities.

Local Municipalities

- Support community recovery activities.
- Work with the State and federal government to administer disaster recovery programs.
- Schedule After-Action briefings and develop After-Action Reports.
- Develop and implement mitigation strategies.

4.2.4 Mitigation

4.2.4.1 Primary County Agencies

Sheriff's Office/Emergency Services Division

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts.

Planning and Building Department

- Develop and maintain a County Hazard Mitigation Plan.
- Investigate possible mitigation grant projects for reducing future disaster damage and losses.
- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazard analysis.
- Develop potential mitigation measures to address the hazards identified in the analysis

4.2.4.2 Supporting County Agencies

Road Department

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts.

4.2.4.3 Community Partners

Local Municipalities

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts.

5 Concept of Operations

5.1 General

This SA provides a framework for County and local governments, nongovernmental organizations, and the private sector to recover from the long-term consequences of a disaster. This support consists of applying the resources and programs of the County, state, and federal departments and agencies to enable community recovery and to mitigate against future incidents, where feasible.

Federal recovery support is normally activated as a result of a Presidential declaration of disaster or emergency. Funding for recovery projects is coordinated directly between individual local jurisdictions and agencies and the Federal Emergency Management Agency (FEMA).

Federal hazard mitigation assistance typically is provided through pre-disaster mitigation grants and post-mitigation grants that are administered by FEMA. Disaster recovery loans for private businesses and individual homeowners are administered through the Small Business Administration.

Other post-disaster recovery financial assistance may be available for agricultural recovery from the USDA. When the County EOC has been activated following a local disaster or emergency, the County Emergency Manager or designee determines which County officers and officials are available to support recovery operations and, according to the adopted line of succession, will replace any officials who are unavailable or unable to serve. All elected officials must check in with the County EOC as soon as possible so a clear chain of command can be established.

5.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

5.3 Emergency Operations Center Operations

The following action will be taken:

- Assign a liaison to connect with supporting agencies and community partners.
- Provide a primary entry point for situational information related to recovery needs.
- Share situation status updates related to recovery to inform development of the Situation Report.
- Participate in, and provide reports for, EOC briefings.

- Assist in development and communication of recovery-related actions to tasked agencies.
- Monitor ongoing recovery-related actions.
- Share recovery-related information with ESF 14 – Public Information to ensure consistent public messaging.
- Coordinate recovery-related staffing to ensure the function can be staffed across operational periods.

5.4 Access and Functional Needs Populations

Provision of recovery-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to County, State, and federal regulations and guidance.

See Linn-Benton Vulnerable Population Plan for more information.

5.5 Coordinate with Other Emergency Support Functions

The following ESFs support recovery-related activities:

- **ESF 3 – Public Works.** Coordinate with private sector infrastructure partners.
- **ESF 12 – Energy.** Coordinate with private sector energy utilities.
- **ESF 15 – Volunteer and Donations Management.** Coordinate with community- and faith-based organizations.
- **ESF 17 – Agriculture and Animal Protection.** Coordinate with agriculture industry partners.
- **ESF 18 – Business and Industry.** Coordinate with private sector partners.

6 Emergency Support Function Development and Maintenance

The County Emergency Manager will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

7 Appendices

- None at this time.

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Incident Annexes

IA 1 – Drought

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Drought Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the County EOP and supporting plans and procedures.	*EOP and Agency-specific Standard Operating Procedures*
❑ Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
❑ 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. Include release instructions.	
❑ Have personnel participate in necessary training and exercises, as determined by the County Emergency Manager.	
❑ Participate in drought preparedness activities, seeking understanding of interactions with agencies that would participate in a drought scenario.	
❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
❑ Identify local contractors and vendors that could assist during a drought and develop Memoranda of Understanding with those private businesses.	
❑ Inform County Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	

Drought Incident Checklist

Action Items	Supplemental Information
❑ Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
❑ Ensure that maps of water mains, valves, and public sewer systems are up to date and accessible.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	
❑ When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Unit Leader, and management support positions will most likely be needed.	
❑ Estimate emergency staffing levels and request personnel support.	
❑ Ensure action is taken to protect personnel and emergency equipment from possible damage by drought.	
❑ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*

Drought Incident Checklist

Action Items	Supplemental Information
❑ 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 primary/support agencies, 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 prepare for shift change briefings.	*Incident Action Plan*
❑ Confirm or establish communications links among local and county EOCs, other agency operations centers, and the State Emergency Coordination Center. Confirm operable phone numbers and verify the functionality of alternate communications resources.	*ICS Form 205a: Communications List*
❑ 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.	
❑ 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 drought and/or water shortage operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	*Local, agency, and facility-specific Standard Operating Procedures*

Drought Incident Checklist

Action Items	Supplemental Information
❑ Conduct and obtain current damage reports and determine the affected area (*recurring)*.	
❑ Repair and restore essential services and vital systems, as required.	
❑ Secure assistance from private contractors/vendors, as needed.	
❑ Provide emergency power as needed to maintain service to the community.	
❑ Initiate curtailment procedures, if shortages or overload conditions appear imminent.	
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of available agreements.*
❑ 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.	*ICS Form 211: Incident Check-in List*
❑ Establish a Joint Information Center and designate a lead Public Information Officer for the jurisdiction.	

Drought Incident Checklist

Action Items	Supplemental Information
❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead Public Information Officer, with support from tribal liaison(s) 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: Activity Log*
❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❑ Develop and update the Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the Incident Action Plan (*recurring*).	
❑ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	

Drought Incident Checklist

Action Items	Supplemental Information
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	*ICS Form 221: Demobilization Plan*
❑ Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*Continuity of Operations/Government Plans*
❑ Make recommendations to County governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
❑ 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, agency operations centers, and command posts.	
❑ Correct any 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.	

IA 2 – Earthquake

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NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the Emergency Operations Center (EOC) to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff's Office and Fire Service Agencies. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the ICS/Operations Section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations Section for the County's earthquake response. Road Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

Earthquake Incident Checklist

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.	*EOP and Agency specific Standard Operating Procedures*
❑ 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(s) 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. Include release instructions.	
❑ Have personnel participate in necessary training and exercises, as determined by the County Emergency Manager.	

Earthquake Incident Checklist

Action Items	Supplemental Information
❑ Participate in earthquake preparedness activities, seeking understanding of interactions with agencies that would participate 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 EOC.	
❑ 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 the County Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
❑ Work with the planning department and local planning commissions for establishment of 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.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ 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.	

Earthquake Incident Checklist

Action Items	Supplemental Information
❑ 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 Incident Commander, all Section Chiefs, the Resource Unit Leader, and management support positions will most likely be needed.	
❑ Estimate emergency staffing levels and request personnel support.	
❑ Ensure action is taken to protect personnel and emergency equipment from possible damage by earthquake, 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 updates regarding the status of impacts within the jurisdiction.	*ICS Form 209 – Incident Status Summary*
❑ - Notify command staff, support agencies, adjacent jurisdictions, ESF primary/support agencies, 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 prepare for shift change briefings.	*Incident Action Plan*

Earthquake Incident Checklist

Action Items	Supplemental Information
❑ Confirm or establish communications links among local and county EOCs, other agency operations centers, and the State Emergency Coordination Center. Confirm operable phone numbers and verify the functionality of alternate communications resources.	*ICS Form 205a: Communications List*
❑ 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 standard operating procedures.	*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).	
❑ Determine the need for additional resources and request them as necessary through appropriate channels (recurring).	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of available agreements*

Earthquake Incident Checklist

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*
❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	*ICS Form 211: Incident Check-in List*
❑ Establish a Joint Information Center and designate a lead Public Information Officer 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 Incident Commander or designee. Information will be approved for release by the Incident Commander and lead Public Information Officer 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: Activity Log*
❑ Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
❑ Develop and deliver situation reports (recurring). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*

Earthquake Incident Checklist	
Action Items	**Supplemental Information**
❑ Develop and update the Incident Action Plan (recurring). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the Incident Action Plan (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 Incident Commander and/or Safety Officer.	
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221: Demobilization Plan*
❑ Once the threat to 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.	*Continuity of Operations and Government Plans*

Earthquake Incident Checklist	
Action Items	**Supplemental Information**
❑ 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, agency operations centers, and command posts.	
❑ Correct any 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.	

IA 3 – Major Fire

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Major Fire Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Arrange for personnel to participate in necessary training and exercises, as determined by the County Emergency Manager and Fire Service Agencies.	
❑ Participate in the County's preparedness activities, seeking understanding of interactions with agencies that would participate 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 EOC.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ Inform the County Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	
❑ Activate the EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Unit Leader, and management support positions will be included.	*County EOP and agency-specific plans*
❑ Estimate emergency staffing levels and request personnel support.	
❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203: Organization Assignment List*

Major Fire Incident Checklist

Action Items	Supplemental Information
❑ Notify supporting fire services agencies.	
❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the EOC for support.	
❑ Determine scope and extent of 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 EOCs, the County EOC, and other agency operations centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	*ICS Form 205a: Communications List*
❑ 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.	
❑ The Fire Chief directs resources for fires. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	
❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, if scope of response increases.	

Major Fire Incident Checklist

Action Items	Supplemental Information
❑ Implement local plans and procedures for fire operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	*Agency-specific Standard Operating Procedures*
❑ Obtain current and forecasted weather to project potential spread of the fire (*recurring)*.	
❑ Determine the need to conduct evacuations and sheltering activities (*recurring)*.	
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	
❑ Submit requests for disaster/emergency declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of agreements.*
❑ 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 registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	*ICS Form 211: Incident Check-in List*
❑ Establish a Joint Information Center and designate a Public Information Officer for the jurisdiction.	
❑ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (*recurring)*.	

Major Fire Incident Checklist

Action Items	Supplemental Information
❑ 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 EOC Manager and Lead Public Information Officer 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: Activity 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 intervals, the EOC Manager and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the Incident Action Plan (*recurring*).	
❑ Coordinate with community and private-sector partners as needed.	
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	

Major Fire Incident Checklist

Action Items	Supplemental Information
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the EOC Manager and/or Safety Officer.	
❑ 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.	
❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*Continuity of Operations and Government Plans*
❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After-Action Report/ Improvement Plan.	
❑ Deactivate/demobilize the EOC.	
❑ Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
❑ Correct any 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.	

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IA 4 – Flood (including Dam Failure)

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Flood Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
❑ Coordinate County preparedness activities, seeking understanding of interactions with agencies that would participate 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 EOC.	
❑ Contact supporting emergency response agencies to review and determine if 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 Standard Operating Procedures (SOP), as needed.	*County EOP 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 EOP*
❑ Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	
❑ 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 agencies and private contractors relevant to multiple agency response to floods.	

Flood Incident Checklist	
Action Items	**Supplemental Information**
RESPONSE PHASE	
❑ The Incident Commander will provide overall guidance for the deployment of resources.	
❑ Activate mutual aid agreements.	*See Appendix E of the Basic Plan for a list of agreements.*
❑ Activate the EOC and implement appropriate staffing plans. Contact appropriate community/private partners to assign liaisons to the EOC for coordination of specific response activities.	*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, Incident Action Plan*
❑ Submit requests for disaster/emergency declaration, as applicable.	*Chapter 1 in the County EOP*
❑ Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the County EOC, as the situation requires.	
❑ Support search and rescue operations by coordinating resource requests outside of the jurisdiction.	
❑ Request American Red Cross to activate sheltering plans and open/staff shelters, if needed.	*American Red Cross Shelter Plans*

Flood Incident Checklist

Action Items	Supplemental Information
❑ Establish a Joint Information Center and designate a lead Public Information Officer for the jurisdiction.	
❑ Formulate emergency public information messages and media responses using "many voices, one message" concepts.	
❑ Record all EOC activities, completion of personnel tasks, and incoming and outgoing messages. These should be documented in EOC logbooks.	*Existing ICS and EOC forms, ICS Form 214: Activity Log*
❑ Begin damage assessments in coordination with the Road Department and County/local government.	
❑ Assist with the coordination of 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 County EOC) ■ Other structures, as needed	
❑ Contact local contractors for support, if necessary. Establish contact with community and private-sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	
❑ Coordinate with the County Sheriff's Office and other local police to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	

Flood Incident Checklist	
Action Items	**Supplemental Information**
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY/DEMOBILIZATION 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 EOC.	*ICS Form 221: Demobilization Plan*
❑ Deactivate 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.	*Continuity of Operations and Government Plan*
❑ Implement revisions to the EOP and supporting documents based on lessons learned and best practices adopted during response.	
❑ Offer recommendations to County government and the Road Department for changes in planning, zoning, and building code ordinances.	
❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

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IA 5 – Severe Weather (including Landslides)

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Severe Weather Incident Checklist

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 EOP and supporting plans and procedures.	*EOP and Agency Specific Standard Operating Procedures*
❒ 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 Emergency Manager in coordination with primary/support agencies and coordinators.	
❒ Participate in County severe weather and landslide preparedness activities, seeking understanding of interactions with agencies that would participate 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.	

Severe Weather Incident Checklist	
Action Items	**Supplemental Information**
❒ Ensure that landslide and flood response equipment and personnel inventories are current for the County. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
❒ Inform County Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
❒ Work with the County Planning Department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
❒ Provide public safety information and educational programs regarding emergency preparedness and response.	
■ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
RESPONSE PHASE	
❒ Activate the EOP when severe weather, and/or landslides incidents pose threats to the County.	*EOP*
❒ 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.	
❒ 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.	

Severe Weather Incident Checklist	
Action Items	**Supplemental Information**
❒ Develop work assignments for ICS positions (recurring).	*ICS Form 203: Organization Assignment List*
❒ Notify supporting agencies as well as the County Commissioners.	
▪ 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 County.	*ICS Form 209: Incident Status Summary*
▪ Notify command staff, support agencies, adjacent jurisdictions, primary/support agency leads, 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 prepare for shift change briefings.	*Incident Action Plan*
❒ Confirm or establish communications links among local and County EOCs and other agency operations centers. Confirm operable phone numbers and verify functionality of alternate communications resources.	*ICS Form 205a: Communications List*
❒ 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.	

Severe Weather Incident Checklist

Action Items	Supplemental Information
❒ 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 Standard Operating Procedures.	*Local, agency, and facility-specific SOPs*
❒ 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).	
❒ Determine the need for additional resources and make requests as necessary through appropriate channels (recurring).	
❒ Submit a request for an emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❒ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and as current needs.	*See Appendix E of the Basic Plan for a list of available agreements.*
❒ 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.	*ICS Form 211: Incident Check-in List*
❒ Establish a Joint Information Center and designate a lead Public Information Officer (PIO) for the County.	

Severe Weather Incident Checklist	
Action Items	**Supplemental Information**
❒ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (recurring).	
❒ Public information will be reviewed by the EOC Manager or designee. Information will be approved for release by the EOC Manager and Lead Public Information Officer before 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: Activity Log*
❒ Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
❒ Develop situation reports (recurring). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❒ Develop and update the Incident Action Plan (recurring). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❒ Implement objectives and tasks outlined in the Incident Action Plan (recurring).	
❒ Coordinate with community- and private-sector partners as needed.	

Severe Weather Incident Checklist

Action Items	Supplemental Information
❒ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the EOC Manager and/or the Safety Officer.	
❒ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY/DEMOBILIZATION PHASE	
❒ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221: Demobilization Plan*
❒ 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.	*Continuity of Operations/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 EOCs, agency operations centers, and command posts.	
❒ Correct any 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.	

Severe Weather Incident Checklist	
Action Items	**Supplemental Information**
❒ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

IA 6 – Volcano

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Volcano Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Arrange for personnel to participate in necessary training and develop exercises relevant to volcanic events.	
❑ Provide information and training on volcano-hazard response to emergency workers and the public. ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements.	
❑ Participate in the County's preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
❑ Ensure contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ Inform Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	
❑ Activate the EOC and establish Incident or Unified Command, as appropriate. Contact appropriate community and 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.	
❑ Activate and implement the EOP.	*EOP*

Volcano Incident Checklist

Action Items	Supplemental Information
❑ Notify supporting agencies. ▪ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the EOC for support	
❑ Provide local warnings and information and activate appropriate warning/alert systems.	
❑ Support a Regional Coordination Center, if necessary.	
❑ Establish a Joint Information Center. ▪ Provide a Public Information Officer for the Joint Information Center. ▪ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
❑ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners and County, State, or federal resources. If applicable, submit requests for local disaster/emergency declaration following established County procedures.	*EOP*
❑ 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.	
▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*

Volcano Incident Checklist

Action Items	Supplemental Information
❑ Confirm or establish communications links among primary and support agencies, city EOCs, the County EOC, and the State Emergency Coordination Center; confirm operable phone numbers and backup communication links.	*ICS Form 205: Communications List*
❑ 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.	
❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, if the 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 the Red Cross activate and implement local sheltering plans.	
❑ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the County EOC s, 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	*EOP*
❑ Determine the need for additional resources and request them as necessary through the EOC (*recurring).*	

Volcano Incident Checklist

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.	*See Appendix E of the Basic Plan for a list of available agreements*
❑ 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 Form*
❑ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	*ICS Form 211: Incident Check-in List*
❑ 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.	
❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
❑ Produce situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (IAP) (*recurring*). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*

Volcano Incident Checklist

Action Items	Supplemental Information
❑ Implement elements of the Incident Action Plan (*recurring*).	
❑ Coordinate with community and private-sector partners as needed.	
❑ Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the EOC Manager and/or Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*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.	*Continuity of Operations and Government Plan*
❑ Deactivate/demobilize the EOC.	
❑ Release mutual aid resources as soon as possible.	
❑ Monitor secondary hazards associated with volcano eruption and/or significant activity (landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
❑ Correct any response deficiencies reflected in the Improvement Plan.	

Volcano Incident Checklist	
Action Items	**Supplemental Information**
❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

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IA 7 – Hazardous Materials (Accidental Release)

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Hazardous Materials Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Have personnel participate in necessary training and exercises, as determined by County Emergency Manager and Fire Service Agencies.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ Participate in the County's preparedness activities, seeking understanding of interactions with agencies that would participate in a hazardous materials scenario.	
❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
❑ Inform Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	
❑ In most incidents, local fire service agencies will initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the Hazardous Materials Team.	
❑ Determine the type, scope, and extent of the hazardous materials incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF primary/support agencies, and liaisons of the situation.	

Hazardous Materials Incident Checklist

Action Items	Supplemental Information
■ Assess the type, severity, and size of the incident. If possible, characterize the hazardous materials 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*
❑ Ensure that proper containment methods have been implemented by the first responders until hazardous materials response teams arrive.	
❑ Establish access control to the incident site through local law enforcement agencies.	
❑ If the situation warrants, request activation of the County EOC via the on-scene Incident Commander through the Emergency Manager.	
❑ Activate the EOC, coordinate response activities among agency operations centers and Incident Command Posts, and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	*EOP*
❑ 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*

Hazardous Materials Incident Checklist

Action Items	Supplemental Information
❑ Notify hazardous materials supporting agencies.	
■ Identify local, regional, and/or State agencies that may be able to mobilize resources to the County EOC for support.	
❑ Contact the OERS at 1-800-452-0311 for technical assistance and support in requesting the regional Hazardous Materials Team.	*OERS is available 24 hours a day.*
❑ Assign liaisons to the EOC representing government agencies, private entities (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 the City EOCs, County EOC, and State ECC primary and support agencies. Confirm operable phone numbers and backup communication links.	*ICS Form 205a: Communications List*
❑ 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.	
■ 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.	

Hazardous Materials Incident Checklist

Action Items	Supplemental Information
▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	
❑ A lead Public Information Officer (PIO) will be designated by the Emergency Manager. The PIO will issue information individually or through the Joint Information Center, 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 incident.	
❑ Implement local plans and procedures for hazardous materials operations. Implement agency-specific protocols and standard operating procedures. Ensure that copies of all documents are available to response personnel.	*ESF 10 –Hazardous Materials of the County EOP*
▪ For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site, and support procedures according to the Northwest Area Contingency Plan.	
❑ Obtain current and forecasted weather to project potential spread of a hazardous materials plume (*recurring)*.	
❑ Based upon the incident's size, type of chemical/substance involved, and weather projections, establish a safe zone and determine a location for on-site staging and decontamination. Re-evaluate as the situation changes.	
❑ Determine the need for evacuation and sheltering activities (*recurring)*.	
❑ Establish victim decontamination and treatment area(s).	

Hazardous Materials Incident Checklist

Action Items	Supplemental Information
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring*).	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of available agreements.*
❑ 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 hazardous material teams as they arrive on the scene and receive deployment orders.	*ICS Form 211: Incident Check-in List*
❑ Establish the Joint Information Center, as needed.	
❑ Formulate emergency public information messages and media responses using "one message, many voices" concepts *(recurring)*.	
▪ Public information will be reviewed and approved for release by the Incident Commander 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: Activity Log*
❑ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	

Hazardous Materials Incident Checklist

Action Items	Supplemental Information
❑ Develop and deliver situation reports (*recurring*). At regular intervals the EOC Manager and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the Incident Action Plan (*recurring*).	
❑ Coordinate with community and private sector partners as needed.	
❑ Ensure that all reports of injuries, deaths, and major equipment damage due to hazardous materials incidents are communicated to the Incident Commander and/or Safety Officer.	
❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221: Demobilization Plan*
❑ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or community- and private-sector partners.	

Hazardous Materials Incident Checklist	
Action Items	**Supplemental Information**
❑ 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 any 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.	

IA 8 – Public Health Incident

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Public Health Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Have personnel participate in training and exercises, as determined by Emergency Manager and/or the Linn County Department of Health Services (LCDHS).	
❑ Participate in preparedness activities, seeking understanding of interactions with agencies that would participate in a public health emergency scenario.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
❑ Engage the LCDHS, Oregon Health Authority, Centers for Disease Control and Prevention, and Federal Emergency Management Agency (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 Manager 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 in the County.	
❑ Evaluate the ability of existing health care facilities to handle public health emergencies.	
❑ Maintain medical supplies and equipment.	*Hospital Standard Operating Procedures*

Public Health Incident Checklist

Action Items	Supplemental Information
❑ Coordinate with Linn County Environmental Health to ensure drinking water quality.	*Water District Standard Operating Procedures*
❑ Coordinate with the Planning Department to provide information regarding safe wastewater and sewage disposal.	*Water District Standard Operating Procedures*
RESPONSE PHASE	
❑ LCDHS will initially respond, assume initial Incident Commander responsibilities, and determine the level of Emergency Operations Center (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 911 dispatch, support agencies, adjacent jurisdictions, ESF agencies, 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 the LCDHS and Oregon Public Health Division.	

Public Health Incident Checklist

Action Items	Supplemental Information
- 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.	
❑ If quarantine is in place, establish access control to the area through local law enforcement agencies.	
❑ Collect and report vital statistics.	
❑ 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 ESF 8 liaison at the County EOC.	*HOSCAP*
❑ Activate the County EOC, coordinate response activities among agency operations centers and the Incident Command Post and establish Incident or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the EOC Manager, all Section Chiefs, the Resource Unit Leader, and management support positions may be necessary.	*EOP*
❑ 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.	

Public Health Incident Checklist

Action Items	Supplemental Information
- 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.	
- 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 County EOCs, and State Emergency Coordination Center. Confirm operable phone numbers and backup communication links.	*ICS Form 205a: Communications List*
❑ The Emergency Manager, in collaboration with LCDHS, designates a County Public Information Officer representative. The Public Information Officer will issue public health information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and State agencies.	
❑ Determine if additional instructions or information is to be provided to vulnerable populations or people adversely impacted by the incident.	
❑ 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 standard operating procedures.	*EOP*
❑ Determine the need for implementing evacuation and sheltering activities (*recurring).*	*ESF 6*

Public Health Incident Checklist

Action Items	Supplemental Information
❑ Establish treatment area(s).	*Alternative Care Site Plan (under development)*
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of existing agreements*
❑ 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 Joint Information Center, 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 Incident Commander (IC) and the Public Information Officer (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: Activity Log*

Public Health Incident Checklist

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 in the EOC log.	
❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map,*
❑ Implement objectives and tasks outlined in the Incident Action Plan (*recurring*).	
❑ Coordinate with private sector partners as needed.	
❑ Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the Oregon State Public Health Department as soon as it is available.	
❑ For handling of fatalities, coordination between the State Medical Examiner's Office and County EOC is needed for medical examiner services.	
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY/DEMOBILIZATION PHASE	

Public Health Incident Checklist

Action Items	Supplemental Information
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*ICS Form 221: Demobilization Plan*
❑ 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 any 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.	

IA 9 – Terrorism

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The lead agencies for the State and Federal government are the Oregon State Police and the Federal Bureau of Investigation (FBI).

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 County Emergency Operations Center (EOC) typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Services Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. The Oregon Office of Emergency Management and the Federal Emergency Management Agency are the State and federal consequence management leads.

Definitions for crisis management and consequence management can be found in the Basic Plan Appendices.

Terrorism Incident Checklist

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 EOP and annexes.	
❑ Have personnel participate in necessary training and exercises, as determined by Emergency Manager.	
❑ 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 EOC. Include appropriate regional, State, and federal emergency contacts for terrorism response.	
❑ Ensure that terrorism response equipment and personnel inventories for the County and the regional teams are updated. This includes response to chemical, biological, radiological, nuclear, or explosive (CBRNE) agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ Inform Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
❑ 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 Sheriff's Office. Unified Command may consist of County, regional, State, and federal crisis management and consequence management agencies.	*EOP*
❑ Mobilize appropriate emergency personnel and first responders. When deemed necessary, send fire, hazardous materials, 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 a site- and agent-specific health and safety plan.	
❑ Assess the situation and confirm the weapons of mass destruction/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 they are aware of the incident's status and are available and staffed to respond.	

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ 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 a hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
❑ Draft an Incident Action Plan. 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, ICS Form 208: Safety Message, Incident Map,*
❑ Maintain communication between field response crews, local/County EOCs, regional EOC, and State Emergency Coordination Center, 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 if the threat level for that area should be elevated and inform appropriate agencies if so.	
❑ Determine if any advisories should be issued to the public.	

Terrorism Incident Checklist

Action Items	Supplemental Information
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 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.	*EOP*
❑ Estimate emergency staffing levels and request personnel support.	
❑ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*
■ Establish an Incident Command Post near the incident location. The Incident Command Post should be uphill and upwind of the incident location.	
❑ Notify supporting agencies (dependent on the type of incident) and the County Commission.	
■ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	

Terrorism Incident Checklist

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 hazardous materials team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including the FBI), and ESF primary/support agencies 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 materials of concern and determine appropriate personal protection equipment requirements.	
❑ Determine if the threat level for the affected area should be elevated and inform appropriate agencies if so.	
❑ Disseminate appropriate warnings to the public.	
❑ 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*

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ Confirm or establish communications links among city EOCs, the County EOC, and State Emergency Coordination Center, and primary and support agencies. Confirm operable phone numbers and backup communication links.	*ICS Form 205a: Communications List*
❑ Ensure 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 (Oregon State University), County Health Services Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to the situation.	
❑ 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 copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	*EOP*

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ Obtain current and forecasted weather to project potential hazardous materials vapor plumes (*recurring).* ▪ Note: Vapor plume modeling support may be obtained through regional hazardous materials teams, State, and/or federal environmental protection agencies.	
❑ 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 U.S. Department of Transportation Emergency Response Guidebook for determining the appropriate evacuation distance from the source.	*U.S. Department of Transportation Emergency Response Guidebook*
❑ Determine the need for and activate emergency medical services (*recurring).*	
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring).*	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of existing agreements*
❑ 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 hazardous materials teams or health and medical teams as they arrive on the scene and receive deployment orders.	*ICS Form 211: Incident Check-in List*

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ Establish a Joint Information Center and designate a lead Public Information Officer for the jurisdiction, 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 EOC Manager and lead Public Information Officer before dissemination to the public and/or media partners.	
❑ 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: Activity Log*
❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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 Incident Action Plan (*recurring*).	

Terrorism Incident Checklist

Action Items	Supplemental Information
❑ Coordinate with community and private-sector partners as needed.	
❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
❑ Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the EOC Manager and/or Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*ICS Form 221: Demobilization Plan*
❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the County, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the U.S. Environmental Protection Agency may be necessary.	
❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*Continuity of Operations/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 any response deficiencies reflected in the Improvement Plan.	

Terrorism Incident Checklist	
Action Items	**Supplemental Information**
❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

IA 10 – Transportation Accidents

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IA 10. Transportation Accidents

Two major types of transportation accidents are considered in this Incident Annex, air and rail. Motor vehicle accidents, which occur on roadways within the County, would not normally constitute a major emergency under the EOP, unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes.

The responding Fire Service Agency and Sheriff's Office 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 the NTSB's 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 Incident Checklist

Action Items	Supplemental Information
PRE-INCIDENT PHASE	
❑ Participate in the County's 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 County EOC.	
❑ Inform the 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 Emergency Manager and Fire Service Agencies.	
❑ Assess the County'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 (railroad, roadways) that can damage transportation infrastructure and on input from the Oregon Department of Transportation, and other road owners.	
RESPONSE PHASE	
❑ Notification of the occurrence of a transportation incident will be issued through the Sheriff's Office Dispatch Center or observance by field personnel.	

Transportation Accidents Incident Checklist	
Action Items	**Supplemental Information**
❑ Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and hazardous materials 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 hazardous materials incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*IA 7 – Hazardous Material Incident*
❑ Develop alternate routes based on assessment of damages to the County's transportation infrastructure and on input from the Oregon Department of Transportation and other road owners on the Countywide damage situation. Estimate emergency staffing levels and request personnel support.	
❑ County personnel should not attempt removal of accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
❑ Sheriff's Office has the authority to secure a crash site to maintain its integrity (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 hours)	
❑ For railroad accidents, the Incident Commander 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 dispositions of all human remains and their personal effects from the crash site.	
❑ Activate the County EOC and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	
❑ If appropriate, the Incident Commander (or designee) will activate the Emergency Alert System by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
❑ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203: Organization Assignment List*

Transportation Accidents Incident Checklist	
Action Items	**Supplemental Information**
❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the County EOC for support.	
❑ Notify supporting emergency response agencies, Oregon Department of Transportation, NTSB, and FAA (if the accident involves an aircraft).	
❑ Notify command staff, support agencies, adjacent jurisdictions, primary/support agencies, and/or liaisons of any situational changes.	
❑ Confirm or establish communications links among city EOCs, the County EOC, and other operations centers, 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 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 (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	
❑ Appoint a Public Information Officer 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 Sheriff, or designee. Information will be approved for release by the EOC Manager and Lead Public Information Officer prior to dissemination to the public.	
❑ If necessary, establish a Joint Information Center staffed by Public Information Officers from various agencies.	
❑ 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 Oregon Department of Transportation of road restrictions and resource/support needs.	

Transportation Accidents Incident Checklist	
Action Items	**Supplemental Information**
❑ 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 Transportation Security Administration, NTSB, or FBI.	
❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County 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.	
❑ Determine the need for additional resources and request them as necessary through appropriate channels.	
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the Incident Action Plan (*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: Activity 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 intervals, the EOC Controller and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
RECOVERY/DEMOBILIZATION PHASE	

Transportation Accidents Incident Checklist	
Action Items	**Supplemental Information**
❑ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the EOC Manager 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 County EOC.	
❑ Implement revisions to the County EOP and supporting documents based on lessons learned and best practices adopted during response.	
❑ Correct any response deficiencies reflected in the Improvement Plan.	

IA 11 – Utility Failure

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Utility Failure Incident Checklist	
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 standby generators in their emergency plans.	
❑ 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 (e.g., "What to do When the Lights Go Out").	
❑ Ensure the public is aware they should contact their electric utility provider to report outages.	
❑ Determine the availability of shelters and obtain shelter agreements, if the American Red Cross (Red Cross) has not.	
❑ Coordinate with the Red Cross, public agencies, and/or the Salvation Army for shelter operations, as appropriate.	
❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
RESPONSE PHASE	

Utility Failure Incident Checklist	
Action Items	**Supplemental Information**
❑ Activate the EOP when utility incidents pose threats.	
❑ 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 Incident Commander, all Section Chiefs, the Resource Unit Leader, and management support positions will most likely be needed.	
❑ Identify immediate action or response requirements.	
❑ Immediately carry out the actions 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 alerts and warnings based on procedure and as warranted.	
❑ Establish communications with responding agencies.	*ICS Form 205a: Communications List*
❑ 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 the 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.	

Utility Failure Incident Checklist	
Action Items	**Supplemental Information**
❑ Coordinate with the Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
❑ On order, evacuate affected areas using available response forces.	
❑ Conduct first staff briefing as soon as practical after EOC activation.	*ICS Form 209: Incident Status Summary*
❑ Activate or establish rumor control through the Public Information Officer.	
❑ Establish a schedule for briefings.	
❑ Brief County/agency/utility executives.	
❑ Provide Public Information Officer with updated information.	
❑ Provide response forces with updated information, as appropriate.	
❑ Release causal information via the Public Information Officer as soon as practical.	
❑ If appropriate, establish a Joint Information Center with the utility.	
❑ 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.	*ICS Form 214: Activity Log*
❑ Review and follow resource procurement procedures.	
❑ Inventory additional resources that may be used or called upon for use.	
❑ Activate formal resource request procedures and resource tracking.	*ICS Resource Tracking Form*
❑ Coordinate all resource requests being forwarded to the State.	
❑ Activate financial tracking plan coordinated by the Finance Officer.	

Utility Failure Incident Checklist	
Action Items	**Supplemental Information**
❑ Activate damage assessment and follow damage assessment procedures.	
❑ Develop a 12-hour Incident Action Plan outlining actions that must be accomplished in the next 12 hours.	*IAP*
❑ Conduct briefing of the oncoming.	*ICS Form 209: Incident Status Summary*
❑ Discuss with oncoming personnel the Incident Action Plan for the next 12 hours.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Gather damage assessment information for public property, housing, and businesses from damage assessment teams.	
❑ Gather information from utilities regarding the potential for additional immediate or prolonged outages.	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221: Demobilization Plan*
❑ Obtain information from the Red Cross regarding the number of people sheltered and the support necessary for continued operation.	
❑ Obtain from the Red Cross an estimated duration period for continued shelter operations, if any.	
❑ Assess citizen/community needs for individual assistance and/or public assistance.	
❑ Activate a local unmet needs committee, if appropriate.	
❑ Gather financial information from the Finance Officer.	

Utility Failure Incident Checklist	
Action Items	**Supplemental Information**
❑ As appropriate, gather additional information, such as: - 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 agencies. - 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.	*ESF 15 – Volunteer and Donations Management*
❑ Local power outages are unlikely to lead to a Presidential declaration of disaster; however, if a Presidential declaration of disaster is made, file a "Request for Public Assistance" to apply for assistance as soon as possible with the proper State or federal agency.	*Chapter 1 in the County EOP*
❑ Ensure that public officials are made aware of the assistance application process, if applicable.	
❑ Ensure that 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 and correct any weaknesses in the plan.	
❑ Implement hazard mitigation or modify the hazard mitigation plan accordingly.	

Utility Failure Incident Checklist	
Action Items	**Supplemental Information**
❑ Brief elected officials with updated information and disaster recovery progress.	
❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

IA 12 – Cyber Attack

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Cyber Attack Incident Checklist	
Action Items	**Supplemental Information**
PRE-INCIDENT PHASE	
❑ Continue to maintain and revise, as needed, the appropriate emergency response plans relating to cyber security, including the EOP and annexes.	*EOP*
❑ Arrange for personnel to participate in necessary training and develop exercises relevant to cyber-attacks.	
❑ Ensure contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
❑ Participate in City, County, regional, State, and federal cyber security preparedness activities, seeking understanding of interactions with participating agencies in a cyber-security scenario.	
❑ Analyze cyber vulnerabilities, exploits, and attack methodologies.	
❑ Identify new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.	
❑ Inform Emergency Manager of any major developments that could adversely affect response operations (e.g., communication system or critical program out of service, etc.).	
RESPONSE PHASE	
❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command.	*EOP*
❑ Conduct situational and periodic readiness assessments	
❑ Execute contracts and procure goods and services to support cyber security.	
❑ Ensure financial and property accountability for cyber security activities.	
❑ Estimate emergency staffing levels and request personnel support.	
❑ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*
❑ Notify supporting agencies (dependent on the type of incident) and the County Commission.	

Cyber Attack Incident Checklist	
Action Items	**Supplemental Information**
❑ Determine the type, scope, and extent of the cyber security incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
❑ 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.	
❑ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	
❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	*See Appendix E of the Basic Plan for a list of available agreements*
❑ 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 EOC Manager and lead Public Information Officer before dissemination to the public and/or media partners.	
❑ 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: Activity Log*
❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
❑ Develop an Incident Action Plan (*recurring*). This document is developed by the Planning Section and approved by the EOC Manager. The Incident Action Plan 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, ICS Form 208: Safety Message, Incident Map*
❑ Implement objectives and tasks outlined in the IAP (*recurring*).	

Cyber Attack Incident Checklist	
Action Items	**Supplemental Information**
❑ Coordinate with community- and private-sector partners as needed.	
RECOVERY/DEMOBILIZATION PHASE	
❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*ICS Form 221: Demobilization Plan*
❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*Continuity of Operations/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 any 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.	