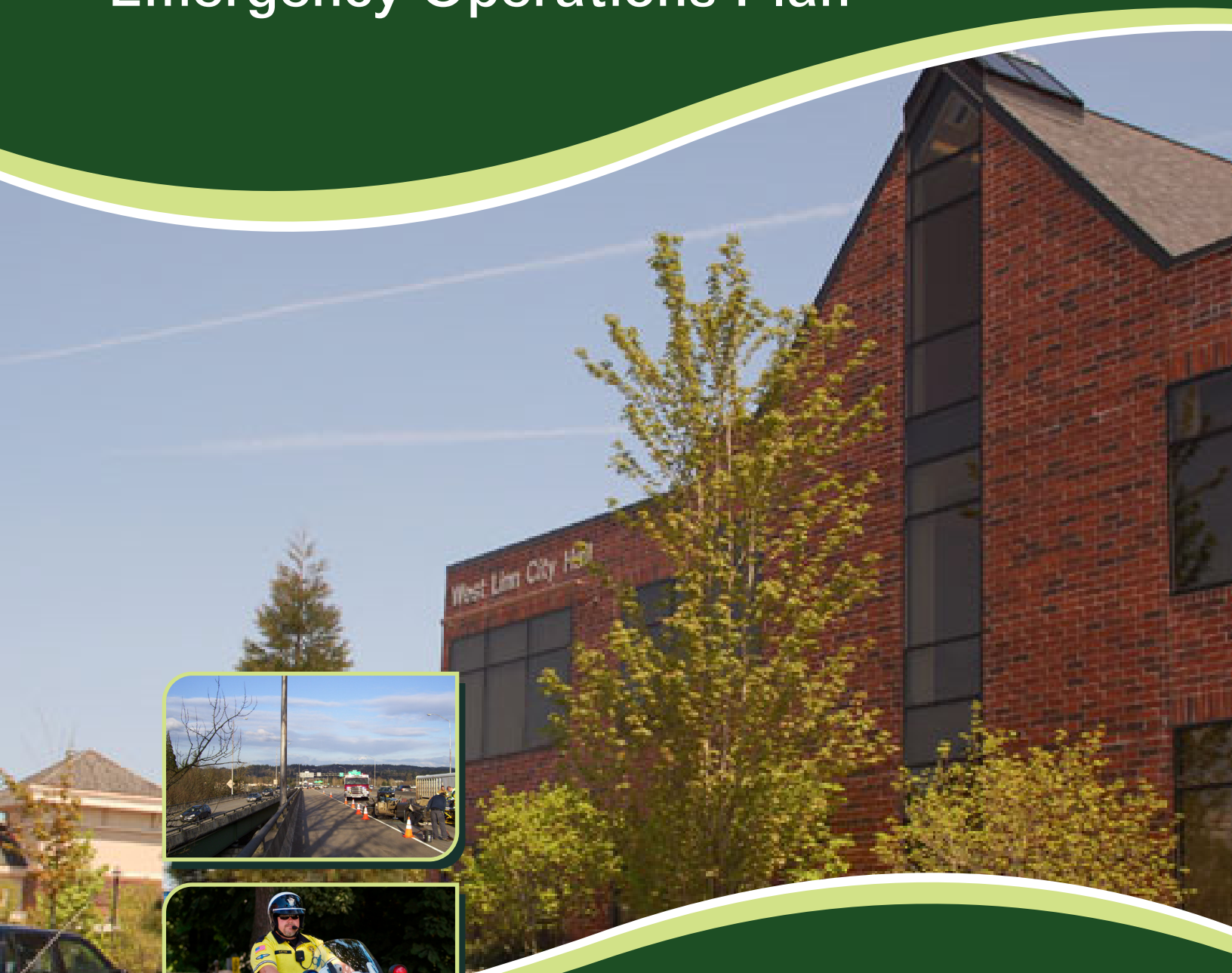


City of West Linn, Clackamas County, Oregon Emergency Operations Plan



Prepared for:



City of West Linn,
Clackamas County, Oregon

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

City of West Linn
Clackamas County, Oregon
EMERGENCY OPERATIONS PLAN



CITY OF
**West
Linn**

2017 Update

Prepared for:

City of West Linn
22500 Salamo Road
West Linn, OR 97068

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

THIS PAGE LEFT BLANK INTENTIONALLY

Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the City of West Linn'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.

- 1. Receive alert of incident.**
 - Alerts should be directed to the City Emergency Manager.
 - If the City Emergency Manager is not available, alerts should be directed to the Police Chief or Fire Chief.
 - 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.
- 2. Determine need to implement the City's Emergency Management Organization.**
 - The City Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the City for the incident. This may range from the City Emergency Manager being on stand-by to full activation of the City Emergency Operations Center.
 - Identify key personnel who will be needed to support City emergency operations, including staffing of the City Emergency Operations Center, if activated.
- 3. Notify key City personnel and response partners.**
 - The City Emergency Manager will notify key personnel to staff the City Emergency Operations Center based on incident needs.
 - Notify appropriate emergency response agencies.
 - *See the City Emergency Contact List maintained by the City Emergency Manager.*
- 4. Activate the City Emergency Operations Center as appropriate.**
 - The City will utilize the Incident Command System in managing the City Emergency Operations Center.
 - Primary Emergency Operations Center Location: West Linn Police Department, 1800 8th Avenue, West Linn, OR
 - Alternate Emergency Operations Center Location: West Linn City Hall, 22500 Salamo Road, West Linn, OR 97068
 - *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 City Emergency Operations Center can use to communicate with the scene.
 - *See Emergency Support Function Annex 2 - Communications of this plan for more information on communications systems.*

Immediate Action Checklist

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 individuals;
 - 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 County and Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**
 - Clackamas County Disaster Management: 503-655-8378
 - Oregon Emergency Response System: 800-452-0311
 - If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.
8. **Declare a state of emergency for the City, as appropriate.**
 - If the incident has overwhelmed or threatens to overwhelm the City's resources to respond, the City should declare a state of emergency.
 - A declaration may be made by the City Council or City Manager. A declaration made by the City Manager should be ratified by Council as soon as practicable.
 - The declaration should be submitted to Clackamas County Disaster Management
 - *See Section 1.7 of this plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form.*

Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of West Linn 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, Oregon Office of Emergency Management plans, and Clackamas County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the City of West Linn that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of West Linn 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 and annexes, this Emergency Operations Plan is aligned with the Clackamas County Emergency Operations Plan and provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of West Linn will coordinate resources and activities with other federal, state, local, community- and faith-based organizations, and private-sector partners.

THIS PAGE LEFT BLANK INTENTIONALLY

Letter of Promulgation

To All Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the following five mission areas of emergency management to ensure that the City 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 City:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism;
- **Protection:** activities necessary to secure the City against acts of terrorism and natural or human-caused disasters;
- **Mitigation:** activities that reduce loss of life and property by lessening the impact of disasters;
- **Response:** activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred; and
- **Recovery:** activities necessary to assist the community in recovering effectively from a disaster.

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

Russ Axelrod, Mayor

Brenda Perry, Council President

Teri Cummings, Councilor

Bob Martin, Councilor

Richard Sakelik, Councilor

DATE

THIS PAGE LEFT BLANK INTENTIONALLY

Plan Administration

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

Record of Plan Changes

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

Date	Change No.	Department	Summary of Change
2010	Original Release		Original Release
2012	2012-001		Update and bring overall information and formatting in line with EOPs throughout the State of Oregon
2017	2017-001		Update information and bring overall information and formatting in line with the County EOP.

Plan Distribution List

Copies of this plan have been provided to the following jurisdictions, agencies, and persons electronically, unless otherwise noted. Future updates will be provided electronically and recipients are responsible for updating their copy of the EOP when changes are received. The West Linn Emergency Manager is ultimately responsible for all plan updates. Updates should be provided to the Emergency Manager at any time.

Date	Hard Copies	Jurisdiction/Agency/Person
		City Attorney
		City Building Director
	1	City Emergency Manager
	1	City Emergency Operations Center
		City Finance Director
		City Human Resources Director
		City Information Services Director
	1	City Manager
		City Mayor and City Councilors
		City Parks and Recreation Director
		City Planning Director
		City Police Chief
	1	City Public Works Director
		City Recorder
	1	Clackamas County Emergency Management
	1	Oregon Emergency Management
	1	Tualatin Valley Fire and Rescue Emergency Manager
		Clackamas County Department of Disaster Management
		Washington County Emergency Management Cooperative
		Multnomah County Office of Emergency Management
		Oregon Military Department, Office of Emergency Management

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	City Emergency Manager
Emergency Support Function (ESF) Annexes	
ESF 1 – Transportation	City Public Works Department
ESF 2 – Communications	City Police Department Information Technology Department
ESF 3 – Public Works	City Public Works Department
ESF 4 – Firefighting	City Police Department
ESF 5 – Information & Planning	City Police Department City Manager's Office (Citizen Engagement Coordinator)
ESF 6 – Mass Care	City Police Department
ESF 7 – Resource Support	City Finance Department
ESF 8 – Health & Medical	City Police Department
ESF 9 – Search & Rescue	City Police Department
ESF 10 – Hazardous Materials Response	City Police Department
ESF 11 – Food & Water	City Finance Department
ESF 12 – Energy	City Public Works Department
ESF 13 – Military Support	City Police Department
ESF 14 – Public Information	City Manager's Office (Citizen Engagement Coordinator)
ESF 15 – Volunteer & Donations Management	City Manager's Office
ESF 16 – Law Enforcement	City Police Department
ESF 17 – Agriculture and Animal Protection	City Parks and Recreation Department City Manager's Office
ESF 18 – Business and Industry	City Manager's Office

Section/Annex	Responsible Party
Support Annexes (SA)	
SA 1 – Continuity of Service	City Emergency Manager
Incident Annexes (IA)	
IA 1 – Incident Annex	City Emergency Manager

Basic Plan

Basic Plan Table of Contents

Immediate Action Checklist iii

Preface..... v

Letter of Promulgation vii

Plan Administration ix

Basic Plan Table of Contents..... xiii

1 Introduction..... 1-1

1.1 General 1-1

1.1.1 Whole Community Planning 1-1

1.2 Purpose and Scope..... 1-2

1.2.1 Purpose..... 1-2

1.2.2 Scope 1-2

1.3 Plan Implementation..... 1-2

1.4 Plan Organization..... 1-3

1.5 Relationship to Other Plans..... 1-4

1.5.1 Federal Plans 1-4

1.5.2 State Plans 1-4

1.5.3 County Plans..... 1-6

1.5.4 City Plans 1-6

1.5.5 Support Agency Plans..... 1-7

1.6 Authorities 1-7

1.6.1 Legal Authorities 1-7

1.6.2 Mutual Aid and Intergovernmental Agreements 1-8

1.7 Emergency Powers 1-8

1.7.1 General 1-8

1.7.2 City Disaster Declaration Process 1-9

1.7.3 County Declaration Process 1-10

1.7.4 State Assistance 1-11

1.7.5 Federal Assistance..... 1-11

1.8 Continuity of Government..... 1-11

1.8.1 Lines of Succession 1-11

1.8.2 Preservation of Vital Records..... 1-12

1.9 Administration and Logistics..... 1-12

1.9.1 Request, Allocation, and Distribution of Resources 1-12

1.9.2 Financial Management..... 1-14

Table of Contents

1.9.3 Legal Support and Liability Issues..... 1-14

1.9.4 Reporting and Documentation..... 1-15

1.10 Safety of Employees and Family 1-15

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

2.1 Situation 2-1

2.1.1 Community Profile 2-1

2.1.2 Threat/Hazard Identification 2-4

2.1.3 Capability Assessment 2-4

2.1.4 Protection of Critical Infrastructure and Key Resources 2-5

2.2 Assumptions..... 2-6

3 Roles and Responsibilities3-1

3.1 General 3-1

3.2 Emergency Management Organization 3-1

3.2.1 Executive Group..... 3-2

3.2.2 Responsibilities of All Departments 3-4

3.2.3 Responsibilities by Function 3-5

3.3 Local and Regional Response Partners 3-18

3.3.1 Private Sector..... 3-18

3.3.2 Nongovernmental and Faith-Based Organizations..... 3-18

3.3.3 Individuals and Households 3-19

3.4 County Response Partners 3-19

3.5 State Response Partners 3-19

3.6 Federal Response Partners 3-19

4 Concept of Operations4-1

4.1 General 4-1

4.2 Emergency Management Mission Areas..... 4-1

4.3 Response and Recovery Priorities 4-2

4.3.1 Response 4-2

4.3.2 Recovery 4-2

4.4 Incident Levels 4-3

4.4.1 Level 1..... 4-3

4.4.2 Level 2..... 4-3

4.4.3 Level 3..... 4-4

4.4.4 NIMS Incident Levels 4-4

4.5 Incident Management..... 4-5

4.5.1 Activation..... 4-5

4.5.2 Alert and Warning..... 4-6

4.5.3 Communications 4-6

4.5.4 Situational Awareness and Intelligence Gathering 4-7

4.5.5 Resource Management 4-7

4.5.6 Emergency Public Information 4-8

4.5.7 Disabled, Access and Functional Needs Populations 4-9

4.5.8 Children and Disasters 4-10

Table of Contents

4.5.9 Animals in Disaster..... 4-10

4.5.10 Demobilization..... 4-10

4.6 Transition to Recovery 4-11

5 Command and Control 5-1

5.1 General 5-1

5.2 On-Scene Incident Management..... 5-1

5.3 Emergency Operations Center Support to On-Scene Operations..... 5-1

5.4 Emergency Operations Center..... 5-2

5.4.1 Emergency Operations Center Activation 5-2

5.4.2 Emergency Operations Center Location 5-2

5.4.3 Emergency Operations Center Staffing..... 5-4

5.4.4 Access and Security..... 5-4

5.4.5 Deactivation 5-5

5.5 Incident Command System 5-5

5.5.1 Emergency Operations Center Incident Commander..... 5-6

5.5.2 Emergency Operations Center Command Staff..... 5-7

5.5.3 Emergency Operations Center General Staff..... 5-8

5.5.4 Unified Command..... 5-9

5.5.5 Area Command 5-10

5.5.6 Multi-Agency Coordination 5-10

6 Plan Development, Maintenance, and Implementation..... 6-1

6.1 Plan Review and Maintenance..... 6-1

6.2 Training Program 6-1

6.3 Exercise Program..... 6-2

6.4 Event Critique and After Action Reporting..... 6-3

6.5 Community Outreach and Preparedness Education 6-3

6.6 Funding and Sustainment 6-3

A Sample Disaster Declaration Forms..... A-1

B Legal Authorities B-1

C Incident Action Planning Cycle C-1

D References D-1

E Acronyms and Glossary..... E-1

THIS PAGE LEFT BLANK INTENTIONALLY

1 Introduction

This section establishes the framework within which this Emergency Operations Plan (EOP) exists and how it fits into existing plans. Additionally, the section outlines federal, state, county, and city emergency management authorities pertaining to the community's roles and responsibilities.

1.1 General

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

Emergencies are handled effectively in the City 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 City 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 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 City 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 City.

1.1.1 Whole Community Planning

Every person who lives or works in the City (including vulnerable populations) shares responsibility for minimizing the impact of disasters on the community. 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. 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 City will assist its residents in carrying out this responsibility by

1. Introduction

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 City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable residents, 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 community survival and resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the City's all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its residents and visitors throughout all emergency management mission areas. Through this EOP, the City 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 City 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 Clackamas County County), incorporated municipalities, or a combination thereof. This plan is intended to guide the City'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, City 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 City 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 also welcome to review non-sensitive parts of this plan to better understand how the City manages emergency operations.

1.3 Plan Implementation

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

- Incidents in or affecting the City;
- Health emergencies in or affecting the City; and/or
- Non-routine life-safety issues in or affecting the City.

1. Introduction

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

1.4 Plan Organization

EOP Basic Plan

The Basic Plan provides a framework for emergency operations and information regarding the City’s emergency management structure. It serves as the primary document outlining roles and responsibilities of City departments and partners during an incident.

Emergency Support Function Annexes (ESFs)	Support Annexes (SA)	Incident Annex (IA)
<p>The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. The ESFs, which supplement the information in the Basic Plan, are:</p> <ul style="list-style-type: none"> • ESF 1 – Transportation • ESF 2 – Communications • ESF 3 – Public Works • ESF 4 – Firefighting • ESF 5 – Information & Planning • ESF 6 – Mass Care • ESF 7 – Resource Support • ESF 8 – Health & Medical • ESF 9 – Search & Rescue • ESF 10 – Hazardous Materials Response • ESF 11 – Food & Water • ESF 12 – Energy • ESF 13 – Military Support • ESF 14 – Public Information • ESF 15 – Volunteer & Donations Management • ESF 16 – Law Enforcement • ESF 17 – Agriculture and Animal Protection • ESF 18 – Business and Industry 	<p>SAs describe functions that do not fit within the scope of the 18 ESF annexes and identify how the City’s departments and agencies, the County, the private sector, volunteer organizations, and nongovernmental organizations coordinate to execute common support functions required during an incident. The actions described in the City’s SA are not limited to particular types of events but are overarching in nature and applicable to nearly every type of incident. The City has one SA:</p> <ul style="list-style-type: none"> • SA 1 – Continuity of Service 	<p>While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, the IA supplements the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the most current Hazard Identification and Vulnerability Assessment. Hazards covered in the IA include:</p> <ul style="list-style-type: none"> • Earthquake • Major Fire • Public Health • Severe Weather • Volcano • Hazardous Materials • Transportation Accidents (including air, rail, and road) • Terrorism • Utility Failure

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 preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the nation’s 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, 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 Planning Frameworks.** The National Planning Frameworks, one for each preparedness mission area, describe how the whole community works together to achieve the National Preparedness Goal:
 - Prevention
 - Protection
 - Mitigation
 - Response
 - Disaster Recovery

1.5.2 State Plans

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

- **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.
 - **Cascadia Playbook.** A cross-cutting emergency management tool for the State that supports various existing plans and efforts for the first 14 days of a catastrophic incident.
- **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.

1. Introduction

- **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.
- **Emergency Management Plan.** The State Emergency Management Plan consists of four volumes:
 - **Volume I: Oregon Natural Hazards Mitigation Plan.** Identifies 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-term, 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.
- **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.
- **Oregon Resilience Plan.** This plan summarizes the science of Cascadia Subduction Zone earthquakes and estimates their impacts; it then provides detailed analysis of the current vulnerability of the State's buildings and business community and its transportation, energy, communication, and water/wastewater systems.
- **State Fire Marshal Fire Service Mobilization Plan.** This plan establishes operating procedures for the most practical utilization of State resources during all-hazard emergencies that are beyond the capabilities of local resources.

1.5.3 County Plans

The City relies on the County for many critical services during an emergency, so it is vital for the City to be familiar with the County's plans and how they link with the City's emergency plans. Copies of these plans can be found in the County EOC Library.

- **Community Wildfire Protection Plan.** The County's Community Wildfire Protection Plan improves upon historical fire planning efforts by providing a more localized and accurate approach for determining wildfire hazards and implementing best practices for wildfire protection. The plan balances wildfire protection with sustainable ecological management and economic activities throughout the County.
- **Continuity of Operations (COOP) Plan.** The Clackamas County Continuity of Operations Plan identifies mission-essential functions of each department, division and office of County government, and the means by which these services will be maintained during major emergencies and disasters.
- **Debris Management Plan.** The Debris Management Plan guides the County in coordinating clearance, removal, and disposal of disaster debris.
- **Emergency Operations Plan.** This plan establishes the procedures by which the County coordinates response to an emergency, including processes for requesting resources and procedures for activating and operating the County EOC.
- **Natural Hazards Mitigation Plan.** The Natural Hazards 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 Health, Housing, and Human Services Department (H3S) 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.

1.5.4 City Plans

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

- **Natural Hazard Mitigation Plan (NHMP).** The City's NHMP can be found on the City's website at <http://westlinnoregon.gov/planning/natural-hazards-mitigation-plan> . The NHMP includes resources and information to assist the City's residents, public- and private-sector organizations, and others interested in participating in planning for natural hazards. The mitigation plan provides a list of activities that may assist the City in reducing risk and preventing loss from future natural hazard events. West Linn has

1. Introduction

developed this plan as an addendum to the Clackamas County Natural Hazards Mitigation Plan in an effort to take a more regional approach to planning for natural hazard scenarios.

- **Debris Management Plan.** An annex to the County’s Debris Management Plan, the City’s Debris Management Plan guides the City in coordinating clearance, removal, and disposal of disaster debris.
- **Water Master Plan.** This plan is a comprehensive analysis of the City’s water system to identify system deficiencies, future water distribution system supply requirements, and facility improvement recommendations.
- **Transportation System Plan.** This plan provides a snapshot of the existing transportation system, immediate changes, and future plans to upgrade and enhance the system.
- **Sanitary Sewer Master Plan.** This plan summarizes the City’s sanitary sewer assets and needs and provides a plan to assess future wastewater flows corresponding to forecasted growth.
- **Surface Water Management Plan.** This plan outlines the preferred surface water management strategy in a given location, including flooding from sewers, drains, groundwater, and runoff from land, small water courses, and ditches that occurs as a result of heavy rainfall.

1.5.5 Support Agency Plans

The City is supported by a number of partner agencies. To the greatest extent possible, the City encourages support agencies to design their plans to complement the City EOP, and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages. The following plans support and work in coordination with the City EOP:

- Tualatin Valley Fire and Rescue EOP;
- Northwest Area Contingency Plan; and
- Portland Dispatch Center Consortium Intergovernmental Agency (LOCOM)

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 by the West Linn City Council pursuant to the provisions of the West Linn Municipal Code 2.700 through 2.750, and in accordance with, and under the provisions of, Oregon Revised Statutes (ORS) Chapter 401, which establishes authority for the highest elected official of the City Council to declare a state of emergency.

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

1. Introduction

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

Appendix B sets forth the federal, state, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

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).

Copies of the following mutual aid agreements can be accessed through the Emergency Manager:

- Managing Oregon Resources Efficiently Intergovernmental Agreement;
- Oregon Public Works Emergency Response Cooperative Assistance Agreement;
- Mutual Aid and Assistance Agreement for the Provision of Emergency Services Related to Water and Wastewater Utilities;
- Intergovernmental Cooperative Agreement for Water System Intertie between the South Fork Water Board, the City of Lake Oswego, and the City of West Linn; and
- Intergovernmental Agreement between Clackamas County Disaster Management (CCDM), Clackamas County Communications (C-COM), and the City of West Linn

During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

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

- Diverting funds and resources to emergency operations 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; and

1. Introduction

- Raising public awareness and encouraging the community to become involved in protecting its resources.

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

1.7.2 City Disaster Declaration Process

In the context of the City 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. In accordance with ORS 401.025 and the West Linn Municipal Code 2.700, "Emergency Planning," the responsibility for emergency management and direction and control in a time of disaster belongs to the City Manager or designee. Policy decisions are the responsibility of the City Council.

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

A declaration of a state of emergency within the City of West Linn may be issued by the Mayor (or Council President when the Mayor is absent or otherwise unable to perform the functions of Mayor as provided in the City Charter); or the City Manager or designee if the nature of the emergency requires immediate action to be taken and it is not reasonably practical for the Mayor to issue the declaration of emergency prior to the time immediate action must be taken.

Upon that declaration, the City Manager or designee is empowered to assume centralized control of and have authority over all departments and other offices of the City in order to implement the purpose of this code. Any declaration of emergency by the City Manager or designee shall be subject to review and revision by the Mayor. All declarations of emergency shall be subject to review and revision by the City Council. A state of emergency shall be terminated by the City Council when the emergency situation ceases 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 the City's 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; and
- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based on the best information available at the time. It may be amended, based on additional information or changes in the situation. The City Attorney may be consulted to review the declaration for legality or sufficiency of emergency

1. Introduction

measures and emergency powers invoked within the document. If county, 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.

Should the City EOC be activated at the time of the declaration, EOC Command and General Staff may have the following responsibilities in the declaration process:

- **EOC Incident Commander or Emergency Manager:** Present the package to City Council.
- **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.

1.7.3 County Declaration Process

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

An Emergency Declaration grants the BCC the authority to exercise any or all of the emergency measures included in Clackamas County Code, Section 6.03. If circumstances prohibit timely action by the BCC, the Chair or other commissioner may declare a state of emergency and seek approval of a majority of the BCC at the first available opportunity.

The BCC may declare an emergency when the need arises for:

- Centralizing control of the County's assets under the Chair; authorizing implementation of extraordinary emergency protective measures;
- Providing specific legal protection for actions initiated under emergency conditions; or
- Setting the stage for requesting State and/or federal assistance to augment local resources and capabilities.

When a major emergency or disaster occurs and a locality has responded to the best of its ability and is, or will be, overwhelmed by the magnitude of the damage, the community requests assistance from the State. The Governor, after examining the situation, may direct that the assistance provisions in the State's emergency plan be executed and direct the use of State resources, as appropriate to the situation. If it is evident that the situation is, or will be, beyond the combined capabilities of local and State resources, the Governor may request that the

1. Introduction

President declare that a major emergency or disaster exists in the State, under the authority of the Stafford Act.

1.7.4 State Assistance

The Oregon Office of Emergency Management (OEM) Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. ORS 401.165(6) provides that the County will transmit declaration requests submitted by a city to OEM. If a city is divided between two counties, the city emergency declaration is submitted to the county in which the majority of the city is located.

The State Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the County or City 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

FEMA provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor.

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

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-1 presents the policy and operational lines of succession during an emergency for the City. Order of succession guidelines for emergency coordination and emergency policy and governance are kept within the vital records packet at the City EOC.

Table 1-1 City Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
1. City Manager	1. Mayor
2. City Emergency Manager	2. City Council (in order of succession)
3. Incident Commander	3. City Manager
	4. City Police Chief
	5. City Public Works Director

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. The Emergency Manager or designee identified above will provide guidance and direction to department heads to

1. Introduction

maintain continuity operations during an emergency. Individual department heads within West Linn are responsible for developing and implementing COOP plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

The City has developed a vital records packet for use during emergency events. This packet contains records essential to executing emergency functions, including this EOP, emergency operating records essential to the continued function of the City EMO, the current call-down list, a vital records inventory, necessary keys or access codes, a list of primary and alternate facilities, and the City's COOP plan.

Each City 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 take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City EOC to Clackamas County Disaster Management (CCDM) according to provisions outlined under ORS Chapter 401. CCDM processes assistance requests to the State.

The City Manager or EOC Incident Commander (if activated) is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations.

1.9.1.1 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 Tualatin Valley Fire and Rescue (TVF&R) Incident Commander or County Fire Defense Board Chief, an emergency is beyond the control of 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 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.

1. Introduction

The TVF&R Incident Commander is responsible for:

- Contacting the Fire Defense Board Chief to request that the Conflagration Act be invoked;
- Participating in incident conference call;
- Providing local geographic information system capabilities or maps;
- Working with the Incident Management Team (IMT) to locate a base camp; and
- 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;
- Providing the following information to the Oregon State Fire Marshal Duty Officer of 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 incident conference call.

Requests for conflagration should be made when a significant threat exists, e.g.:

- 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
 - Historical 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: Fire Service Mobilization Plan, 2013

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect its funds to effectively respond to the incident. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority is delegated to each department director. Tracking the expenditures related to an incident is the responsibility of the Finance Section, which will be staffed by the Finance Department.

If an incident in the City requires major redirection of the City's fiscal resources, the following general procedures will be followed.

- The City Manager will meet in emergency session to decide how to respond to the emergency funding needs.
- The City Manager will declare a state of emergency and request assistance through the County.
- The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident and provide the necessary documentation, a discrete charge code for incident-related personnel time, losses, and purchases will be established by the Finance Section. In addition, copies of expense records and supporting documentation should be maintained for filing FEMA Public Assistance reimbursement requests.

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

1.9.3 Legal Support and Liability Issues

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

The City Attorney will address legal services, including:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources
 - Establish curfews
 - Restrict or deny access
 - Specify routes of egress
 - Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property
- Reviewing and advising City officials in determining how the City can pursue critical objectives while minimizing potential exposure;
- Preparing and recommending local legislation to implement emergency powers when required;
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers; and

1. Introduction

- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

1.9.4 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the City to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. City staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include, but is not limited to:

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

All documentation related to the City'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 City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

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

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

While all City agencies and employees are expected to contribute to 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

1. Introduction

family safety and self-sufficiency, which in turn will enable employees to meet their responsibilities to the County and its residents as rapidly as possible.

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

2

Situation and Planning Assumptions

This section of the EOP builds on the scope of discussion in Section 1 by profiling the City's risk environment, identifying specific planning considerations, and describing the assumptions underlying this plan. This section ensures that, while taking an all-hazards approach to emergency management, the plan is tailored to the unique risks faced by the City.

2.1 Situation

The City is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the City 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

The City is located in Clackamas County, Oregon, within the southern bounds of the Portland metropolitan area. It is bordered on the east and divided to the southwest by the Willamette River, bordered on the south by the Tualatin River, and bordered on the north by the city of Lake Oswego. To its southeast, across the Willamette, lies the city of Oregon City, while adjacent to its southern and western borders are rural areas of unincorporated Clackamas County. The city of Portland proper is located roughly 8 miles to the north.

As of the 2010 Census, there were 25,109 people and 10,035 housing units in the City. The racial makeup of the City was 91 percent White, 4 percent Asian, and 4 percent of Hispanic or Latino origin. Other ethnic groups (African American, American Indian and Alaska Native, and Native Hawaiian and Other Pacific Islanders accounted for less than 1 percent each). Approximately 3 percent of the population reported themselves as multiracial or multiethnic.

While approximately 10 percent of the population speaks a language other than English, most are bilingual. Only 3 percent of the population reported speaking English "less than very well."

Out of the 9,523 households, 3,557 (37 percent) of these households were families with children under the age of 18. The average household size was 2.6, and the average family size was three people. The age demographics for the City show that 28 percent of the population was 19 or under and 11 percent were 65 years of age or older.

The median household income in the City is \$80,391. Approximately 3 percent of families and 4 percent of the population were below the poverty line.

2. Situation and Assumptions

According to the 2011–2015 American Community Survey 5-Year Estimates, the majority of City residents are employed in the following industries:

- Educational services, healthcare, and social assistance sectors;
- Professional, scientific, management, administrative, and waste management services sectors;
- Retail trade;
- Manufacturing; and
- Financial, insurance, and real estate sectors.

2.1.1.6 Community Events

Increases in traffic and strain on public safety services may occur during community events. Special Event Plans are developed for large community events within the City, such as the following:

- 789 Jam Dances (April, May, and June) – Willamette Christian Church, 3153 S. Brandywine Dr.;
- Daddy Daughter Dance (June) – Adult Community Center, 1180 Rosemont Rd.;
- West Linn Street Dance (July) – 13th and Willamette Falls Drive;
- Old Time Fair (July) – Willamette Park, 1100 12th St.;
- Music in the Park (Thursdays in July and August) – Tanner Creek Park, 3456 Parker Rd.;
- Movies in the Park (July & August);
- Art Festivals (August and September) – Mary S. Young Park, 19900 Willamette Dr.;
- Oktoberfest (September);
- Haunted Trail (October) – Mary S. Young Park, 19900 Willamette Dr.;
- Holiday Tree Lighting (December) – West Linn City Hall, 22500 Salamo Rd.; and
- Holiday Parade (December) – Willamette Falls Dr.

It is also important to note that rush hour on Interstate 205 adds a strain to transportation infrastructure in the area.

2. Situation and Assumptions

Figure 2-1 Map of West Linn

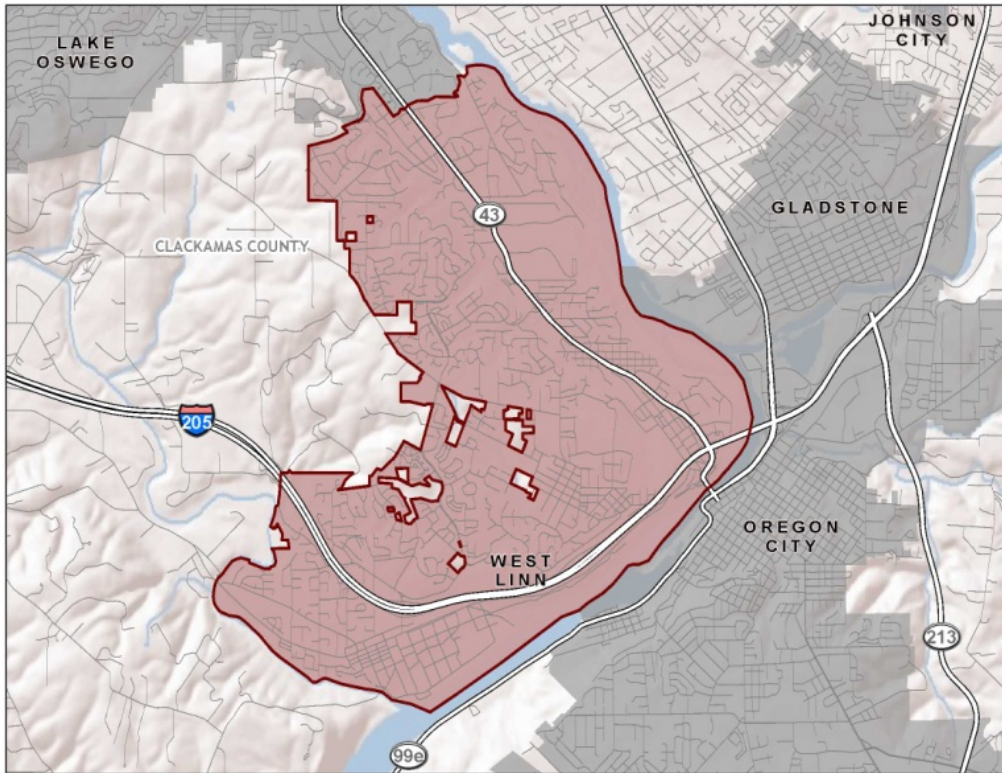
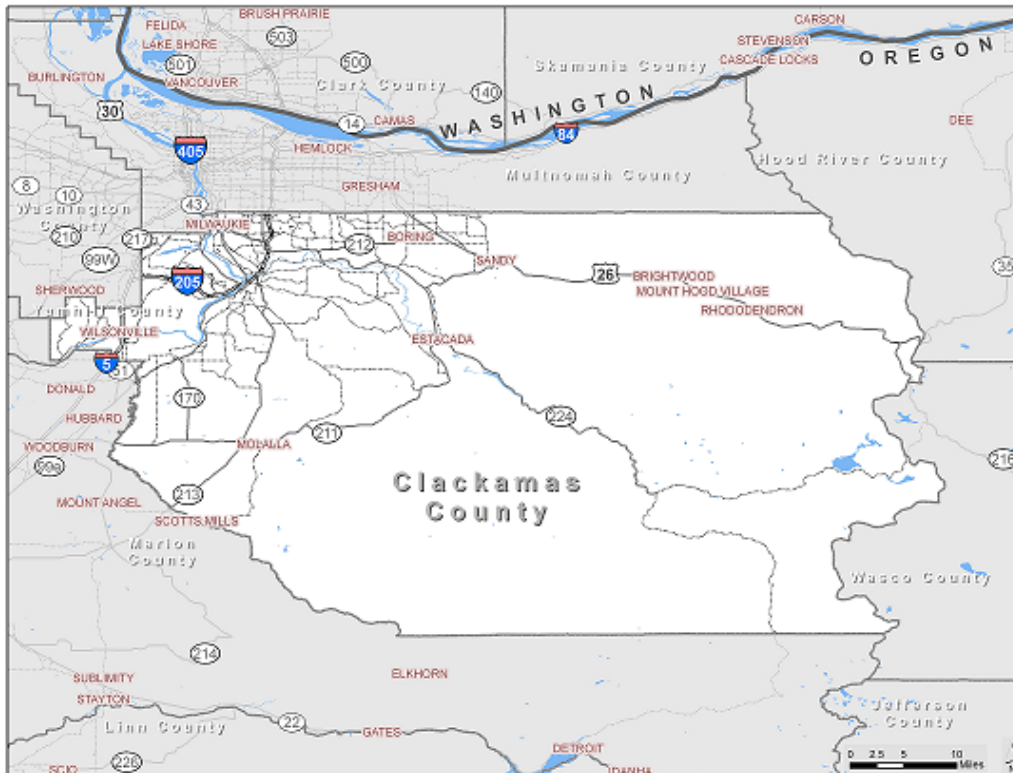


Figure 2-2 Map of Clackamas County



2. Situation and Assumptions

2.1.2 Threat/Hazard Identification

Table 2-1 identifies the hazards and threats most likely to impact the City based on the community’s vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-1 Identified Threats/Hazards		
Natural <i>Result from acts of nature</i>	Technological <i>Result from accidents or failure of systems and structures</i>	Human-Caused/ Adversarial Threats <i>Result from intentional actions of an adversary</i>
<ul style="list-style-type: none"> • Drought • Earthquake • Flooding • Landslide • Severe Storm (Wind, Winter, and Extreme Heat) • Volcanic Eruption • Wildfire 	<ul style="list-style-type: none"> • Airplane Crash • Communications System Failure • Dam Failure • Fuel Line Explosion • Hazmat Release (Fixed Facility) • Hazmat Release (Transportation) • Information Technology Disruption • Liquid Fuel Supply Disruption • Power Failure • Sewer Treatment Failure • Train Derailment • Water Supply Disruption 	<ul style="list-style-type: none"> • Civil Disturbance/ Protest/Demonstration • Public Health Emergency • Riot • Sabotage • School Violence • Sports/Public Event Disturbance • Terrorism (including, but not limited to, Bomb, Intentional Hazardous Materials Release, Active Shooter, Animal/Eco-terrorism)

See the City Hazard Analysis and Natural Hazard Mitigation Plan for more information regarding hazards for the area.

2.1.3 Capability Assessment

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

The City 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 City’s emergency plan and capability to respond to hazards.

2. Situation and Assumptions

Figure 2-3 Core Capabilities List

PREVENTION		PROTECTION		MITIGATION		RESPONSE		RECOVERY	
Planning									
Public Information and Warning									
Operational Coordination									
Intelligence and Information Sharing			Community Resilience		Infrastructure Systems				
Interdiction and Disruption			Long-Term Vulnerability Reduction		Critical Transportation		Economic Recovery		
Screening, Search and Detection			Risk and Disaster Resilience Assessment		Environmental Response/Health and Safety		Health and Social Services		
Forensics and Attribution		Access Control and Identity Verification		Threats and Hazard Identification		Fatality Management Services		Housing	
		Cybersecurity				Fire Management and Suppression		Infrastructure Systems	
		Physical Protective Measures				Mass Care Services		Natural and Cultural Resources	
		Risk Management for Protection Programs and Activities				Mass Search and Rescue Operations			
		Supply Chain Integrity and Security				On-Scene Security and Protection			
						Operational Communications			
						Public Health, Healthcare, and Emergency Medical Services			
						Situational Assessment			

2.1.4 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 City. 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.

2. Situation and Assumptions

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; and
- Communications and cyber systems, assets and networks such as secure City servers and fiber optic communications lines.

See the City Bridge Assessment for information regarding the ability of bridges within the City to withstand earthquake stress.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding city and 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.
- County support of City emergency operations will be based on the principle of self-help. The City will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides information regarding threat conditions across the United States and identifies possible targets.

2. Situation and Assumptions

- A terrorist-related incident or attack may occur without warning. In the event of such an attack, the City 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 City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State-declared emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City 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

2. Situation and Assumptions

THIS PAGE LEFT BLANK INTENTIONALLY

3

Roles and Responsibilities

Agencies within the community have varying day-to-day operations and will continue to do so during emergency operations. This section assigns responsibilities specific to a disaster or emergency situation to specific departments and agencies.

3.1 General

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

CCDM 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. Responsibilities may be shared with CCDM under mutual agreement.

Most City 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

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

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

3. Roles and Responsibilities

For the purposes of this plan, the structure will be referred to generally as the City EMO. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

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

3.2.1 Executive Group

The Executive Group may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities.

Key general responsibilities for local elected and appointed officials include:

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

3.2.1.1 City Council

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

General responsibilities of the City Council include:

- Establishing emergency management authority by City ordinance;
- Adopting an EOP and other emergency management-related resolutions;

3. Roles and Responsibilities

- 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; and
- Attending Public Information Officer (PIO) briefings.

3.2.1.2 City Manager

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

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

3.2.1.3 Emergency Manager

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

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

3.2.1.4 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response

3. Roles and Responsibilities

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 City Manager.

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, the majority of City departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the residents it serves;
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Council and Emergency Manager;
- Developing alert and notification procedures for department personnel;
- Developing operating guidelines to implement assigned duties specified by this plan;
- Tracking incident-related costs incurred by the department, 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 City departments;
- Assigning personnel to the EOC, as charged by this plan;
- Developing and implementing procedures for protecting vital records, materials, and facilities;
- Promoting family preparedness among employees;
- Ensuring that staff complete required training (including required NIMS and ICS training);
- Dedicating staff time to participation in training exercises; and
- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

3. Roles and Responsibilities

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and 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 City Agency(s):** Identify lead 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 City Agency(s):** Identify agencies with substantial support roles during major incidents.

3.2.3.1 Transportation

Primary City Agency: Public Works Department

Supporting City Agencies: Police Department, Parks and Recreation Department

County Agency: Department of Transportation and Development (DTD)

Community Partners: TVF&R, mutual aid partners

Primary State Agency: Oregon Department of Transportation (ODOT)

Primary Federal Agency: Department of Transportation

Transportation-related responsibilities include:

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

See ESF 1 for more details.

3. Roles and Responsibilities

3.2.3.2 Communications

Primary City Agency: Police Department, Information Technology Department

Supporting City Agencies: None at this time.

County Agency: C-COM, CCDM

Community Partners: LOCOM, Washington County Consolidated Communications Agency, West Linn Amateur Radio Emergency Services (ARES) (in development), Verizon

Primary State Agency: Department of Administrative Services

Primary Federal Agency: 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 Incident Commander, or PIO; and
- Receiving and disseminating warning information to the public and key County and City 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; and
- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

See ESF 2 for more details.

3.2.3.3 Public Works

Primary City Agency: Public Works Department

Supporting City Agencies: Building Department, Parks and Recreation Department, Finance Department

County Agency: DTD

Community Partners: Mutual aid partners, local contractors (e.g., tree removal)

Primary State Agency: ODOT

Primary Federal Agency: Department of Defense/United States Army Corps of Engineers, Department of Homeland Security

Responsibilities related to public works include:

- Conducting pre- 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;

3. Roles and Responsibilities

- Coordinating repair and restoration of the City's critical infrastructure; and
- Coordinating disaster debris management activities.

See ESF 3 for more details.

3.2.3.4 Firefighting

Primary City Agency: Police Department (primary response agency listed under community partners)

Supporting City Agencies: Public Works Department

County Agency: Fire Defense Board

Community Partners: TVF&R (primary response), mutual aid partners

Primary State Agency: Oregon Department of Forestry, Oregon State Fire Marshal (OSFM)

Primary Federal Agency: United States Department of Agriculture/Fire Service

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;
- Disseminating warnings as necessary in a major emergency/disaster and assisting in evacuation; and
- Designating a coordinator/liaison to participate in all phases of the City and/or County's emergency management program, when necessary or as requested.

See ESF 4 for more details.

3.2.3.5 Information and Planning

Primary City Agency: City Police Department, City Manager's Office (Citizen Engagement Coordinator)

Supporting City Agencies: All other City departments

County Agency: CCDM

Community Partners: West Linn Tidings, Oregonian, Tualatin Valley Community TV

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security/FEMA

The following activities are necessary for the City to compile, analyze, and coordinate overall information planning activities during a disaster:

- Providing a centralized location for the receipt and dissemination of incident information;
- Coordinating with City departments, community partners, and County agencies;
- Collecting, processing, analyzing, and disseminating information to guide response and recovery activities;
- Collecting and aggregate damage assessment data; and
- Coordinating incident planning in the EOC, including development of information products.

3. Roles and Responsibilities

See Chapter 5 – Command and Control as well as ESF 5 for more details.

3.2.3.6 Mass Care

Primary City Agency: Police Department

Supporting City Agencies: City Manager’s Office, Finance Department

County Agency: H3S

Community Partners: TVF&R, American Medical Response, American Red Cross, community- and faith-based organizations, West Linn-Wilsonville School District

Primary State Agency: Department of Human Services (DHS)

Primary Federal Agency: Health and Human Services

The City relies on the support of the County to provide shelter and mass care services and has adopted the procedures outlined in the County EOP. H3S, with support from the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care and ESF 11 – Food and Water. Responsibilities related to mass care include:

- Maintaining and implementing procedures for care and shelter of displaced residents and visitors;
- Maintaining and implementing procedures for the care and shelter of animals in an emergency;
- Coordinating support with other City and County departments, relief agencies, and volunteer groups;
- Designating a coordinator/liaison to participate in all phases of the County’s 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 City or County, local volunteers, or organized disaster relief agencies such as the Red Cross; and
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

See ESF 6 for more details.

3. Roles and Responsibilities

3.2.3.7 Resource Support

Primary City Agency: Finance Department

Supporting City Agencies: Manager's Office

County Agency: CCDM

Community Partners: TVF&R, local faith-based organizations, volunteer organizations

Primary State Agency: Department of Administrative Services

Primary Federal Agency: Department of Homeland Security/FEMA

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 City departments requiring augmentation;
- Establishing emergency purchasing procedures and/or a disaster contingency fund; and
- Maintaining records of emergency-related expenditures for purchases and personnel.

Individual department directors will be responsible for managing resources within their departments and coordinating any requests for additional resources with the City EOC. The Emergency Manager will be responsible for establishing priorities if major shortages occur in critical resources; otherwise, the EOC will allocate such resources as additional staffing, materials, services and supplies needed for emergency and recovery operations.

See ESF 7 for more details.

3.2.3.8 Health and Medical

Health Services

Primary City Agency: City Police Department

Supporting City Agencies: None at this time.

County Agency: H3S

Community Partners: TVF&R, local hospitals and clinics, emergency medical response agencies, Red Cross, mutual aid partners

Primary State Agency: OHA

Primary Federal Agency: Health and Human Services

The City relies on the County to provide public health and human services. Relevant operations are detailed in the County EOP, 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 disabilities and access or functional needs (DAFN);
- Coordinating public health surveillance;

3. Roles and Responsibilities

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

See ESF 8 for more details.

Medical Services

Primary City Agency: Police Department (primary response agency is TVF&R)

Supporting City Agencies: None at this time.

County Agency: H3S

Community Partners: TVR&F, local ambulance service agencies, hospitals and clinics

Primary State Agency: OHA

Primary Federal Agency: Health and Human Services

EMS-related responsibilities include:

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

See ESF 8 for more details.

3.2.3.9 Search and Rescue

Primary City Agency: Police Department

Supporting City Agencies: Public Works Department, Parks and Recreation

County Agency: County Sheriff's Office (primary)

Community Partners: Mutual aid partners, TVF&R, Red Cross, EMS agencies

Primary State Agency: OEM, OSFM

Primary Federal Agency: Department of Defense, Department of Homeland Security/FEMA and United States Coast Guard

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors;
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical;
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow; and
- Establishing and monitoring training standards for certification of search and rescue personnel.

See ESF 9 for more details.

3. Roles and Responsibilities

3.2.3.10 Hazardous Materials Response

Hazardous Materials Response

Primary City Agency: Police Department

Supporting City Agencies: Public Works Department, City Manager's Office

County Agency: Fire Defense Board

Community Partners: TVF&R (primary), mutual aid partners, Red Cross, private industry, EMS agencies

Primary State Agency: OEM, OSFM Regional Hazardous Materials Team No. 3 (Primary)

Primary Federal Agency: Department of Defense, Department of Homeland Security/FEMA and United States Coast Guard

Responsibilities related to oil and 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; and
- Conducting environmental short- and long-term cleanup.

Radiological Protection

Primary City Agency: Police Department

Supporting City Agencies: Public Works Department

County Agency: OHA, Radiation Protection Services

Community Partners: TVF&R

Primary State Agency: OHA, Radiation Protection Services, OSFM Regional Hazardous Materials Team No. 3

Primary Federal Agency: United States Environmental Protection Agency

Responsibilities related to radiological protection include:

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

See ESF 10 for more details.

3. Roles and Responsibilities

3.2.3.11 Food and Water

Primary City Agency: Finance Department

Supporting City Agencies: City Manager's Office, Public Works Department (Water Division)

County Agency: CCDM, H3S

Community Partners: Red Cross, Salvation Army, community- and faith-based organizations

Primary State Agency: DHS

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to food and water include:

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

See ESF 11 for more details.

3.2.3.12 Energy

Primary City Agency: Public Works Department

Supporting City Agencies: Parks and Recreation, Information Technology Department

County Agency: CCDM

Community Partners: Public and private utilities (Portland General Electric, NW Natural)

Primary State Agency: Oregon Public Utility Commission

Primary Federal Agency: 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; and
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See ESF 12 for more details.

3. Roles and Responsibilities

3.2.3.13 Military Support

Primary City Agency: City Police Department
Supporting City Agencies: None at this time.
County Agency: Sheriff's Office
Community Partners: None at this time.
Primary State Agency: Oregon Military Department
Primary Federal Agency: 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 in order 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 respectively 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 for more details.

3.2.3.14 Public Information

Primary City Agency: City Manager's Office (Citizen Engagement Coordinator)
Supporting City Agencies: Police Department
County Agency: Public and Governmental Affairs
Community Partners: West Linn Tiding, West Linn ARES (in development)
Primary State Agency: OEM
Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs;
- Compiling and preparing emergency information for the public in the event of emergency;
- Coordinating with other agencies to ensure consistency of education and emergency information;
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations;
- Securing printed and photographic documentation of the disaster situation;
- Handling unscheduled inquiries from the media and the public;
- Being aware of non-English-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly;
- Monitoring the media and correcting misinformation; and
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

3. Roles and Responsibilities

See ESF 14 for more details.

3.2.3.15 Volunteer and Donation Management

Primary City Agency: City Manager's Office

Supporting City Agencies: Police Department, Library Department

County Agency: CCDM, H3S

Community Partners: Red Cross, community- and faith-based organizations

Primary State Agency: OEM

Primary Federal Agency: FEMA

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 Teams (CERTs), Red Cross, Fire Corps, Medical Reserve Corps, Volunteers in Police Services, and volunteers associated with the faith-based community in completing their assigned tasks.

See ESF 15 for more details.

3.2.3.16 Law Enforcement Services

Primary City Agency: Police Department

Supporting City Agencies: Public Works Department

County Agency: Sheriff's Office

Community Partners: TVF&R, mutual aid partners

Primary State Agency: Oregon State Police (OSP)

Primary Federal Agency: 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; and
- Providing damage reconnaissance and reporting.

See ESF 16 for more details.

3. Roles and Responsibilities

3.2.3.17 Agriculture and Animal Protection

Primary City Agency: Parks and Recreation Department, City Manager's Office

Supporting City Agencies: Police Department

County Agency: CCDM, H3S

Community Partners: Local veterinarians, local animal organizations

Primary State Agency: Oregon Department of Agriculture

Primary Federal Agency: United States Department of Agriculture

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 for more details.

3.2.3.18 Business and Industry

Primary City Agency: City Manager's Office

Supporting City Agencies: Community Development

County Agency: Business and Community Services (BCS)

Community Partners: Chamber of Commerce, Rotary Club, Clackamas County Business Alliance, area businesses and industry

Primary State Agency: Oregon Business Development Department

Primary Federal Agency: 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 the local, tribal, and State EMOs; and
- Providing economic damage assessments for impacted areas.

See ESF 18 for more details.

3. Roles and Responsibilities

3.2.3.19 Recovery

Primary City Agency: City Manager's Office

Supporting City Agencies: All other departments

County Agency: CCDM, BCS, DTD

Community Partners: Clackamas County Business Alliance

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security

Recovery-related responsibilities include:

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

3.2.3.20 Evacuation and Population Protection

Primary City Agency: Police Department

Supporting City Agencies: Public Works Department

County Agency: Sheriff's Office

Community Partners: TVF&R, mutual aid partners

Primary State Agency: OSP

Primary Federal Agency: Department of Homeland Security

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City 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;

3. Roles and Responsibilities

- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period;
- Conducting evacuation in accordance with City policy; and
- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

3.2.3.21 Damage Assessment

Primary City Agency: Public Works Department

Supporting City Agencies: Police Department, Building Department

County Agency: DTD

Community Partners: TVF&R, CERT

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to damage assessment include:

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

3.2.2.22 Coordination with Special Facilities

Primary City Agency: City Manager's Office

Supporting City Agencies: All other departments

County Agency: CCDM, H3S

Community Partners: None at this time

Primary State Agency: OEM

Primary Federal Agency: None 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, voluntary agencies, and community partners;
- Encouraging staff preparedness by participating in planning, training, and exercises;
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning; and
- Preparing and maintaining emergency plans and SOPs.

3.2.3.24 Other Agency Responsibilities

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

3. Roles and Responsibilities

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

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

3.3.2 Nongovernmental and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the City, nongovernmental/faith-based organizations such as the Red Cross provide sheltering, 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; and
- Identifying those whose needs have not been met and helping to coordinate assistance.

3. Roles and Responsibilities

3.3.3 Individuals and Households

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

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

3.4 County Response Partners

County departments and agencies are assigned emergency response tasks based on their statutory responsibilities and functional expertise.

See the County EOP for details on the County's EMO and detailed roles and responsibilities for County departments.

3.5 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 EOP for details on the State's emergency management organization and detailed roles and responsibilities for State departments.

3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that the State's 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 EMO and detailed roles and responsibilities for federal departments.

3. Roles and Responsibilities

THIS PAGE LEFT BLANK INTENTIONALLY

4

Concept of Operations

This section of the EOP states the community's response and recovery priorities, provides concepts to guide the Community through the phases of emergency operations, and provides a guide for multi-jurisdictional coordination and incident command.

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 City and emergency response personnel.

The City is responsible for emergency management and protecting life and property of individuals within this jurisdiction. This EOP will be used when the City 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 City resources are limited and/or have been expended.

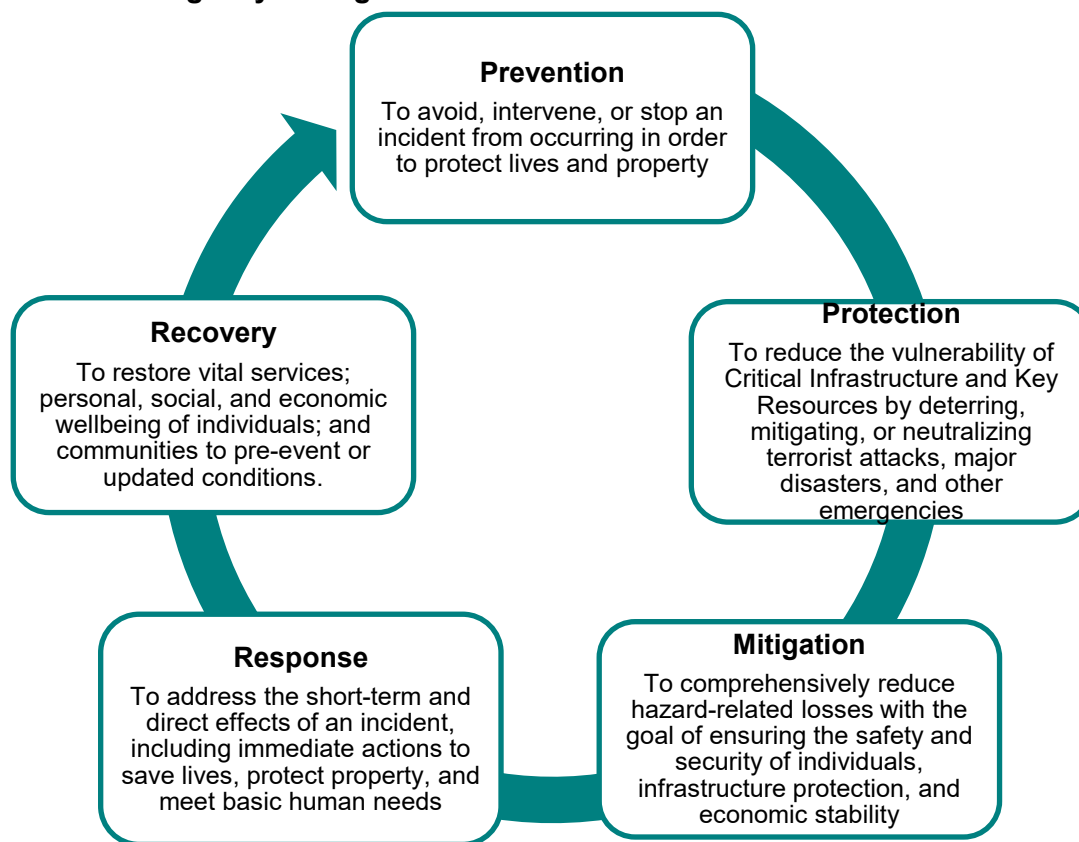
4.2 Emergency Management Mission Areas

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 both impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the City in the following five mission areas:

4. Concept of Operations

Figure 4-1 Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

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

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

4.3.2 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 City. This EOP

4. Concept of Operations

is not a recovery plan; however, the City recognizes that response and recovery activities often take place concurrently until the life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help residents 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 City’s recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment and Human Impact Assessment:** Determine structure impacts to the City and assess unmet human needs.
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 particular situation. Emergency situations within the City 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 City 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 or response agency due to special or unusual characteristics, or that 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 the City’s response agencies or operations.

4. Concept of 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 terrorism incident.

4.4.4 NIMS Incident Levels

While the City uses incident levels that are consistent with the County and State EOPs, incident types at the federal level are based on the 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 City and requiring national response resources (source: U.S. Fire Administration).

During an incident,

- Where federal agencies are involved in response and recovery operations (Type 3); or
- Where national resources are impacted (such as waters of the United States), requiring response from federal agencies,

Incident levels identified in this EOP will transition to the NIMS incident levels. Refer to Table 4-1 for further information on NIMS incident levels.

Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command and General Staff functions are activated only if needed. ■ Several resources are required in order 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.

4. Concept of Operations

Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ■ 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 of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ■ 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 situation arises and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the Emergency Manager will activate and implement all or part of this EOP. In addition, the Emergency Manager may partially or fully activate and staff the City EOC based on an emergency’s type, size, severity, and anticipated duration. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the City EOC with the following information:

4. Concept of Operations

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

Refer to the immediate actions checklist (at the beginning of this EOP) 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 City personnel will be relayed to the Emergency Manager and the Dispatch Center. City response personnel will communicate and receive notifications using communications media such as landline and cellular telephones, internet/email, and radio throughout the duration of response activities as long as these resources are available. 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 City EOC as appropriate.

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 City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and City staff, as well as personnel from neighboring jurisdictions, the County, 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 City to provide emergency information and instructions during a pending or actual emergency incident or disaster.

See ESF 2 – Communications for more information.

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of 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.

4. Concept of Operations

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, 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 City, 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; and
- 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 City Police Department will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC) through the County Sheriff's Office. During a terrorist incident, the OTFC will support situational awareness and intelligence-gathering functions.

See ESF 5 – Information and Planning for more information.

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 City resources. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. City 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 the amount of resources expended;
- Coordinate resident appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide residents with information about where to make these requests;

4. Concept of Operations

- Activate mutual aid agreements as necessary to supplement local resources; and
- When all local resources are committed or expended, issue a request to the County for county, state, and federal resources through an emergency declaration.

See ESF 7 – Resource Management for more information.

4.5.5.1 Resource Typing

Resource typing is a method of 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. At this time, the City has not implemented resource typing. Should resource typing be implemented, response personnel and support staff will train and exercise using resource typing lists to become familiar with the standard terminology for commonly requested resources.

4.5.5.2 Credentialing of Personnel

At this time, the City has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from OEM and provide for documenting personnel and authenticating and verifying their qualifications.

4.5.6 Emergency Public Information

Emergency public information involves developing, coordinating, and disseminating information to the public, coordinating officials, and incident management and responders under all hazard conditions. To ensure that appropriate information is distributed to all populations within the community, the EMO will seek to develop public and private partnerships with fixed and mobile service providers, local officials and state agencies, representatives DAFN populations such as non-English-speakers and the disabled community, staff from nonprofit emergency support organizations, representatives from fixed facilities, third-party emergency alert and telephone notification vendors, and broadcasters. These partnerships help inform overall guidance of emergency public information message development, standards of practice, and evaluation tools, and help refine public information plans and procedures.

The PIO is a member of the Command Staff responsible for interfacing with the public, media, and other agencies during all emergency mission phases. During an emergency, the PIO gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information and is an important link between the EMO and the community. The information the PIO provides to a community can call people to action, educate and inform, change behavior and attitudes, create a positive impression of the City's EMO, and prepare the community for an emergency.

4.6.7.1 Methods of Public Information Dissemination

Clear, accurate, and consistent information must be disseminated to the public during an emergency for the public to take appropriate protective actions. The information must be distributed in a variety of methods to ensure accessibility and comprehensive penetration of the message. Methods of public information dissemination include the following:

4. Concept of Operations

- **Press releases** – A press release is a prepared written news release that uses current data and information.
- **Media briefing or conference** – A briefing is an exchange of information on a single topic and typically includes a question-and-answer period, whereas a conference is a gathering of media where reporters expect to be able to ask questions on a variety of topics.
- **Print Media** – Print media, including newspapers and magazines, allow PIOs to disseminate public information such as detailed information, background, and input from subject matter experts.
- **Radio** – In addition to warnings issued by the EAS, radio allows PIOs to release audio clips and sound bites to the public.
- **Television** – PIOs may utilize television to disseminate visuals, sound bites, and graphics to the public.
- **Internet** – The internet is a dynamic communication conduit that includes webpages, rich site summary (RSS) feeds, and email and can be used as a strategic path for sharing information during an emergency.
- **Newsletters/Mailers** – Information sent directly to the public can provide details on events and activities as well as background information on the City’s emergency management programs.
- **Social Media** – Web-based platforms may be used for alerting the public in sudden onset and rapidly developing disasters, direct communication with large groups of constituents, building situational awareness, fostering transparency and accountability, obtaining feedback, and responding quickly to rumors and misinformation. Common types of social media are:
 - Blogs
 - Social networking (e.g., Twitter, Facebook, LinkedIn, NextDoor)
 - Media sharing (e.g., YouTube, Flickr, Pinterest, Instagram)
 - Wiki
 - Communications Applications (FlashAlert, YourGov)
- **Call Center** – May be used as a way to divert unnecessary calls away from the 9-1-1 system, gather information to increase situational awareness of the incident, and disseminate emergency public information.
- **Reverse 9-1-1** – May be used to send out emergency communications to residents.

Each distribution method has strengths and weaknesses. The PIO must determine the best methods of media distribution to reach all populations within the City and must ensure that the weakness of each system is covered by the strength of another. Additionally, the PIO must ensure that all communications are accurate, consistent, and coordinated to avoid public confusion. Pre-planning, message maps, easily adapted messages to be recorded, and the creation of partnerships can assist the PIO in determining what message formats and dissemination methods will be the most accessible to the population of the City.

4.5.7 Disabled, 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. DAFN populations (also referred to as vulnerable

4. Concept of Operations

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 DAFN individuals include, but are not limited to:

- Individuals who are deaf or hard of hearing;
- Individuals with limited English proficiency;
- Children and the elderly;
- Individuals without vehicles;
- Individuals with special dietary needs; and
- Individuals who experience physical disabilities

DAFN persons in the City have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the 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.

4.5.8 Children and Disasters

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

Individuals with children have the primary responsibility for minimizing the impact of disasters to 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.

4.5.9 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 City 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 City may request assistance through CCDM.

4.5.10 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;

4. Concept of Operations

- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Incident Commander;
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Incident Commander; and
- Repair and maintenance of equipment, if necessary.

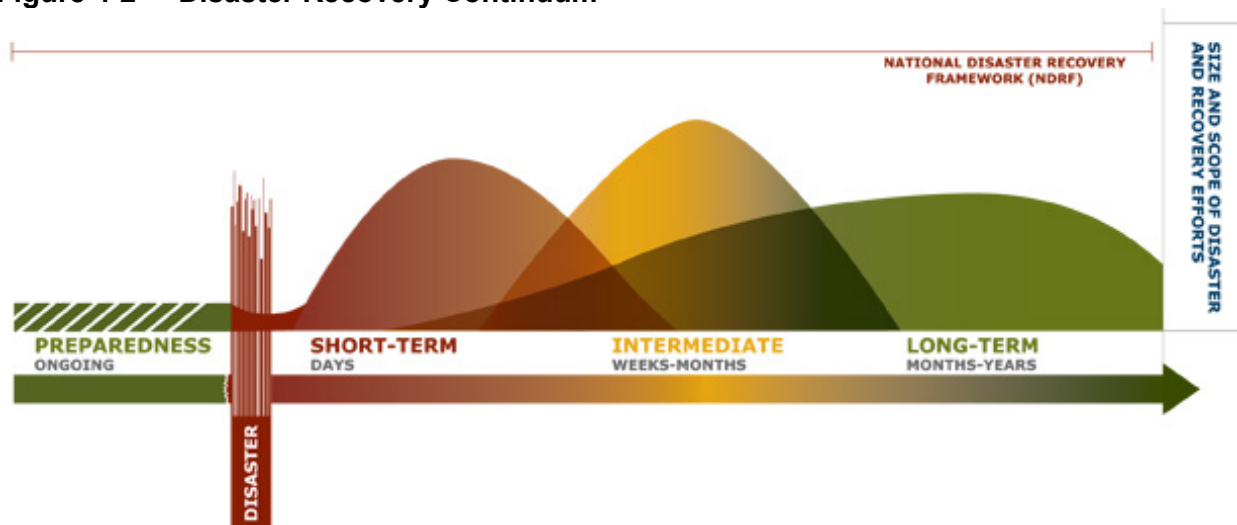
The City Manager, with advice from EOC Incident Commander and/or on-scene Incident Commander, will determine when a state of emergency no longer exists, emergency operations can be terminated, and normal City functions can be restored.

4.6 Transition to Recovery

Once immediate response activities have been completed, the City will turn toward recovery to restore government function and community services. Certain recovery activities may begin prior to the completion of all response activities. For example, restoration of lifeline utilities may commence while emergency sheltering is still ongoing.

It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster may disrupt employment, interrupt government services, impact the ability of businesses to function, and impact tax revenues within the City. This EOP is not a recovery plan; however, the City recognizes that response and recovery activities often take place concurrently until life safety and emergency protective actions are completed.

Figure 4-2 Disaster Recovery Continuum



Source: National Disaster Recovery Framework

Short-term recovery operations take place in the days to weeks following an incident and focus on stabilizing activities. This phase of recovery involves restoring vital services to the community and providing for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on intermediate

4. Concept of Operations

and long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

Intermediate recovery operations take place in the weeks to months following an incident and focus on rebuilding activities. This phase of recovery involves repairing damaged infrastructure and buildings, providing financial, social, and psychological support to community members, and mitigating future risks.

Long-term recovery operations take place in the months to years following an incident and focus on revitalizing activities. This phase of recovery addresses complete redevelopment and revitalization of the impacted area, continued rebuilding activities, and a focus of building self-sufficiency, sustainability, and resilience.

During the recovery period, the City 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 City demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

5

Command and Control

This section of the EOP highlights the setting in which the EOC exists. It details the location, capabilities, and policies of the EOC. Additionally, this section outlines a process for establishing operations within the EOC, including activation, EOC procedures, and deactivation.

5.1 General

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

During a City-declared disaster, control is not relinquished to county or state authority but remains at the local level for the duration of the event

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, TVF&R, and/or Police Department), 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. The on-scene Incident Commander will notify the Emergency Manager and request activation of the City EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with City, 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 City may activate the EOC and assign an EOC Incident Commander. The EOC and EOC Incident Commander support on-scene operations and coordinate City resources. The request will be submitted to the Emergency Manager, who will determine whether to activate the City EOC and will assume, or designate, the role of EOC Incident Commander. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the City EOC for resource coordination, communications, and public information support. In a more complex incident, Unified Command may be established at the EOC to ensure 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 City services, and then only when a situation threatens to expand beyond the City's response capabilities.

5. Command and Control

Upon activation of the City EOC, the EOC Incident Commander is empowered to assume executive control over all departments, divisions, and offices of the City during a state of emergency. If appropriate, the on-scene Incident Commander or EOC Incident Commander may request that the City Manager 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 City's 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 Incident Commander. While the on-scene Incident Commander retains tactical control of the incident, the EOC Incident Commander assumes responsibility for coordinating and prioritizing the City's resources in support of emergency operations.
- The EOC Incident Commander will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, 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 a 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 the CCDM upon activation of the City EOC. Periodic updates will be issued to the County for the duration of the City EOC's activation.

See Appendix C – Incident Action Planning Cycle for more information on the activities that go on during an operational period and the development of an IAP.

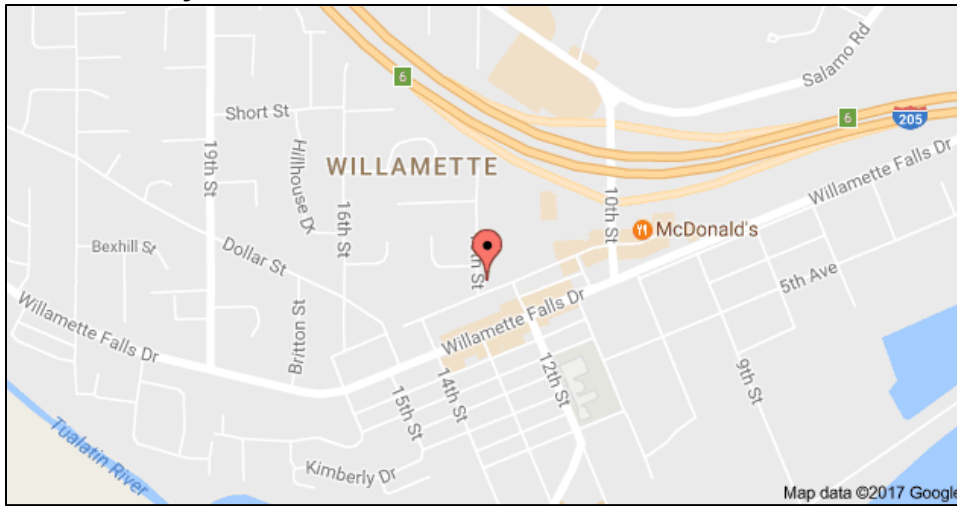
5.4.2 Emergency Operations Center Location

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

West Linn Police Department
1800 8th Avenue, West Linn, OR 97068

5. Command and Control

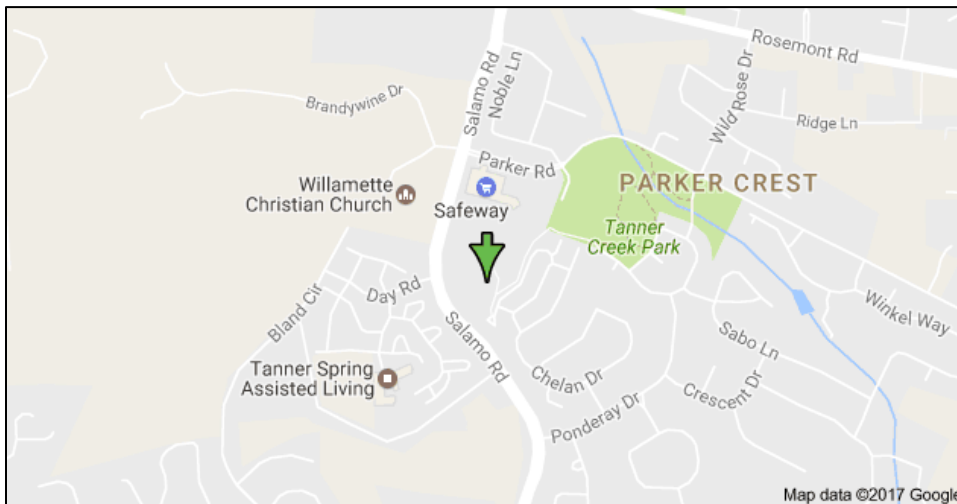
Figure 5-1 Primary EOC Location



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

West Linn City Hall
22500 Salamo Rd, West Linn, OR 97068

Figure 5-2 Alternate EOC Location

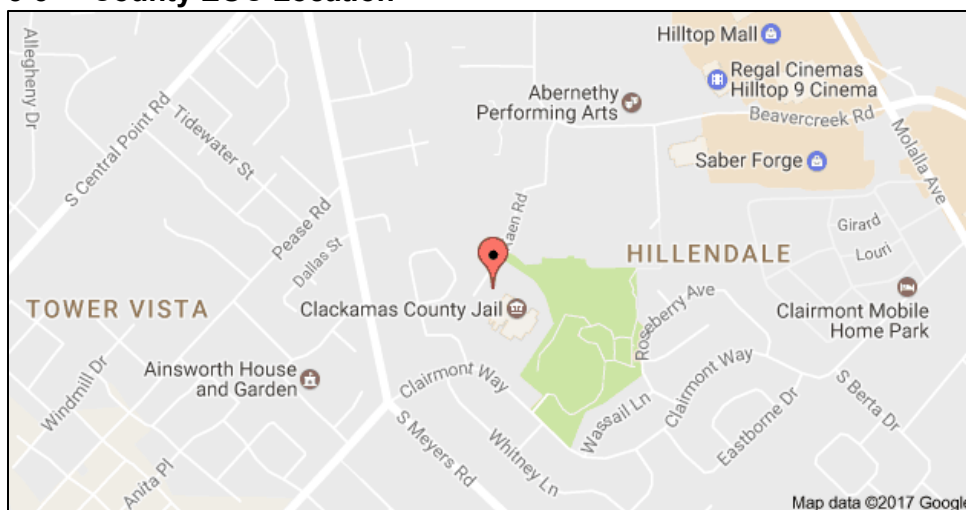


The **County EOC** is located at:

Clackamas County Disaster Management
2200 Kaen Road, Oregon City, OR

5. Command and Control

Figure 5-3 County EOC Location



The location of the EOC can change as required by the needs of the incident. Coordination and control of the City's 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 Incident Commander will designate an alternate facility. The EOC Incident Commander may request the use of the County EOC or County facilities from CCDM.

5.4.3 Emergency Operations Center Staffing

Depending on the incident type, City departments will provide staff to the EOC. The City may receive assistance from CCDM to support 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 Incident Commander may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain the City EOC, the City may request support from the State via the County.

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

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

5.4.4 Access and Security

During an emergency, access to the City EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Incident Commander 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. Command and Control

5.4.5 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 Incident Commander, and Emergency Manager (if different than the EOC Incident Commander).

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

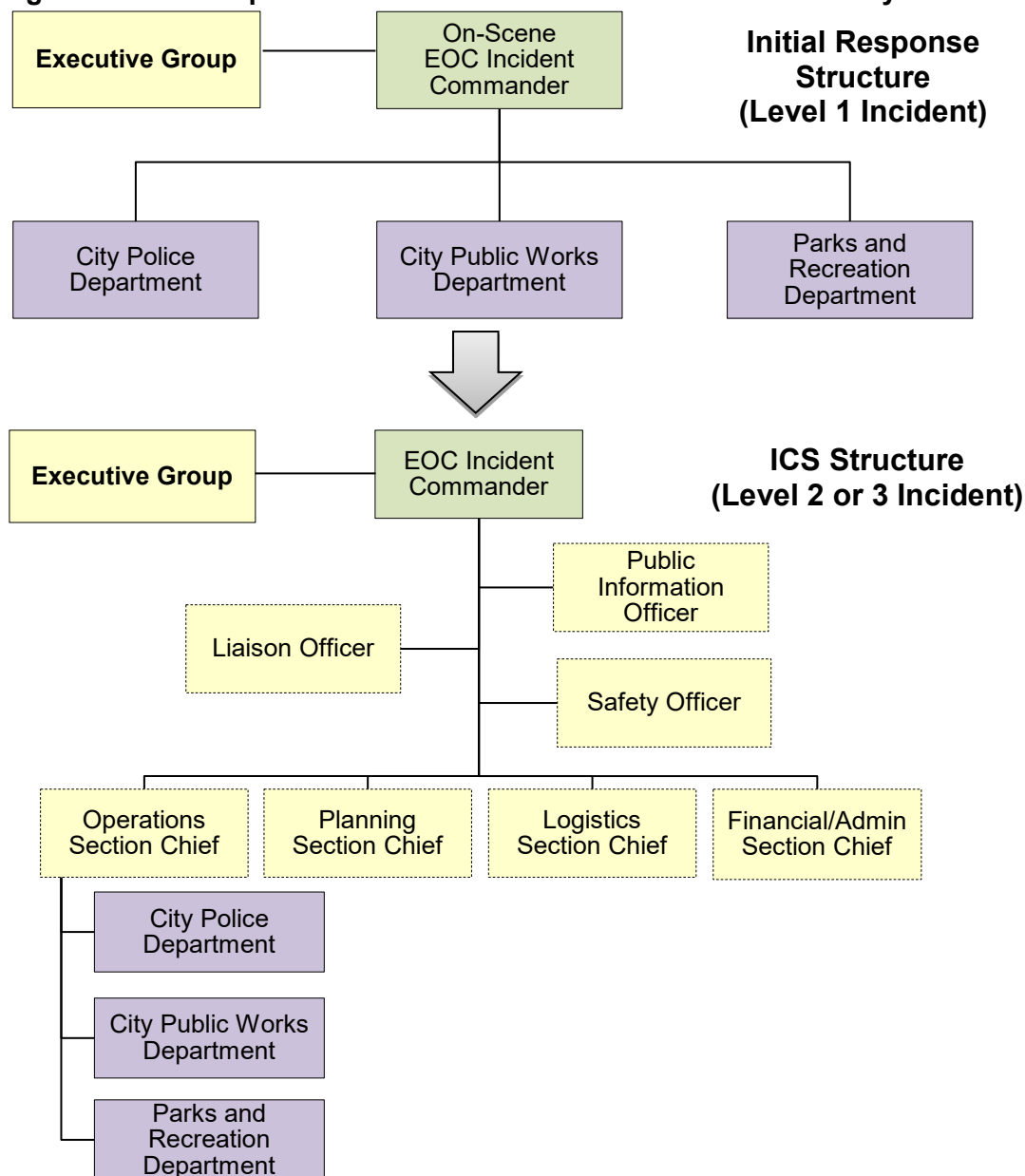
The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened and emergency 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 City 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 5-4).

The City 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 City ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The City has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. Copies of the EOC position checklists and ICS forms can be found in the EOC.

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



5.5.1 Emergency Operations Center Incident Commander

The EOC Incident Commander 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 Incident Commander is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS;
- Approving and supporting implementation of an IAP;
- Coordinating activities supporting emergency operations;
- Approving release of information through the PIO;

5. Command and Control

- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Incident Commander 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 Incident Commander, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns; and
- Exercising emergency authority to prevent or stop unsafe acts.

5.5.2.2 Public Information Officer

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

- Developing and coordinating release of information to incident personnel, media, and the general public;
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a JIC;
- Implementing information clearance processes with the EOC Incident Commander; and
- 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 City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, public works/utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

5. Command and Control

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

The annexes attached to this plan contain general guidelines for City staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the City 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 Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP, including:
 - 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.

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 residents in need
 - Non-hazardous debris clearance collection and disposal

5. Command and Control**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 OTFC
- Maintaining resource status;
- Preparing and disseminating the IAP, including developing alternatives for tactical operations; and
- 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 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; and
- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

The Finance/Administration Section is activated for large-scale or incidents that require emergency funding or use of specialized services and equipment that are not within the City'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 relatively minor finance or administrative operations are otherwise 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; and
- 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.

5. Command and Control

Table 5-1 compares a single Incident Commander and Unified Command.

Table 5-1 Comparison of Single Incident Commander and Unified Commander	
Single Incident Commander	Unified Command
<p>The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies.</p> <p>The Incident Commander is directly responsible for ensuring that all functional areas activities are directed toward accomplishment of the strategy.</p>	<p>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.</p>

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 involves 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 communications 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

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/ executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include “multiagency committees” and “emergency management committees.” 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.

6. Plan Development, Maintenance and Implementation

6

Plan Development, Maintenance, and Implementation

This section of the EOP outlines the plan development process, prescribes plan maintenance and improvement processes, and provides plan training and exercise requirements.

6.1 Plan Review and Maintenance

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

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

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

Recommended changes should be forwarded to:

Emergency Manager
Police Department
1800 9th Avenue
West Linn, OR 97068

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 Emergency Manager coordinates training for City 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 City (see minimum training requirements in Table 6-1). The Emergency Manager maintains records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

6. Plan Development, Maintenance and Implementation

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

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100b IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100b, -200a IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100b, -200a, -300 IS-700a
Management capacity in an Area Command situation or EOC	ICS-100b, -200a, -300, -400 IS-700a, -701a
PIOs	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701a
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
<i>Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.</i>	

6.3 Exercise Program

The City will conduct exercises throughout the year to test and evaluate this EOP. The City 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 City will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

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

6. Plan Development, Maintenance and Implementation

6.4 Event Critique and After Action Reporting

To document and track lessons learned from exercises, the Emergency Manager will conduct a review, or “hot wash, exercise participants after each exercise. The Emergency Manager will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the City’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. The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

6.5 Community Outreach and Preparedness Education

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

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

6.6 Funding and Sustainment

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

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

6. Plan Development, Maintenance and Implementation

THIS PAGE LEFT BLANK INTENTIONALLY

A **Sample Disaster Declaration Forms**

Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

To: Clackamas County Disaster Management

From: _____, City of West Linn, Oregon

At _____ (military time) on _____ (full date), a/an _____ (emergency incident or event type) occurred in the City of West Linn within the geographic boundaries of _____ threatening life and property.

The current situation and conditions are:

- Deaths: _____
Injuries: _____
Population at risk: _____

The current emergency conditions or threats are:

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

The following specific assistance is being requested: _____

Actions that have been taken and resources that have been committed by the City of West Linn:

I do hereby declare that a State of Emergency now exists in the City of West Linn and that the City of West Linn has expended or will shortly expend its necessary and available resources. I respectfully request that Clackamas County provide assistance, consider the City of West Linn 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 Clackamas County Disaster Management, with a copy placed in the final incident package.

B Legal Authorities

Table B-1 Legal Authorities
Federal
<ul style="list-style-type: none"> – Federal Emergency Management Agency (FEMA) Policy <ul style="list-style-type: none"> ○ Crisis Response and Disaster Resilience 2030 (January 2012) ○ FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011) ○ FEMA Administrator’s Intent (2015-2019) ○ FEMA Incident Management and Support Keystone (January 2011) ○ FEMA Publication: 1 The Federal Emergency Management Agency (November 2010) ○ FEMA Strategic Plan 2011-2014 ○ National Disaster Housing Strategy (January 2009) ○ National Disaster Recovery Framework (September 2011) ○ National Incident Management System (December 2008) ○ National Preparedness Goal (September 2011) ○ National Response Framework (January 2008) – Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness – Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003) – Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006 – Presidential Policy Directive 8: National Preparedness (2008) – Public Law 107-296 The Homeland Security Act of 2002 – Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007) – Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
State of Oregon
<ul style="list-style-type: none"> – 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 – State of Oregon Emergency Operations Plan

Appendix B. Legal Authorities

Table B-1 Legal Authorities	
County	
–	Code Section 6.03 Emergency Regulations
–	Resolution 2005-26, February 2005 – Adoption of NIMS/ICS
–	Board Order #2008-154, September 2008 – Local Public Health Administrator designation
City	
–	Adoption of the National Incident Management System, Resolution No. 05-24, August 2005.
–	Emergency Planning, Ordinance No. 1459, August 2000.
–	Community Development Code, Emergency Planning, Chapter 2.700 through 2.750.

Appendix C. Incident Action Planning Cycle

C Incident Action Planning Cycle

An Incident Action Plan is the vehicle by which Incident Command communicates their 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 C-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.

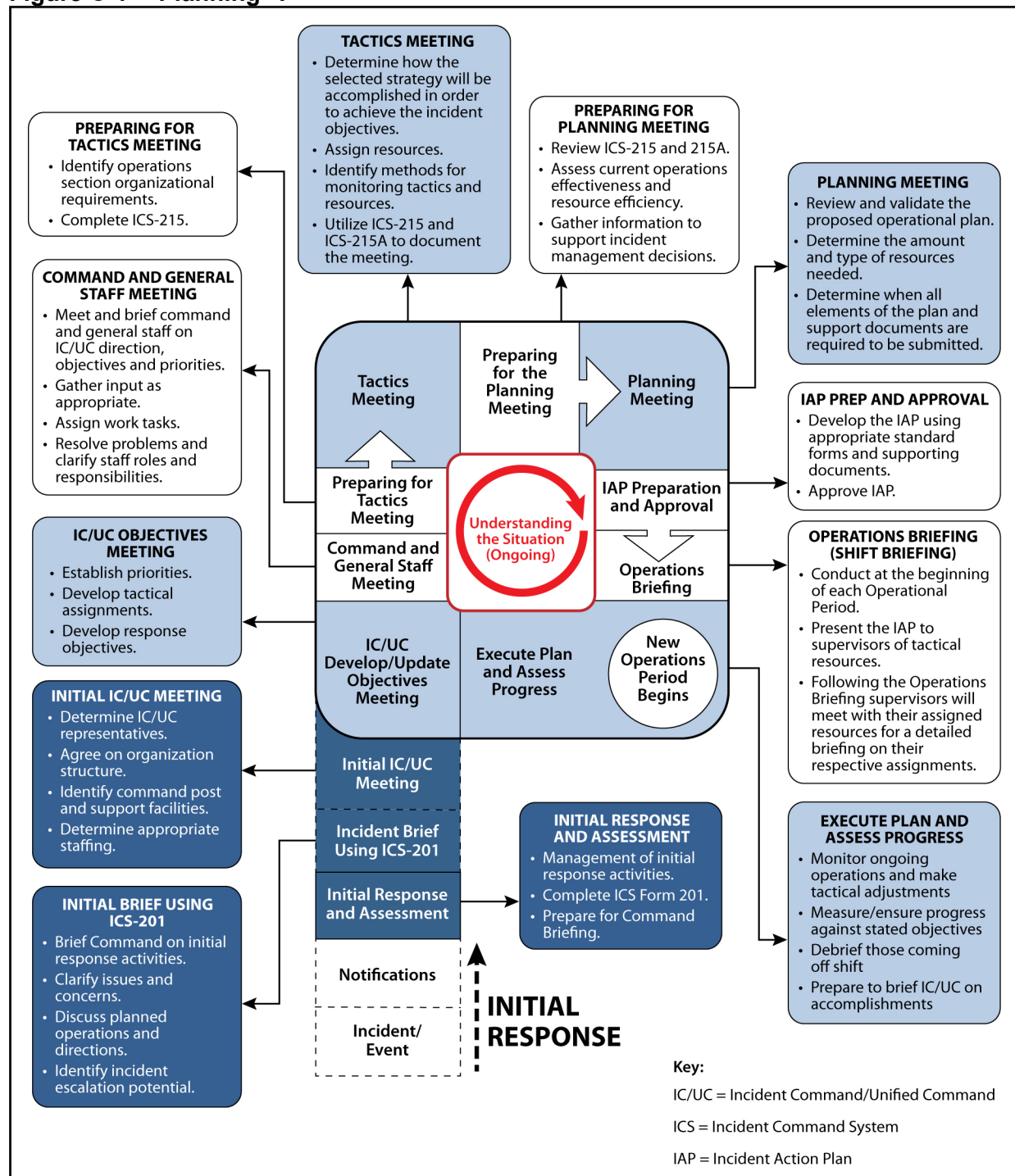
An Incident Action Plan should be comprised of the items listed in Table C-1, along with pertinent information on each item.

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

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

Appendix C. Incident Action Planning Cycle

Figure C-1 Planning “P”



02:1009551.0001.02\incident response flow diagram.ai-6/6/17-GR

D

References

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>
- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 20 December 2013 at: <http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 20 December 2013 at: <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

FEMA Policy

- The Federal Emergency Management Agency Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25272>
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, FDOC 104-008-1, December 2011. Accessed on 20 December 2013 at: http://www.emd.wa.gov/about/documents/FEMA_Whole_Community.pdf
- FEMA Incident Management and Support Keystone, January 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/26688>
- National Incident Management System, December 2008. Accessed on 20 December 2013 at: <http://www.fema.gov/national-incident-management-system>
- National Preparedness Goal, First Edition, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/national-preparedness-goal>
- FEMA Administrator's Intent (FY 2015-2019). Pub. April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/31808>
- FEMA Strategic Plan, FY 2011-2014, FEMA P-806, February 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/fy-2011-2014-strategic-plan>
- Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty, January 2012. Accessed on 20 December 2013 at: <https://www.fema.gov/media-library/assets/documents/24174>
- National Response Framework, Second Edition, May 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/national-response-framework>

Appendix D. References

- National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24647?fromSearch=fromsearch&id=5124>
- National Disaster Housing Strategy, January 2009. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24600>
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25975>
- Incident Action Planning Guide, January 2012. Accessed on 31 March 2014 at http://www.fema.gov/media-library-data/20130726-1822-25045-1815/incident_action_planning_guide_1_26_2012.pdf

State

- State of Oregon Emergency Operations Plan, as revised November 2013. Accessed on 20 December 2013 at: http://www.oregon.gov/OMD/OEM/Pages/plans_train/EOP.aspx
- Oregon State Fire Marshal, Fire Service Mobilization Plan. 2013. Accessed on 20 December 2013 at: <http://www.oregon.gov/osp/SFM/docs/2013MobPlan.pdf>
- Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011. Accessed on 20 December 2013 at: http://www.oregon.gov/OMD/OEM/docs/library/ea_officials_guide_sept_2011.pdf
- Oregon Revised Statutes (ORS) 2011 Edition. Chapters 401 through 404. Accessed on 20 December 2013 at: https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx
- Oregon Administrative Rules 104: Oregon Military Department. Accessed on 20 December 2013 at: http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_104/104_tofc.html

County

- Board Order #2008-154, September 2008
- Emergency Operations Plan, 2011
- Natural Hazard Mitigation Plan, 2013
- Community Wildfire Protection Plan, 2012
- Mt. Hood Coordination Plan, 2013
- Damage Assessment Plan
- Debris Management Plan, 2015
- Resolution 2005-26, February 2005
- Code Section 6.03

City

- Natural Hazard Mitigation Plan, 2013
- Debris Management Plan, 2016
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

E Acronyms and Glossary

Acronyms

AAR	After Action Report
ARES	Amateur Radio Emergency Services
BCC	Board of County Commissioners
CAMEO	Computer Aided Management of Emergency Operations
CBRNE	chemical, biological, radiological, nuclear, and explosive
CCDM	Clackamas County Disaster Management
C-COM	Clackamas County Communications
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Teams
CIKR	critical infrastructure and key resources
City	City of West Linn
COOP	Continuity of Operations
County	Clackamas County
DAFN	Disabilities and access and functional needs
DHS	Oregon Department of Human Services
DOT	United States Department of Transportation
DTD	Clackamas County Department of Transportation and Development
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency

Appendix E. Acronyms and Glossary

FSA	Farm Service Agency
GIS	geographical information system
Guard	Oregon National Guard
H3S	Clackamas County Health, Housing, and Human Services Department
HazMat Team	Hazardous Materials Team
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IGA	Intergovernmental Agreement
IDA	initial damage assessment
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
LOCOM	Lake Oswego Communications
MAC Group	Multi-Agency Coordination
MHz	megahertz
MOU	memorandum of understanding
NAWAS	National Warning System
NHMP	Natural Hazard Mitigation Plan
NIMS	National Incident Management System
NRC	National Response Center
ODA	Oregon Department of Agriculture
ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
OERS	Oregon Emergency Response System
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSFM	Oregon State Fire Marshal
OSHA	United States Occupational Safety and Health Administration
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PDA	preliminary damage assistance
PGE	Portland General Electric Company

Appendix E. Acronyms and Glossary

PIO	Public Information Officer
SA	Support Annex
SAD	State Active Duty
SAR	search and rescue
SDS	safety data sheet
SNS	Strategic National Stockpile
SOP	Standard Operating Procedure
State	State of Oregon
TDD	telecommunication device for the deaf
TTY	teletype
TVF&R	Tualatin Valley Fire and Rescue
USAR	urban search and rescue
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USGS	United States Geological Survey
VHF	very high frequency
VOIP	voice-over internet protocol

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.

Appendix E. Acronyms and Glossary

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 by the use of 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.

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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,

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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 a public health event or fire 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.

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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.

Appendix E. Acronyms and Glossary

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 a number of 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.

Appendix E. Acronyms and Glossary

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 a number of 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 each individual 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

Appendix E. Acronyms and Glossary

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 0 – Overview

THIS PAGE LEFT BLANK INTENTIONALLY

1 General

Emergency Support Functions (ESFs) focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency.

ESF	Purpose
1 – Transportation	Describes how the City will coordinate transportation needs during a major emergency or disaster, including assessing damage to and restoring and maintaining transportation networks—specifically, roads and bridges.
2 – Communication	Describes how the City will provide for, support, and enhance the requisite technology (hardware and software) for emergency communications systems; alert, warning, and notification systems; and redundant communications systems during all phases of the emergency management cycle, including response and recovery operations.
3 – Public Works	Describes how the City will provide the resources (human, technical, equipment, facilities, materials, and supplies) to support emergency public works needs during a major emergency or disaster.
4 – Firefighting	Describes how the City will detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with, a significant disaster condition or incident.
5 – Information & Planning	Describes how the County will support incident information and planning needs to develop and maintain a common operating picture to support response and recovery activities.
6 – Mass Care	Describes how the County will support the efforts of the City to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.
7 – Resource Support	Describes how the City will provide logistical and resource support during emergencies, as well as financial tracking and records management of overall costs of the County’s response.
8 – Health & Medical	Intended to create awareness regarding the County’s coordination of public health and medical aspects of emergencies that exceed routine response capabilities and/or are related to a declared state of public health emergency.
9 – Search & Rescue	Describes how the City will coordinate deployment of resources in both urban and non-urban search and rescue during a major disaster or incident.
10 – Hazardous Materials	Outlines roles and responsibilities in responding effectively to a hazardous materials release or threatened release, and provides a framework for response and mitigation activities to prevent or minimize injuries, environmental impact, and property damage.
11 – Food & Water	Describes how the City will identify food and water (including ice) needs in the aftermath of a disaster or emergency, obtain these resources, and transport them to the impacted area.

ESF	Purpose
12 – Energy	Describes how the City will coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of energy during a major disaster or incident.
13 – Military Support	Intended to create awareness regarding the State’s coordination of military support to civil authorities in times of emergency.
14 – Public Information	Describes how the City will disseminate information to the public and other partners during times of emergency (e.g., evacuation/shelter-in-place orders, water boil notices, emergency sheltering information, situational awareness notifications, etc.).
15 – Volunteer & Donations Management	Describes how the City will coordinate with community and faith-based organizations to effectively coordinate the activities/management of pre-identified and established affiliated volunteers and solicited donations as well as managing spontaneous and/or unaffiliated volunteers as well as unsolicited donations (physical and monetary)
16 – Law Enforcement	Describes how the City will support law enforcement activities during a time of emergency.
17 – Agriculture & Animal Protection	Describes how the City will coordinate an effective and humane response involving animal and agricultural issues, and work to protect the City’s natural resources.
18 – Business & Industry	Describes how the City 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.

2 Roles and Responsibilities

The City has identified primary and supporting agencies and community partners in each ESF to ensure that ESF-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. Individual ESFs do not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement their assigned tasks.

- **Primary City Agency(s)** – City agency(s) may be assigned as primary based on their 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 work with supporting agencies to manage capabilities and resources to support ESF-related activities.
- **Supporting City Agency(s)** – City agency(s) may be assigned as supporting if they may have a substantial support role during incidents based on their capabilities and resources.
- **Community Partners** – Community partners may be assigned tasks if they meet one or more of the following criteria: the organization’s self-defined mission includes emergency response (e.g., disaster relief nonprofit organizations); the organization receives formalized tasking by governmental agencies (e.g., American Red Cross); the

organization's jurisdictional authority, or resources and capabilities may make them suitable to the response.

Roles and responsibilities for County, State, and federal agencies are identified in the County and State Emergency Operations Plans and National Response Framework, respectively.

3 ESF Representative Actions

It is not necessary to activate all functions and their associated roles and responsibilities in every emergency or disaster. However, in the event that a particular ESF is activated (e.g., public works in a flooding event, food and water in a major earthquake event), the representative responsible for the function is responsible for the following actions (not an all-inclusive list).

3.1 Activation and Initial Actions

- Report to the Emergency Operations Center (EOC) Incident Commander, Section Chief, Branch Coordinator, or other assigned supervisor with required identification.
- Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms.
- Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
- Equip your work station with necessary equipment and supplies and test the functionality of all equipment.
- Obtain situation report(s), the EOC Action Plan, and/or briefings from EOC and/or field personnel.

3.2 Initial Operational Periods

- Obtain a briefing from the person you are replacing.
- Attend meetings and briefings, as appropriate.
- Establish and maintain your position log with chronological documentation.
- Follow procedures for transferring responsibilities to replacements.
- Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.

3.3 Final Operational Periods

- Complete and submit all required documentation.
- Ensure that all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative.
- Follow check-out procedures.
- Share lessons learned at After-Action Conferences to contribute to the After-Action Report and inform future activations.

3.4 Keys to Success

3.4.1 Information Management

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

- The EOC information management role for ESF Leads and agency representatives includes:
 - Filtering information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a common operating picture
 - Serving as a conduit of information to and from agencies
 - Supplying accurate, appropriate, and up-to-date information to the Situation Report.

3.4.2 Resource Management

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes the following:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



ESF 1 – Transportation

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 1-1
1.1	Purpose	ESF 1-1
1.2	Scope	ESF 1-1
1.3	Policies and Authorities	ESF 1-1
2	Situation and Assumptions	ESF 1-2
2.1	Situation	ESF 1-2
2.2	Assumptions.....	ESF 1-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 1-2
4	Concept of Operations.....	ESF 1-2
4.1	General.....	ESF 1-2
4.2	Emergency Transportation and Evacuation Routes	ESF 1-3
4.3	Disabilities, and Access and Functional Needs	ESF 1-3
4.4	Coordination with Other ESFs	ESF 1-3
5	ESF Annex Development and Maintenance	ESF 1-3
6	Appendices.....	ESF 1-3
Appendix A	ESF 1 Resources	ESF 1-5
Appendix B	ESF 1 Responsibilities by Phase of Emergency Management.....	ESF 1-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 1 Tasked Agencies	
Primary City Agency	Public Works Department (includes Engineering & GIS)
Supporting City Agency	Police Department Parks and Recreation Department
Community Partners	Mutual aid partners Canby Ferry Boat or Barge Companies
County Agency	Transportation and Development
State Agency	Oregon Department of Transportation (ODOT)
Federal Agency	Department of Transportation

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 1 describes how the City will coordinate transportation needs during a major emergency or disaster, including assessing damage to and restoring and maintaining transportation networks—specifically, roads and bridges.

1.2 Scope

ESF 1 includes the following activities:

- Coordinate and/or support damage assessment activities, including the dissemination of pertinent data regarding any impacts to the transportation infrastructure contained within the City’s jurisdictional boundaries.
- Coordinate the repair and restoration of the City’s transportation network.
- Maintain undamaged, repaired, and/or restored infrastructure as necessary to ensure that additional hazards do not occur.
- Monitor, control, and coordinate vehicular traffic flow.
- Provide resources to support transportation of evacuees, personnel, equipment, and materials and supplies.
- Provide maps for all modes of transportation.
- Prioritize and initiate emergency work tasks to clear debris and obstructions from, and make emergency repairs to, the transportation infrastructure.

1.3 Policies and Authorities

City, County, and State departments with transportation resources and support operations are responsible for assessing and restoring transportation systems under their control. Priorities shall be determined and coordinated by the Emergency Operations Center (EOC), when activated.

The City is a signatory on the Managing Oregon Resources Efficiently Intergovernmental Agreement, which promotes cost-effective and efficient use of public resources among public agencies in Oregon.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may cause disruption to transportation systems and require support. The following considerations should be taken into account when planning for and implementing ESF 1 activities:

- A major 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 transportation activities may be disrupted or hindered by damaged transportation infrastructure.
- In anticipation of or reaction to a disaster, evacuations that overwhelm standard routes may require resources beyond the capabilities of the City.
- Some communities have limited means of ingress and egress, and an emergency or disaster that disrupts key roads/bridges may limit or prevent access to the community.

Effective emergency transportation involves citywide and regional travel and requires close coordination with neighboring cities, the County, ODOT, and other public and private providers of transportation services and equipment. Transportation operations may require road closures, restrictions, detours, removal of debris, and/or construction of temporary roads or bridges.

2.2 Assumptions

ESF 1 is based on the following planning assumptions:

- The City's transportation infrastructure will likely sustain damage during a large-scale incident, thus impacting the effectiveness and efficiency of response and recovery.
- Disaster operations and/or hazardous conditions may require the City to divert traffic away from damaged, isolated, or evacuated areas or implement other traffic control methods.
- Response operations, especially during initial operational periods, may exhaust the City's transportation capabilities, thus requiring assistance from neighboring jurisdictions and/or State and federal government.
- Rapid initial and ongoing damage assessments of impacted areas will assist in the determination of response priorities and transportation demands.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Emergency transportation operations involve:

- Identification of areas impacted and people at risk.

- Identification, designation, and maintenance of access and egress routes.
- Arrangements to obtain additional emergency transportation resources, with highest priority given to resources needed for protection of life.
- Designation of transportation bases, staging areas, and refueling and repair facilities.
- Coordination with neighboring jurisdictions to ensure that transportation priorities and routes are consistent and coordinated.

4.2 Emergency Transportation and Evacuation Routes

The Public Works Department, with support from the County and ODOT, maintains transportation infrastructure, manages emergency transportation routes, identifies road hazards, and implements road closures. Mapping capabilities and equipment may be provided through the City's Geographic Information Systems (GIS) division and other partners. Staff and resources are assigned to support emergency evacuation and essential transportation routes.

4.3 Disabilities, and Access and Functional Needs

Provision of transportation-related activities will take into account populations with disabilities and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

The County Department of Health, Housing, and Human Services and individual hospitals/medical care facilities support evacuation procedures established for medical care facilities, coordinate resources needed for distribution of medical supplies/equipment to points of dispensing sites, and manages medical response operations within the identified emergency transportation routes.

4.4 Coordination with Other ESFs

The following ESFs support transportation-related activities:

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

5 ESF Annex Development and Maintenance

The Public Works 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. Clackamas County Disaster Management staff will assist as requested.

6 Appendices

- Appendix A – ESF 1 Resources
- Appendix B – ESF 1 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 1 Resources

The following resources provide additional information regarding ESF 1 and transportation-related issues at the local, state, and federal level:

City

- Emergency Operations Plan
 - ESF 3 – Public Works
- Mutual Aid/Resource Sharing Agreements
- Emergency Transportation Routes

County

- Emergency Operations Plan
 - ESF 3 – Public Works
 - SA A – Evacuation
- Mutual Aid/Resource Sharing Agreements
- Regional Emergency Transportation Routes

State

- Emergency Operations Plan
 - ESF 1 – Transportation
- Department of Transportation Emergency Operations Plan
- State Aviation Resources for Disaster Assistance Plan

Federal

- National Response Framework
 - ESF 1 – Transportation
- Homeland Security Presidential Directives
 - No. 7: Identification of and Prioritization for Protection of Critical Infrastructure

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 1 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 1 – Transportation. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the City’s transportation concerns. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 1 include the following:

All Tasked Agencies

- Develop plans and procedures for ESF 1 activities, as appropriate.
- Participate in ESF 1–related trainings and exercises as appropriate.
- Coordinate regular review and update of the ESF 1 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 1 activities.
- Develop and maintain one or more emergency/disaster transportation plans that address the following activities:
 - Providing for logistics and resource transportation needs
 - Conducting and/or facilitating damage assessments of City-owned/maintained transportation infrastructure

Emergency Manager

- Maintain operational capacity of the City EOC to support transportation activities.
- Ensure that staff are identified and adequately trained to fulfill their various City EOC positions.
- Maintain a list of transportation resources and capabilities.
- Identify transportation needs to support emergency response.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 1 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 1 activities.

Public Works Department

- Coordinate all transportation-related missions in support of the City EOC.

- Coordinate fuel supply, vehicle support, and vehicle maintenance during an emergency.
- Prioritize response activities in support of developing the EOC Action Plan.
- Work with other agencies as needed to determine the usable portions of the City transportation system, including roads, bridges, and transit systems.
- Provide transportation-related public information and mapping support to the EOC during response and recovery activities.
- Clear and establish lifeline routes.
- Coordinate transportation of responders and resources to affected areas.
- Provide barriers and signage to aid missions.
- Provide personnel on scene to assist with road closures, traffic redirection, and other activities in coordination with the Police Department.
- Support damage assessment of transportation routes.
- Coordinate with the EOC Planning Section to identify unmet needs, including response vehicles, boats, engineering, fuel, and repair assistance.
- Establish a Transportation Branch in the City EOC if needed.
- Track the use of transportation resources through the EOC Finance Section.

Police Department

- Provide traffic control and evacuation assistance.
- Provide security escorts for movement of commodities into affected areas.

Tualatin Valley Fire and Rescue

- Provide evacuation assistance.
- Support identification of DAFN populations that need transportation support.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to normal or even safer conditions following an emergency. Recovery roles and responsibilities for ESF 1 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective action as appropriate.
- Provide support to recovery planning.

Public Works Department

- Coordinate and/or facilitate pre- and post-damage assessment activities.
- Continue to monitor and restore transportation systems in support of recovery.
- Develop financial estimates of damages and losses to transportation infrastructure.
- Compile and keep all documentation collected relating to ESF 1–related response activities.
- Coordinate all after-action activities and take corrective action as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 1 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

Public Works Department

- 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.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 2 – Communication

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 2-1
1.1	Purpose	ESF 2-1
1.2	Scope	ESF 2-1
1.3	Policies and Authorities	ESF 2-1
2	Situation and Assumptions	ESF 2-2
2.1	Situation	ESF 2-2
2.2	Assumptions	ESF 2-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 2-3
4	Concept of Operations.....	ESF 2-3
4.1	General.....	ESF 2-3
4.2	Warning Systems	ESF 2-3
4.3	Response Systems	ESF 2-5
4.4	Interoperability	ESF 2-5
4.5	Disabilities, and Access and Functional Needs	ESF 2-5
4.6	Coordination with Other ESFs	ESF 2-6
5	ESF Annex Development and Maintenance	ESF 2-6
6	Appendices.....	ESF 2-6
Appendix A	ESF 2 Resources	ESF 2-7
Appendix B	ESF 2 Responsibilities by Phase of Emergency Management.....	ESF 2-9

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 2 Tasked Agencies	
Primary City Agency	Police Department Information Technology Department
Supporting City Agency	City Manager's Office
Community Partners	Lake Oswego Communications (LOCOM) – primary 911 Center West Linn Amateur Radio Emergency Services (ARES) – in development Verizon Washington County Consolidated Communications Agency – backup 9-1-1 Center
County Agency	Clackamas County Communications (CCOM) Technology Services Department
State Agency	Oregon Department of Administrative Services
Federal Agency	Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 2 describes how the City will provide for, support, and enhance the requisite technology (hardware and software) for emergency communications systems; alert, warning, and notification systems; and redundant communications systems during all phases of the emergency management cycle, including response and recovery operations.

1.2 Scope

ESF 2 includes the following activities:

- Maintain a reliable alert, warning, and notification system.
- Establish and maintain an effective communications system, including City-owned and commercially leased systems, for use in a disaster.
- Coordinate the provision of redundant and temporary communications as required. Impacts to cellular services, external internet connectivity, local phone services, etc. are dependent upon the vendor services the City utilizes.
- Monitor and report on the overall status of the City’s communications infrastructure during a disaster.
- Maintain the City’s critical information technology infrastructure, including, but not limited to, the provision of cybersecurity measures.

1.3 Policies and Authorities

- The National Warning System (NAWAS) is the primary method of communicating alert and warning messages from national authorities to state authorities and between state authorities and local authorities or warning points. NAWAS messages are received through LOCOM.
- The Emergency Alert System (EAS) is the primary method of communicating alert and warning messages to the public.

- The City uses a 9-1-1 reverse communication emergency notification system to send notifications to the public over the phone (landline). In addition, individuals have the option of adding cell phones, voice over internet protocol (VOIP), and email through an online registration.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require communications support. Certain considerations should be taken into account when planning for and implementing ESF 2 activities, including the following:

- For the purposes of this document, “communication” is defined as the transference of information and may involve the representation, transfer, interpretation, and processing of data among persons, places, and machines. The term may also refer to the transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic system.
- An emergency can disrupt or even destroy communications systems by damaging antennas, repeaters, power supplies, or other components. During hazard conditions, access to, and functionality of, communications equipment and infrastructure may be limited and prevent the timely restoration of services.
- The distribution of accurate and timely information is a critical component of any effective emergency response.
- A large-scale incident may result in a surge of user requests for access to the local telecommunications infrastructure (e.g., jammed cell and landline phone switches, high-speed internet bandwidth degradation, etc.).
- During emergencies, heavy demand for communication services can quickly exceed the capacity of existing systems, limiting user access or shutting them down entirely.
- Response agencies often maintain and operate their own radio systems and may use different frequencies, potentially hindering timely and effective response/coordination unless interoperable communication systems are in place.
- Protection/restoration of emergency communications is one of the highest priorities in an emergency. Priority communications include emergency 9-1-1 calls and dispatch, interoperable communications among responders and supporting agencies, Emergency Operations Center (EOC) contact with field units, and communications with the public and media.
- LOCOM is the 24/7 Warning Point for the City.

2.2 Assumptions

ESF 2 is based on the following planning assumptions:

- To the extent possible, operational local telecommunication capabilities will be utilized to support response operations even in a diminished capacity.
- Local first responders have identified frequencies to be utilized for operational coordination, direction, and control communications.

- The loss of some or all telephone service and the internet may reduce or eliminate the effectiveness of the EOC and/or other City offices.
- Large-scale incidents may require extensive coordination of inter- and intra-community communications.
- If electronic emergency information systems are not available, redundant incident management documentation protocols may be required (e.g., paper logs may be used to record events, communications and messages, damage assessments, situation reports, resources utilized, staff hours expended, etc.)
- Adequate communications are vital for effective and efficient warning, response, and recovery operations.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

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 Situation Reports.
- 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 the Public Information Officer to ensure consistent public messaging.
- Coordinate communication-related staffing to ensure that the function can be staffed across operational periods.

4.2 Warning Systems

4.2.1 Emergency Notifications

- Wireless 9-1-1 calls may be answered by any 9-1-1 center in the region and are transferred to the appropriate dispatching center.
- Emergency messages may be received via radio, telephone, or the Law Enforcement Data System and will be distributed according to departmental procedures.
- Messages that affect the overall emergency preparedness of the City, such as information about the movement of hazardous materials or weather alerts will be distributed to the Emergency Manager and appropriate response agencies. It is the responsibility of the Emergency Manager or Incident Commander to determine what further notifications should be made and actions taken in response to the message.

- The EOC becomes the primary coordination point for incident response, amateur radio, and satellite telephone communications.
- The City uses a variety of communication tools to provide situation information to residents, including:
 - Twitter
 - Facebook
 - FlashAlert
 - City Website
 - NextDoor
 - YourGov
 - 9-1-1 reverse communications

4.2.2 Employee Notification

The City may notify employees using:

- Phone-based systems—group voice mail, paging networks, faxes, employee information line, and communication notification technology;
- Computer network systems;
- Department notification procedures—each department is responsible for establishing and maintaining internal emergency communications;
- Instant messaging/texting;
- Web pages; and
- Social media.

4.2.3 Public Notification

4.2.3.1 Reverse 9-1-1

Reverse 9-1-1 is a reverse call emergency notification system utilized by the City to inform residents and business owners of local emergencies that may impact them.

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

4.2.3.2 Emergency Alert System

The City uses EAS when a life-threatening hazard requires immediate protective action, with participating broadcast stations and cable operators transmitting the emergency alert over their networks. EAS messages may not exceed two minutes and are designed to provide a brief, initial warning to be followed by more detailed information. The Clackamas County EAS Plan can be activated by the City Manager, Emergency Manager, or Incident Commander.

Citizens are encouraged to monitor local radio and television broadcasts for emergency information. The North American Oceanic and Atmospheric Administration Weather Alert Net also provides effective emergency warning for weather-related hazards.

4.2.3.3 National Warning System

NAWAS is a government-to-government warning system that connects the National Warning Center at Colorado Springs to each state and, in turn, to the designated warning points in each county.

4.3 Response Systems

The City uses a variety of emergency response communications systems, including the following:

- Cell phones, land-line telephones, pagers, voicemail, and fax;
- Computer networks, Intranet, Internet, and email;
- Radio voice and data nets (very high frequency [VHF], 800 megahertz [MHz], mobile data communications, and both alpha-numeric and two-way pagers);
- Instant messaging/texting;
- Mobile or hand-held public address systems that are available on most marked police vehicles and most fire vehicles and may be used for alert and warning; and
- Door-to-door alert, which may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents will be directed to temporary shelter depending on the weather and the expected duration of the emergency.

The City is working on developing both satellite phone and amateur radio emergency services capability.

4.3.1 Amateur Radio Emergency Services

HAM radio is a critical element of emergency communications, particularly since other communications systems may be unavailable or overloaded in an emergency. ARES volunteers are federally licensed and registered as emergency service workers and provide emergency voice and data communications.

Once developed, the West Linn ARES will be led by an Emergency Coordinator working directly with the Emergency Manager to identify requirements, capabilities, and protocols for emergency operations. ARES provides a robust, reliable communication network throughout the City until usual communications channels and services can be restored. The ARES incident-specific emergency communications plan becomes an integral part of the EOC Action Plan.

ARES operations are conducted in accordance with the Oregon State Amateur Radio Communications Plan.

4.4 Interoperability

The core emergency communications system throughout the City is an 800 MHz radio system.

4.5 Disabilities, and Access and Functional Needs

Provision of communication-related activities will take into account populations with disabilities and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.6 Coordination with Other ESFs

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 ESF Annex Development and Maintenance

The Police Department and Information and Technology 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 as well as testing equipment, backup EOC sites, and overall coordination of technical and communication requirements with the EOC and LOCOM.

6 Appendices

- Appendix A – ESF 2 Resources
- Appendix B – ESF 2 Responsibilities by Phase of Emergency Management

Appendix A ESF 2 Resources

The following resources provide additional information regarding ESF 2 and communications related issues at the local, state, and federal level:

City

- Emergency Operations Plan
 - ESF 14 – Public Information
- Intergovernmental Agreement with LOCOM

County

- Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 14 – Public Information
- County Communications Interoperability Plan
- Regional Tactical Interoperable Communications Plan
- Clackamas County Disaster Communications Toolkit

State

- Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 14 – Public Information
- Emergency Alert System Plan

Federal

- National Response Framework
 - ESF 2 – Communications
 - ESF 15 – External Affairs
- National Emergency Communications Plan
- Executive Order 13636, Improving Critical Infrastructure Cybersecurity

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 2 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 2 – Communications. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the City’s communications concerns. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 2 include the following:

All Tasked Agencies

- Develop plans and procedures for ESF 2 activities, as appropriate.
- Participate in ESF 2–related trainings and exercises as appropriate.
- Maintain interoperable and redundant communications equipment.

Police Department

- Ensure that mobile data computers are tied into the computer-aided dispatch system for efficient communication.
- Coordinate regular review and update of the ESF 2 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 2 activities.
- Dispatch siren-equipped mobile units to key locations to provide supplemental sound coverage.
- Develop robust plans for the following communications sub-capabilities:
 - *Alert and Warning*
 - Manage and coordinate all incident notifications to City staff, elected officials, and other outside agencies as appropriate (e.g., during transition to continuity facilities or succession notification)
 - Engage in routine intelligence gathering and situational awareness activities.
 - *Communications Systems*
 - Establish and maintain emergency communications systems.
 - Coordinate the use of all public and private communication systems necessary during emergencies.
 - Manage and coordinate all emergency communications within the EOC, once activated.
 - Maintain operational capacity of the City EOC to support communications activities.
 - Ensure that staff are identified and adequately trained to fulfill their delegated function within the County EOC, including the use of specialized and alternate communications technology and any associated equipment, software, etc.

LOCOM

- Serve as the 24/7 City Warning Point.
- Provide dispatch services for the City before, during, and after an emergency.
- Maintain emergency contact lists.
- Maintain and operate emergency alert and notification systems for the City.
- Issue all warnings through the warning point.

Information Technology Department

- Ensure availability of telephone, computer, computer networks, and geographic information systems (GIS).
- Coordinate with telephone service providers.
- Serve as the radio frequency coordination point.
- Evaluate and recommend improvements to EOC communications capability.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 2 include the following:

All Tasked Agencies

- Provide situational updates to the City and County EOCs as required to maintain situational awareness and foster a common operating picture.
- 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.
- Monitor 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.
- Establish or confirm communications methods.
- When necessary, coordinate provision of a temporary or interim communications capability as required.

Police Department

- Support tactical communications needs of emergency responders.
- Coordinate with EOC staff and other Public Service Answering Points to link with on-scene personnel.
- Operate Reverse 9-1-1.
- Provide staffing for the EOC Communications Unit, as appropriate.
- Activate and implement alert, warning, and notification systems as required to effectively notify appropriate stakeholders, including first responders.
- Establish communications with local response partners.
- Provide staffing for door-to-door warning if necessary.

- Develop and maintain hazard-specific warning procedures covering warning receipt, verification, and dissemination.

LOCOM

- Conduct call-taking/emergency dispatch services as long as conditions allow.
- Coordinate technical support for operation of 9-1-1 call-taking and computer-aided dispatch.

Emergency Manager

- Activate the EOC.
- Coordinate the following core EOC activities:
 - Compile and submit situational intelligence information regarding the operational status of the County's communications infrastructure and then utilize the findings to prepare operational status and situation reports for stakeholders to 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 Oregon Emergency Coordination Center, and coordinating the staging and distribution of assets as they arrive). See *ESF 7 – Resource Support* for more information.
- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Communications Branch in the County EOC if needed.
- Track the use of communication equipment and resources through the EOC Finance Section.
- Be a point of contact for ARES.

Information Technology

- Support and troubleshoot any/all technical problems as required to support incident operations.
- Set up EOC voice and data equipment systems; provide technical and networking support.
- Provide EOC Incident Commander with timely assessment of damage or degradation of telephone and network assets.
- Provide staffing for EOC Communications Unit

City Manager's Office

- Provide employees, the public, and the media with accurate and timely incident information.
- Ensure that DAFN individuals receive alert and warning messages and emergency public information in a format they can use.
- Activate and staff the Joint Information Center (JIC) and operate the Joint Information System (JIS).
- Coordinate public information with other agencies/jurisdictions.

Tualatin Valley Fire and Rescue

- Provide additional siren-equipped mobile units where necessary to provide sound coverage.
- Provide mobile public address units if necessary.
- Provide staffing for door-to-door warning if necessary.

ARES

- Augment City communications capabilities through use of amateur radio operators and systems.
- Develop and maintain an Emergency Communications Plan.
- Provide trained personnel and equipment.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 2 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Prepare to support recovery operations by identifying community needs.

Emergency Manager

- Compile and keep all documentation relating to the management of communication equipment and software.
- Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 2 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



ESF 3 – Public Works

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 3-1
1.1	Purpose	ESF 3-1
1.2	Scope	ESF 3-1
1.3	Policies and Authorities	ESF 3-2
2	Situation and Assumptions	ESF 3-2
2.1	Situation	ESF 3-2
2.2	Assumptions	ESF 3-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 3-3
4	Concept of Operations.....	ESF 3-3
4.1	General.....	ESF 3-3
4.2	Pre-Disaster Operations	ESF 3-3
4.3	Disaster Response	ESF 3-4
4.4	Debris Management	ESF 3-4
4.5	Contractors.....	ESF 3-4
4.6	Disabilities, and Access and Functional Needs	ESF 3-4
4.7	Coordination with Other ESFs	ESF 3-4
5	ESF Annex Development and Maintenance	ESF 3-5
6	Appendices.....	ESF 3-5
Appendix A	ESF 3 Resources	ESF 3-7
Appendix B	ESF 3 Responsibilities by Phase of Emergency Management.....	ESF 3-9

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 3 Tasked Agencies	
Primary City Agency	Public Works Department
Supporting City Agency	Building Department Parks and Recreation Department Finance Department
Community Partners	Mutual aid partners, local contractors (e.g., tree removal)
County Agency	Department of Transportation and Development
State Agency	Oregon Department of Transportation
Federal Agency	Department of Defense/U.S. Army Corps of Engineers Department of Homeland Security

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 3 describes how the City will provide the resources (human, technical, equipment, facilities, materials, and supplies) to support emergency public works needs during a major emergency or disaster.

1.2 Scope

ESF 3 includes the following activities:

- Monitor, assess, restore, and repair hazard impacts to the City’s public works infrastructure.
- Determine the levels of damage to the following systems: transportation, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials, and hazardous waste sites (generation, distribution, collection, storage, and disposal).
- Close or repair damaged segments of public works 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, water control structures).
- Provide for inspection and repair of essential facilities.
- Maintain undamaged or repaired public works infrastructure to ensure that additional hazards do not occur.
- 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 public works 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.

1.3 Policies and Authorities

The following policies and authorities are currently in place:

- Managing Oregon Resources Efficiently Intergovernmental Agreement; and
- Oregon Public Works Emergency Response Cooperative Assistance Agreement.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require public works support. Considerations that should be taken into account when planning for and implementing ESF 3 activities include, but are not limited to, the following:

- Access to potable water and effective wastewater management plays a significant role in maintaining the health and safety of the public.
- 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, thus making it difficult or impossible to reach public works infrastructure or get necessary equipment to sites in need of repair/restoration.
- Local equipment used for repair and removal may have been damaged or inadequate for the disaster or emergency event.
- Local personnel may have personal safety and health concerns following a disaster or emergency event, making 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 partially or fully inoperable.
- Each public works agency will utilize its existing directives and procedures in responding to major emergencies/disasters while working within the framework of their applicable emergency operations plans (EOPs).
- Access to disaster-impacted public works infrastructure may depend on either the repair (permanent or temporary) of transportation routes or the establishment of ad-hoc alternatives.
- Interdepartmental liaison activities and requests for additional public works and engineering resources may be coordinated through the City Public Works Department's designated resource coordinator, who may be stationed at the City's Emergency Operations Center (EOC) during the response to a major disaster.

- In many locations, debris clearance and emergency road repairs will be given top priority to support immediate life-saving emergency response activities.
- Damage to public works infrastructure may result in a public health emergency (e.g., lack of potable water, damage to wastewater systems).
- 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 include many different types 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.
- Local contractors will be utilized by public works agencies in supplementing emergency response and recovery capabilities.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

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 Situation Reports.
- Participate in, and provide public works–specific reports for, EOC briefings.
- Assist in developing public works–related actions and communicating them to tasked agencies.
- Monitor ongoing public works–related actions.
- Share public works–related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate public works–related staffing to ensure that the function can be staffed across operational periods and into short-term recovery.

4.2 Pre-Disaster Operations

During the mitigation and preparedness phases, the Public Works Department should develop internal emergency procedures to handle daily situations while also preparing for larger-scale events. This includes developing and maintaining emergency call-out lists, contributing to and participating in the development and exercise of their jurisdictions' EOPs for major emergencies

and disasters. Pre-disaster planning should include the development of mutual aid agreements and documentation of conditions, including photographic documentation of facilities, major culverts, bridges, etc. for Federal Emergency Management Agency reimbursement purposes.

4.3 Disaster Response

Public works response will include all activities performed to restore vital lifeline systems to the community, focusing on critical bridges, roads, potable water systems, and wastewater systems throughout the City. Protection of life will be the priority, which in many response situations will mean that Public Works will be providing direct support to police and fire units in rescue, evacuation, and traffic control.

4.4 Debris Management

The City will follow procedures as outlined in its Debris Management Plan, which is an annex to the County's Debris Management Plan, including:

- Coordinating debris collection and removal;
- Providing debris management instructions to the public; and
- Identifying temporary storage trash collection and storage sites as well as final landfill sites.

4.5 Contractors

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

4.6 Disabilities, and Access and Functional Needs

Provision of public works–related activities will take into account populations with disabilities and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs support public works–related activities:

- **ESF 1 – Transportation.** Identify impacts to the City'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 City'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 ESF Annex Development and Maintenance

The Public Works 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.

6 Appendices

- Appendix A – ESF 3 Resources
- Appendix B – ESF 3 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 3 Resources

The following resources provide additional information regarding ESF 3 and public works–related issues at the local, state, and federal level:

City

- Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 10 – Hazardous Materials
 - ESF 12 – Energy
 - ESF 13 – Military Support
- Debris Management Plan

County

- Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 10 – Hazardous Materials
 - ESF 12 – Energy
 - ESF 13 – Military Support
- Debris Management Plan
- Damage Assessment Plan

State

- State of Oregon Emergency Operations Plan
 - ESF 3 – Public Works

Federal

- National Response Framework
 - ESF 3 – Public Works
- National Infrastructure Protection Plan
- Response Federal Interagency Operational Plan

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 3 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 3 – Public Works. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the public works function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 3 include the following:

All Tasked Agencies

- Develop plans and procedures for ESF 3 activities, as appropriate.
- Participate in ESF 3–related trainings and exercises as appropriate.

Public Works Department

- Develop and maintain an emergency notification list of departmental personnel.
- Develop and maintain operating procedures for disaster response, including evacuation transportation requirements.
- Provide appropriate training to personnel on the general concept of disaster response and self-preservation techniques and for utilization of the Incident Command System (ICS) in disaster procedures for damage assessment.
- Ensure that employees fully understand their obligations as emergency responders to report to work as soon as possible in the event of a major emergency or disaster.
- Ensure that employees are aware of the need for a family preparedness plan that will assist them and their families in dealing with the results of all hazards.
- Designate an emergency management program liaison that will be responsible for the department’s mitigation and preparedness activities, including participating in the development, maintenance, and exercise of the EOP.
- Designate a public works resource coordinator who will serve as a member of the City’s EOC staff whenever the EOC is activated, for the purpose of training, exercising, or coordinating an actual response by the City government to a major emergency or disaster. This coordinator shall also be responsible for developing and maintaining a working knowledge of resources available to Public Works through other local, State, and federal agencies for disaster response. This position will also work with utility companies, the Oregon Department of Transportation, and the U.S. Army Corps of Engineers.
- Participate in training exercises to test the EOP.

Emergency Manager

- Maintain operational capacity of the City EOC to support public works activities.
- Ensure that staff are identified and adequately trained in the City EOC to include the tracking of public works resources.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 3 include the following:

All Tasked Agencies

- Provide a representative to operate from the EOC or other command location to ensure coordination with other agencies, as necessary.

Public Works Department

- Immediately recall off-duty personnel.
- Relocate equipment as necessary.
- Inspect bridges and report any damage to bridges or other infrastructure immediately following the occurrence of a natural hazard such as earthquake or flood.
- Clear debris from roads, streets, culverts, and streams endangering bridges and other structures and coordinate with the EOC in matters of debris disposal.
- Perform temporary repairs of arterial routes and bridges.
- Coordinate restoration of public facilities, roads, and bridges.
- Demolish unsafe public works structures.
- Furnish equipment and operators to assist fire and police in rescue operations.
- Support traffic control measures and provide signing for detours, shelters, routes, security, trespassing, etc.
- Ensure that public works emergency response activities and emergency public information are coordinated with the EOC, when it is operational.
- Keep other City departments informed of public works–related aspects of the emergency or disaster.
- Prioritize response activities in support of developing the EOC Action Plan.
- Support public messaging related to ESF 3 activities.
- Report suspicious devices found on infrastructure to Incident Command.
- Provide personnel and equipment to support emergency operations.
- Establish a Public Works Branch in the City EOC if needed.
- Provide damage assessment information to the City EOC, as applicable.
- Notify regulatory agency(s), as appropriate.

Building Department

- Conduct damage assessment.
- Work to stabilize damaged public and private structures to facilitate search and rescue and/or protect public health and safety.
- Identify and label uninhabitable/unsafe structures.
- Work with Public Works to implement closures and repair transportation infrastructure.
- Work with utilities to repair and restore operations (power, gas, telecommunications, water, wastewater, and stormwater systems).
- Prioritize efforts to restore, repair, and mitigate damage to City infrastructure.

Parks and Recreation Department

- Conduct damage assessment.
- Work with Public Works to implement closures and repair transportation infrastructure.
- Report suspicious devices found on infrastructure to Incident Command.
- Provide personnel and equipment to support emergency operations.

Finance Department

- Document personnel and other costs related to the emergency or disaster response for possible federal disaster assistance reimbursement.

Emergency Manager

- Regularly brief City Council on the developing situation.
- Collect resource requirement information from all City departments.
- Evaluate the situation and determine whether the EOP should be implemented.
- Assess developing conditions, and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on conditions.
- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

Recovery Phase

Recovery activities take place **after** an emergency occurs and include actions to return to normal or even safer conditions following an emergency. Recovery roles and responsibilities for ESF 3 include the following:

All Tasked Agencies

- Demobilize response activities.
- Provide support to recovery planning.
- Maintain incident documentation to support any applicable public and/or individual assistance claims. Continue to repair infrastructure and buildings on a priority basis.

Public Works Department

- Continue necessary response operations.
- Assist other agencies with recovery operations and damage assessment, as appropriate.
- Return the focus of service to maintenance of the City's infrastructure as soon as possible, releasing personnel and equipment for return to normal operations.

Emergency Manager

- Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 3 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



ESF 4 – Firefighting

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 4-1**
 - 1.1 Purpose ESF 4-1
 - 1.2 Scope ESF 4-1
 - 1.3 Policies and Authorities ESF 4-1

- 2 Situation and Assumptions ESF 4-2**
 - 2.1 Situation ESF 4-2
 - 2.2 Assumptions ESF 4-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 4-3**

- 4 Concept of Operations ESF 4-3**
 - 4.1 General ESF 4-3
 - 4.2 Disabilities, and Access and Functional Needs ESF 4-3
 - 4.3 Coordination with Other ESFs ESF 4-3

- 5 ESF Annex Development and Maintenance ESF 4-4**

- 6 Appendices ESF 4-4**
 - Appendix A ESF 4 Resources ESF 4-5
 - Appendix B ESF 4 Responsibilities by Phase of Emergency Management ESF 4-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 4 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	Public Works Department
Community Partners	Tualatin Valley Fire and Rescue (TVF&R) (primary response for firefighting) Mutual aid partners
County Agency	Clackamas County Disaster Management
State Agency	Oregon Department of Forestry, Oregon State Fire Marshal
Federal Agency	U.S. Department of Agriculture /Fire Service, Bureau of Land Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 4 describes how the City will detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with, a significant disaster condition or incident.

1.2 Scope

ESF 4 includes the following activities:

- 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 and urban and wildland firefighting operations.

1.3 Policies and Authorities

The following legal authorities and policies are related to firefighting:

- Nothing in this ESF establishes mandatory standards or requirements. Tasks and activities will be accomplished to the extent that finances, programs, resources and staffing are available, as determined by City Council. There shall be no liability for failure to accomplish specific tasks and activities, and the decision to allocate resources for implementation of this ESF shall be a discretionary budgeting decision within the meaning of Oregon Revised Statutes 477.
- The City and its employees, while complying with the provisions of the ESF, shall not be liable for death, injury, or loss of property except in cases of willful misconduct, gross negligence, or bad faith.
- The U.S. Forest Service and the Bureau of Land Management have the authority to manage fire suppression and control on federal land.
- The Oregon Department of Forestry has the authority to manage and suppress fire on State land.
- The Oregon Department of Transportation has the authority to close State highways impeded by smoke as a matter of public safety.

- TVF&R and the Police Department have the authority to order evacuations, enforce perimeters, and request additional resources.

2 Situation and Assumptions

2.1 Situation

The City 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 disaster 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 trained in the Incident Command System (ICS)/National Incident Management System (NIMS), so they often have a high level of understanding of the command structure during an incident.
- Fire agencies have a major role in responding to terrorist/chemical, biological, radiological, nuclear, or explosive (CBRNE) incidents, which may also require assistance from a regional hazardous materials team and/or Explosive Disposal Unit. A terrorism incident may involve one or more CBRNE hazards, including improvised explosive devices and the combination of these devices or other explosives with radiological materials to create a "dirty bomb." The potential for mass casualties, mass fatalities, and significant property damage during CBRNE incidents is very high.

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 disaster such as an earthquake.
- In a disaster, some firefighting resources may become scarce or damaged. Assistance from mutual aid agreements, neighboring jurisdictions, and State and federal resources may be relied upon.
- Telephone communications may be interrupted.
- 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.
- Wildland firefighting techniques may have to be applied to rural and urban fire situations, particularly where water systems are inoperative. Aerial delivery of fire retardants or water for structural protection may be essential. In the case of multiple fires, firebreaks may be cleared, and burning-out and backfiring techniques may be used.
- Efficient and effective mutual aid among partners requires the use of the ICS together with compatible firefighting equipment and communications.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

TVF&R provides fire and emergency medical services (EMS) in the city and is routinely dispatched by Lake Oswego Communications (LOCOM) to handle emergencies. TVF&R shares resources using automatic mutual aid and also exchanges resources with other fire agencies in the region. The first fire responder unit to arrive at the incident location assumes On-Scene Command responsibility.

When On-Scene Command requests, the City will activate its Emergency Operations Center (EOC). TVF&R will send a representative to the City EOC to coordinate fire resources. The City EOC provides support to On-Scene Command and the Fire Chief, activating the EOC if requested or needed to coordinate emergency operations with cities, special districts, regional partners, and State agencies.

In addition to fire services, TVF&R will provide initial EMS response, including Advanced Life Support, and will advise LOCOM of additional EMS needs.

The EOC or Fire Incident Command may request resource assistance whenever available resources (including mutual aid) will be insufficient to meet incident needs. EOC Command coordinates the recommendation for a Declaration of Emergency and request for County/State assistance with the Fire Chief.

See ESF 10 – Hazardous Materials for more information on hazardous materials incidents.

4.2 Disabilities, and Access and Functional Needs

Provision of firefighting-related activities will take into account populations with disabilities and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with Other ESFs

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 ESF Annex Development and Maintenance

The Police Department, in conjunction with TVF&R, will be responsible for ensuring 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 4 Resources
- Appendix B – ESF 4 Actions by Phase of Emergency Management

Appendix A ESF 4 Resources

The following resources provide additional information regarding ESF 4 firefighting-related issues at the local, state, and federal level:

City

- Emergency Operations Plan
 - ESF 10 – Hazardous Materials

County

- Emergency Operations Plan
 - ESF 10 – Hazardous Materials
- Clackamas Fire Resource Management Plan (zone map)
- Community Wildfire Protection Plan
- Regional Mutual Aid/Resource Sharing Agreements

State

- Emergency Operations Plan
 - ESF 4 – Firefighting
- Oregon Fire Service Mobilization Plan
- Conflagration Act

Federal

- National Response Framework
 - ESF 4 – Firefighting

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 4 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 4 – Fire Services. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the fire services function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 4 include the following:

All Tasked Agencies

- Develop plans and procedures for ESF 4 activities, as appropriate.
- Participate in ESF 4-related trainings and exercises as appropriate.
- Appoint a representative to assist in the City EOC when requested.
- 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.
- Develop procedures and protocols for coordinating protective action communications with the at-risk population on scene.

TVF&R

- Conduct hazard evaluations

Mutual Aid Partners

- Establish procedures for coordinating all public information releases through the City PIO.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 4 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and foster a common operating picture.

TVF&R

- Conduct response operations related to fire prevention, fire suppression, fire investigation, site security, search and rescue, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Initiate mutual aid contingency plans, as required based upon resource availability.
- Provide on-scene incident management.
- Coordinate ambulance services, as appropriate.
- Integrate on-scene and EOC PIO activities.
- Conduct CBRNE detection, monitoring, response, and decontamination operations in collaboration with law enforcement.
- Size up situations and notify LOCOM as appropriate.
- Issue and implement evacuation notices, if necessary.
- Conduct damage assessment.
- Issue road closure notices, if necessary
- Conduct cost recovery actions

Police Department

- Assist in warning the public of evacuations, traffic routing and/or traffic control, and site security, when possible.
- Assist On-Scene Command.
- Coordinate warning and evacuation.
- Provide traffic and crowd control.
- Issue and/or enforce road closure notices, if necessary
- Integrate the law enforcement PIO into on-scene PIO activities.
- Take the lead in terrorism/CBRNE events in detection and crime scene management.
- Implement enforcement against responsible party.
- Coordinate radio communications.
- Fill resource requests, monitor emergency communications, and record incident benchmarks.
- Conduct notifications as per requests from the field.
- Track units' time (dispatch and arrival).

Public Works

- Provide signs, barriers, equipment, and personnel to assist in traffic and crowd control.
- Provide heavy equipment as requested.
- Support water supply.
- Provide mechanical service of equipment
- Coordinate fuel, as necessary.

Private Ambulances

- Conduct EMS.
- Transport injured persons.
- Conduct triage tasks.

Non-governmental and Faith-based Organizations

- Shelter, feed, and clothe evacuated persons.

- Provide food to fire crews.

Mutual Aid-Partners

- Respond to calls for support under established agreements, including, but not limited to, fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- Support emergency operations as defined in agency emergency operations procedures or as requested by the EOC, such as damage assessment.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 4 include:

All Tasked Agencies

- Demobilize any communication staging areas, mobile communication centers, and/or other applicable response operations according to established plans, policies, and procedures and return to normal day-to-day activities.
- Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.
- Participate in all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 4 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 5 – Information and Planning

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 5-1
1.1	Purpose	ESF 5-1
1.2	Scope	ESF 5-1
1.3	Policies and Authorities	ESF 5-1
2	Situation and Assumptions	ESF 5-2
2.1	Situation	ESF 5-2
2.2	Assumptions.....	ESF 5-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 5-2
4	Concept of Operations.....	ESF 5-3
4.1	General.....	ESF 5-3
4.2	Developing Incident and Planning Objectives	ESF 5-3
4.3	Geographic Information System Mapping and Data Management.....	ESF 5-4
4.4	Incident Management Software	ESF 5-4
4.5	Oregon Fusion Center	ESF 5-4
4.6	Disabilities, and Access and Functional Needs	ESF 5-4
4.7	Coordination with Other ESFs	ESF 5-4
5	ESF Annex Development and Maintenance	ESF 5-4
6	Appendices.....	ESF 5-4
Appendix A	ESF 5 Resources	ESF 5-5
Appendix B	ESF 5 Responsibilities by Phase of Emergency Management.....	ESF 5-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 5 Tasked Agencies	
Primary City Agency	Police Department (Emergency Manager) City Manager’s Office (Citizen Engagement Coordinator)
Supporting City Agency	All remaining departments, divisions, and agencies.
Community Partners	West Linn Tidings, Oregonian, Tualatin Valley Community TV
County Agency	Clackamas County Disaster Management
State Agency	Oregon Office of Emergency Management
Federal Agency	Department of Homeland Security/Federal Emergency Management Agency (FEMA)

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 5 describes how the City will support incident information and planning needs to develop and maintain a common operating picture to support response and recovery activities.

1.2 Scope

ESF 5 includes the following activities:

- Serve as a hub for the receipt and dissemination of emergency management–related information.
- Collect, process, analyze, and disseminate information to guide response and recovery activities.
- Coordinate with on-scene incident commanders and County, State, regional, and private-sector emergency management organizations (EMOs) to facilitate the flow of situational information.
- Collect and aggregate situational awareness and track local declarations.
- Coordinate incident planning and support in the Emergency Operations Center (EOC), including development of information products for public information, notification, and messaging.

1.3 Policies and Authorities

The following policies and authorities are currently in place:

- Emergency Code Resolution;
- Resolution 2012-15 Adopting an Emergency Operations Plan;
- West Linn Municipal Code 2.700 – 2.750, Emergency Planning; and
- Social Media Policy.

2 Situation and Assumptions

2.1 Situation

The City government, as outlined in Oregon Revised Statutes 401, is responsible for preparing and maintaining an Emergency Operations Plan (EOP) and an emergency operations facility, including trained staff. Using the City's all-hazards risk assessment as a point of reference, the City implements a comprehensive emergency management program that provides both a proactive approach to managing risk and a strategic ability to react when incidents occur.

The City 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 implementing 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 non-emergency operations. These agencies will be coordinated using established procedures expedited for administrative assistance and logistics support during emergency operations.
- The information and planning function provides the methodologies and procedures required by field operations and the EOC during a major emergency or disaster.
- During major emergencies or disasters, communication can be hampered due to the loss of telecommunication infrastructure requiring that procedures exist to capture and coordinate information and resources needed to effectively respond.

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 major emergency or disaster 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.
- During the early stages of an incident, information may be scarce, vague, or incomplete, and the need to verify this information may challenge response support.
- Normal forms of communications may be severely delayed or 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, and other transportation means.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

The City has established this EOP in accordance with the National Incident Management System and has designated an Emergency Manager. The Emergency Manager is responsible for the development and training of an EMO capable of managing the response and recovery of a major emergency in accordance with the provisions of this plan. The EMO functions as a team. Oregon Revised Statutes 401.305 and 401.335 and the City resolutions affirm the City's responsibility and authority to direct activities which will allow it to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The EOP may be activated at the discretion of the Emergency Manager.

Day-to-day supervision of the EMO is the responsibility of the Emergency Manager. If the EOC is activated, the Emergency Manager or designee has the responsibility for organization, supervision, and operation of the EOC as the EOC Incident Commander.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

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

Emergency contact information for the EMO and EOC staff will be maintained by the City Emergency Manager.

4.2 Developing Incident and Planning Objectives

Objectives are the backbone for conducting all planning, response and recovery activities. The first step in developing good objectives is to understand the priorities:

- Priorities define overarching requirements, i.e., what to accomplish in order of importance.
- Objectives must be based on incident priorities.
- The priorities guide the precedence by which objectives are addressed.
- Initial priorities may be driven in part by the delegation of authority.
- Every plan, incident, response and recovery situation always has its priorities. Priorities should be built based on the whole community's core capabilities.

The next step in developing good objectives consists of the following:

- Frame the problem – what are the essential elements of the issue to be addressed?
- Use the objective to describe what is to be accomplished—*what* and *where*, if possible, but not *how* or *by whom*.
- Provide enough detail to make the objective meaningful.
- Allow the necessary flexibility—ensure that the objective and its results can be used as a metric.

- Ask, “is the objective attainable?” Determine whether the objective can be met with available resources.
- Ask, finally, “what is the objective’s priority when compared to other identified issues?” Order the objectives based on the order of priority or urgency.

Adapted from FEMA’s Incident Action Planning Guide.

4.3 Geographic Information System Mapping and Data Management

Mapping capabilities and equipment may be provided through the City Public Works Department, Geographic Information Systems (GIS) Division and other partners.

4.4 Incident Management Software

The City utilizes WebEOC incident management software to help gather, analyze, and disseminate information in the EOC. Information Technology is responsible for training EOC staff on the use of software, and a User’s Manual is maintained in the City EOC.

4.5 Oregon Fusion Center

If a criminal or terrorist incident is suspected, the Police Department 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.

4.6 Disabilities, and Access and Functional Needs

Provision of information and planning–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

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 ESF Annex Development and Maintenance

The 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.

6 Appendices

- Appendix A – ESF 5 Resources
- Appendix B – ESF 5 Responsibilities by Phase of Emergency Management

Appendix A ESF 5 Resources

City

- Local Mutual Aid/Resource Sharing Agreements
- EOC General Actions and Position Specific Checklists

County

- Emergency Operations Plan
 - ESF 5 – Information and Planning
- Local Mutual Aid/ Resource Sharing Agreements
- EOC General Actions and Position Specific Checklists

State

- Emergency Operations Plan
 - ESF 5 – Information and Planning

Federal

- National Response Framework
 - ESF 5 – Information and Planning
- US Department of Homeland Security, FEMA Region X- 2011 Emergency Communications Plan, State of Oregon Annex

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 5 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 5 – Information and Planning. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the information and planning function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 5 include the following:

All Tasked Agencies

- Maintain an inventory of personnel and resources available to support emergency operations.
- Maintain department-specific data, statistics, and plans that may inform incident planning and damage assessment activities.
- Develop plans and procedures for ESF 5 activities, as appropriate.
- Identify deficiencies in emergency plans and execute appropriate corrective action recommendations.
- Maintain continuity of operations for lines of succession.
- Participate in ESF 5-related trainings and exercises as appropriate.

Emergency Manager

- Coordinate regular review and update of the ESF 5 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City's capability to support ESF 5 activities.
- Establish and maintain systems for incident data management and information sharing.
- Maintain operational capacity of the City EOC to support information and planning activities.
- Establish standardized reporting processes and prepare standardized reporting formats and forms.
- Ensure program compliance with local, State, and federal regulations.
- Facilitate regular review and promulgation of the EOP.
- Establish and maintain the EOC staffing roster and facilitate training and exercises for EOC staff.
- Train, advise, and assist the City Manager and City Council in the performance of emergency duties.
- Train, exercise and coordinate City plans, including continuity of operations.
- Establish and maintain primary and alternate EOC facility capability.
- Coordinate emergency management activities on an interagency, interdepartmental, and intergovernmental basis.
- Coordinate City homeland security and emergency management program grants.

ESF 5. Information and Planning

- Maintain a collaborative emergency management program with cities and special districts.
- Coordinate public preparedness and outreach efforts.
- Develop and maintain standard operating procedures and other procedures necessary to support agencies that operate in the EOC.
- Coordinate the use of GIS capabilities to support emergency management functions.
- Maintain and update needed computer data programs, including maps, critical facility information, evacuation studies, demographics, and other critical City data.
- Establish and maintain contact with the chief elected and appointed officials or municipal/town emergency management officials.
- Develop/maintain memorandums of understanding and mutual aid agreements.
- Provide outreach and training for mutual aid agreements.
- Identify deficiencies in plans; identify and execute appropriate corrective action recommendations.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 5 include the following:

All Tasked Agencies

- Assess the status of and impacts to agency-specific systems, infrastructure, customers, etc.
- Provide situational updates to the City EOC, if activated, as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 5 activities.
- Support emergency response operations.
- Ensure that agency-specific data are entered into any utilized incident management software.

Emergency Manager

- Activate the City EOC and establish operational objectives and priorities through the development of EOC Action Plans and short-term recovery priorities.
- Monitor incident status.
- Coordinate incident resources.
- Coordinate public information, alert and warning.
- Liaise with all partners and stakeholders.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 5 include the following:

All Tasked Agencies

- Continue to provide situation status updates as requested by the Emergency Manager or the City EOC, if activated.
- Maintain incident documentation to support public and individual assistance processes.
- Support major emergency or disaster recovery operations.
- Participate in the damage assessment process and disaster recovery process, as appropriate.
- Provide technical assistance and resources to support recovery activities upon request.
- Track disaster-related expenditures.
- Participate in all after-action activities and take corrective actions as appropriate.

Emergency Manager

- Facilitate long-term recovery planning, policy discussions, and implementation strategies.
- Collect and collate information for a Citywide Initial Damage Assessment report.
- Identify department-specific roles in recovery and coordinate public education and community involvement.
- Monitor recovery efforts through field personnel and coordinating agencies.
- Develop short-, intermediate-, and long-term recovery plans and coordinate recovery.
- Conduct an after-action critique of the overall response and recovery efforts.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 5 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

Emergency Manager

- Administer the local natural hazard mitigation program.
- Implement and administer federal and State disaster mitigation programs.
- Identify potential mitigation opportunities based on an analysis of damage assessment information, along with City, County, State, and federal mitigation priorities.
- Coordinate and participate in the City/local hazard mitigation planning team.
- Through the local hazard mitigation planning team, coordinate the development, implementation, and maintenance of the City Hazard Mitigation Plan.
- Provide information and limited assistance to incorporated cities in developing and maintaining their mitigation plans.
- Apply for funding through federal and State pre- and post-disaster mitigation grant programs for prioritized mitigation projects identified in the City Hazard Mitigation Plan.

ESF 5. Information and Planning

- Upon grant approval, implement and administer federal and State pre- and post-disaster mitigation funds.
- Provide education and awareness regarding mitigation to the jurisdictions within the City and the public sector, including businesses, private nonprofit groups, and the general public.
- Update the City Hazard Analysis.



ESF 6 – Mass Care

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 6-1
1.1	Purpose	ESF 6-1
1.2	Scope	ESF 6-1
1.3	Policies and Authorities	ESF 6-2
2	Situation and Assumptions	ESF 6-2
2.1	Situation	ESF 6-2
2.2	Assumptions.....	ESF 6-3
3	Roles and Responsibilities of Tasked Agencies.....	ESF 6-3
4	Concept of Operations.....	ESF 6-3
4.1	General.....	ESF 6-3
4.2	Shelters and Mass Care Facilities	ESF 6-4
4.3	Feeding	ESF 6-4
4.4	Bulk Distribution	ESF 6-5
4.5	Housing	ESF 6-5
4.6	Crisis Counseling and Mental Health	ESF 6-5
4.7	Disabilities, and Access and Functional Needs	ESF 6-6
4.8	Care of Response Personnel and EOC Staff	ESF 6-7
4.9	Coordination with Other ESFs	ESF 6-7
5	ESF Annex Development and Maintenance	ESF 6-7
6	Appendices.....	ESF 6-7
Appendix A	ESF 6 Resources	ESF 6-9
Appendix B	ESF 6 Responsibilities by Phase of Emergency Management....	ESF 6-11

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 6 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	City Manager’s Office Finance Department Public Works Department
Community Partners	Tualatin Valley Fire and Rescue American Medical Response West Linn-Wilsonville School District American Red Cross Community and faith-based organizations
County Agency	Department of Health, Housing, and Human Services (H3S)
State Agency	Department of Human Services
Federal Agency	Department of Health and Human Services

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 6 describes how Clackamas County will support the efforts of the City and nongovernmental organizations to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.

1.2 Scope

ESF 6 includes the following a:

- Mass care:
 - Sheltering for the general population and populations with disabilities, and access and functional needs (DAFN)
- Collecting and providing information on those affected by the disaster to family members;
- Family reunification;
- Housing:
 - Providing short-term housing solutions for those affected by the disaster. It 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:
 - Assist as able in disaster unemployment insurance
 - Disaster legal services
 - Veterans’ support
 - Services for DAFN populations
 - Other needs for assistance as they arise

The following are not covered in this ESF:

- Medical sheltering is addressed in ESF 8;
- Animal sheltering is addressed in ESF 17:
 - Feeding operations
 - Emergency first aid
 - Bulk distribution of emergency relief items

1.3 Policies and Authorities

The following policies and authorities are currently in place:

- All appropriate governmental and volunteer agency resources will be used as available.
- All services will be provided without regard to economic status or racial, religious, political, ethnic, or other affiliation.
- Tracking of displaced residents will be accomplished by the American Red Cross Disaster Welfare Inquiry procedures.

2 Situation and Assumptions

2.1 Situation

The City 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 neighboring communities.
- Evacuees 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 emergency sheltering operations for a limited number of visitors and citizens to more intermediate and long-term housing.
- In accordance with the Red Cross's organizational documents and charter, ratified by the United States Congress on January 5, 1907, as well as the Disaster Relief Act of 1974, the Red Cross (national organization and local chapters) provides an array of mass care services to emergency and disaster victims routinely under its own authority. Furthermore, the Red Cross is tasked as the primary agency responsible for federally supported Mass Care Services per the National Response Framework (ESF 6) despite being a nongovernmental organization.
- Disaster conditions are likely to require evacuation and care of domestic animals and livestock. Animals (with the exception of service animals) are not allowed in public shelters.
- The diverse nature of the City will be reflected by shelter populations and will likely include a significant number of DAFN persons (e.g., elderly, persons with language barriers, physical challenges, or other limiting medical or mental health conditions)

and/or persons who are vulnerable to becoming marginalized or those with specialized needs (e.g., students, inmates, registered sex-offenders, the indigent, persons with chemical dependency concerns, etc.)

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. Local government personnel will have to manage and coordinate shelter and mass care activities. They may be supported by Red Cross personnel, if available, and assume responsibility for managing such shelters.
- The demand for shelters may prove to be higher than what is available.
- Volunteer and faith-based organizations may open shelters. Some of these organizations and groups may coordinate their efforts with the City, County, and Red Cross, while others may operate these facilities independently.
- Public and private services will be continued during mass care operations. However, for an incident that requires a large-scale shelter and mass care operation, normal activities at schools, community centers, places of worship, 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 access and functional needs) will be an extension of normal programs and services.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

On-Scene Command will request the 9-1-1 Center to notify H3S and the Red Cross whenever it appears that a major emergency or disaster has displaced or will displace a significant number of people.

Command will determine the at-risk area, estimate the number of people involved, and identify any critical needs. The H3S and Red Cross, if involved, will use this information to coordinate shelter activation with potential providers. The Oregon Trail Chapter of the American Red Cross may assign a Liaison to the City or County Emergency Operations Center (EOC) to coordinate reception, shelter, and mass care activities.

If the Red Cross takes on the sheltering responsibility, EOC staff will help coordinate shelter support throughout the City, including logistics, security, communications, transportation, public health, behavioral health, and social services.

On-Scene Command will determine whether evacuees have been exposed to chemical, biological, radiological, nuclear, or explosive agents or other hazardous materials and will manage decontamination operations prior to victims leaving the incident scene if exposure has occurred, or provide transport to a healthcare facility where the evacuee may be decontaminated.

The City will seek the assistance of or provide support to the Red Cross and other similar agencies in implementing this section of the EOP. A liaison from the Red Cross will be requested in the City EOC to help coordinate the emergency housing, sheltering and feeding activities; however, depending on the size and scope of the disaster, this coordination may occur at the County EOC through the City EOC liaison at that location.

It is not the intent of the City to supplant the Red Cross as the primary provider and coordinator of emergency housing, sheltering, and feeding services; however, the City is not relieved of its obligation for the welfare of its residents in times of emergency, as outlined in Chapter 401 of the Oregon Revised Statutes.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be telephone. If telephones cannot be used or are overloaded, law enforcement personnel will provide radio assistance. Shelter facility managers should arrange for persons in their facility to monitor prescribed communication sources for guidance and announcements.

4.2 Shelters and Mass Care Facilities

The Red Cross may have agreements in place for use of specific shelters that can be activated by alerting the local chapter. This information will be available to the City EOC during a major emergency or disaster. The Red Cross may assist in the registration of evacuees and, as applicable, will coordinate information with appropriate government agencies of evacuees who are housed in Red Cross-supported shelters.

The following options for temporary shelter during an incident are available to the City:

- Pre-determined sheltering sites and supplies available through the Red Cross;
- General purpose tents available through the Oregon National Guard and requested by the City from Clackamas County Disaster Management (CCDM) to the Oregon Office of Emergency Management.
- Tents and other resources available via the fire cache located at the Redmond Air Center, requested by the City from CCDM.
- If a Presidential declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

Services will be provided through the coordinated efforts of City staff, CCDM, the Red Cross, Salvation Army, other state-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities where possible and also support back-up communications if needed.

4.3 Feeding

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and should include meeting

requirements of victims with special dietary needs, if possible. The Red Cross will coordinate all mass feeding and other services needed at open Red Cross shelters.

4.4 Bulk Distribution

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice requirements through federal, State, local, and non-governmental organizations is coordinated at these sites. The following agencies and organizations are involved in supporting and managing bulk distribution:

- City Emergency Manager;
- City Police Department;
- City Public Works Department;
- Red Cross;
- Salvation Army;
- Private-sector partners;
- Faith-based organizations; and
- Disaster assistance personnel, paid, and volunteer staff

See ESF 11 – Food and Water for additional details.

4.5 Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through the Police Department, in cooperation with the County, via the City and County EOCs. Liaisons will be assigned to the command staff in order to manage and coordinate resources and activities with regional, State, federal, and private-sector entities. In some disaster situations, the federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities.

4.6 Crisis Counseling and Mental Health

The following agencies and organizations are involved with providing crisis counseling and mental health support to victims and families, the first responder community, and special needs populations:

- County H3S;
- Area hospitals;
- Northwest Human Services;
- County and regional volunteer organizations; and
- Local nursing homes and care facilities.

H3S will coordinate mental health services to the general public. Specific concerns within the first responder community can also be addressed through the Police Chaplaincy and the Oregon Office of the State Fire Marshal, which coordinate mental health and crisis counseling services for first responders.

See ESF 8 – Health and Medical for additional details.

4.7 Disabilities, and Access and Functional Needs

Provision of mass care–related activities will take into account DAFN populations. The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

A formal registry for DAFN populations has not been developed to date. Community emergency response and recovery planning to provide special needs services to residents of the City have not been formalized or finalized among the various first responder agencies and volunteer organizations supporting this jurisdiction.

Agencies and organizations involved in managing, transporting, and communicating with DAFN populations during an emergency and pertaining to mass care include the following:

- City Emergency Manager;
- Area hospitals;
- Private clinics and care facilities;
- Red Cross and other volunteer agencies;
- School district; and
- Local radio stations serving the City and surrounding areas.

4.7.1 Sheltering Service and Companion Animals

The City, the Red Cross, and other organizations or groups providing Sheltering and Mass Care will comply with the Americans with Disability Act requirements for Service Animals, with the facility owners' limitations, and with County and State of Oregon Health Code requirements.

The County Animal Rescue Emergency Shelter, will, when called upon, establish a companion pet shelter and will attempt to coordinate site selection with the Red Cross; however, some agreements already in place may have the companion pet shelter at a location away from the Red Cross shelter(s).

4.7.2 Nursing Homes and Residential Care Facilities

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

4.7.3 Shelter Categories

- **Category 1: Hospitalization** – Category 1 comprises persons who require recurring professional medical care, special medical equipment, and/or continual medical surveillance. Examples include persons who are dependent on ventilators, IVs, or oxygen supplementation; those with chest pain or shortness of breath; and others requiring the intensity of services provided at a hospital or skilled nursing facility.
- **Category 2: Special Needs Shelter** – Category 2 includes persons who require some medical surveillance and/or special assistance. These are individuals whose age, frailty, mobility, or functional or medical disabilities make them particularly vulnerable in disaster situations. They may have medical impairments but have been able to maintain some independence prior to the disaster or emergency situation. Examples are those with mental illness, severely reduced mobility, or medical impairment that does not preclude activities with some assistance.

- **Category 3: General Shelter** – Category 3 includes persons who are independent prior to the disaster or special emergency or who may have pre-existing health problems that do not impede activities of daily living. Examples are persons with prostheses or hearing or speech impediments, wheelchair users with no medical needs, or those with controlled diseases such as diabetes, muscular dystrophy, or epilepsy.

4.8 Care of Response Personnel and EOC Staff

Arrangements for the feeding and sheltering of EOC staff are the responsibility of the Logistics Section. As space allows, EOC staff will sleep and eat near the EOC. Sleeping areas may also be set up in other facilities.

Response personnel will be released to their homes or stations to sleep. If necessary, space may be arranged in a shelter. This shelter should be different than the one used for disaster victims or evacuees.

Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This will facilitate keeping families informed and improve the morale of response personnel.

4.9 Coordination with Other ESFs

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 ESF Annex Development and Maintenance

The Police 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.

6 Appendices

- Appendix A – ESF 6 Resources
- Appendix B – ESF 6 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 6 Resources

The following resources provide additional information regarding ESF 6 and mass care-related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Shelter Listing (For Official Use Only)
- Clackamas County Emergency Plan for People with Access and Functional Needs
- Urban Area Security Initiative Region Pets Sheltering Plan

State

- Emergency Operations Plan
 - ESF 6 – Mass Care

Federal

- National Response Framework
 - ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 6 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 6 – Mass Care. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support Mass Care function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 6 include the following:

All Tasked Agencies

- Develop plans and procedures for ESF 6 activities, as appropriate.
- Participate in ESF 6-related trainings and exercises as appropriate.

Police Department

- Coordinate regular review and update of the ESF 6 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City's capability to support ESF 6 activities.
- Liaise with the County to ensure that a Mass Care Plan is developed and maintained.
- Coordinate pre-incident public health inspections of shelters and verify sanitary conditions as required.
- Identify local government's authority, responsibility, and role in providing long-term or temporary emergency housing for disaster victims.
- Coordinate emergency preparedness planning and exercise activities with the Red Cross.

Red Cross

- Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.
- Develop and maintain memorandums of understanding (MOUs) with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.
- Participate in the annual training exercises conducted by Emergency Management to test the Emergency Operations Plan.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 6 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 6 activities.

Police Department

- Assess the situation and make appropriate notifications to activate and staff the EOC, including notification of the Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.
- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in the coordination of logistics to support operations and ensure that the provisions of MOUs are implemented, as necessary.
- Activate the EOC.
- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Mass Care Branch in the City EOC if needed.
- Facilitate the emergency declaration process.
- Assist in multi-agency/jurisdictional and resource coordination.
- Track the use of Mass Care resources through the EOC Finance Section.
- Coordinate security at shelters, reception centers, and food/water distribution centers.
- Provide traffic and crowd control.

Red Cross

- Implement the response actions outlined in MOUs with the City, as necessary.
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.
- Coordinate activities with voluntary organizations active in disaster, the faith-based organizations, other social service agencies, local, State, and federal government in the provision of emergency food and shelter.

City Manager's Office (Citizen Engagement Coordinator)

- Provide staff for the Public Information Officer and Joint Information Centers.
- Develop and coordinate a Joint Information System.
- Collaborate with the Red Cross and H3S to produce timely, clear, and concise messages on shelter and mass care operations and food/water options.
- Provide access information on health, social, and medical services.
- Provide the public with updated information on shelter locations and systems for locating family, friends and pets.

Public Works

- Coordinate garbage and recycling services for shelters and food/water distribution centers.
- Assist with transportation options and resources.
- Provide building inspection for structural safety and sheltering sites.
- Provide updated mapping to assist in directing people to shelters safely.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 6 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

Police Department

- Coordinate with local, State, and federal agencies in damage assessment and cost recovery activities as well as identifying long-term temporary emergency housing options.
- Ensure that necessary communication activities are accomplished in informing the public of disaster recovery activities, including information on long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an after action debriefing/evaluation on the overall effectiveness of the City's efforts in providing emergency food and shelter.

Red Cross

- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their place of residence and institute reforms as required.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 6 include the following:

All Tasked 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.



ESF 7 – Resource Support

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 7-1**
 - 1.1 Purpose ESF 7-1
 - 1.2 Scope ESF 7-1
 - 1.3 Policies and Authorities ESF 7-1

- 2 Situation and Assumptions ESF 7-1**
 - 2.1 Situation ESF 7-1
 - 2.2 Assumptions ESF 7-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 7-2**

- 4 Concept of Operations ESF 7-2**
 - 4.1 General ESF 7-2
 - 4.2 Resource Allocation Priorities ESF 7-2
 - 4.3 Sourcing Resources ESF 7-3
 - 4.4 Mutual Aid ESF 7-3
 - 4.5 Emergency Operations Center Resource Management ESF 7-3
 - 4.6 Disabilities, and Access and Functional Needs ESF 7-4
 - 4.7 Coordination with Other ESFs ESF 7-4

- 5 ESF Annex Development and Maintenance ESF 7-4**

- 6 Appendices ESF 7-4**
 - Appendix A ESF 7 Resources ESF 7-5
 - Appendix B ESF 7 Responsibilities by Phase of Emergency Management ESF 7-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 7 Tasked Agencies	
Primary City Agency	Finance Department
Supporting City Agency	City Manager's Office
Community Partners	Tualatin Valley Fire and Rescue Local faith-based organizations Volunteer organizations
County Agency	Finance Department
State Agency	Department of Administrative Services
Federal Agency	Department of Homeland Security/Federal Emergency Management Agency

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 7 describes how the City will provide logistical and resource support during emergencies, as well as provide financial tracking and records management of overall costs of the City's response.

1.2 Scope

Activities encompassed within the scope of ESF 7 include:

- Coordinate the procurement and provision of City and private-sector resources during a disaster.
- Receive and coordinate response to resource requests from City departments and local response partners.
- Provide logistical and resource support for needs not specifically addressed in other ESFs.
- Monitor and track available and committed resources involved in the incident.
- Monitor and document mutual aid and the financial costs of providing resources, including costs of using City resources, purchasing or contracting goods and services, transportation, and above normal staffing.

1.3 Policies and Authorities

The following policies and agreements are currently in place:

- None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require resource support. The following considerations should be taken into account when planning for and implementing ESF 7 activities:

- Upon request, ESF 7 provides the resource support needed to maintain the response capacity of the City and local response 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 interagency 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 City. A request may be made to the City if exhaustion of local resources is imminent.
- 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.
- 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 authority.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Efficient resource management is one of the pre-requisites for effective incident management. This includes knowing: 1) what resources are available and their capabilities and/or inventory; 2) how to access those resources; 3) how to allocate resources to satisfy incident priorities; and 4) anticipating what resources are or may become critical during an incident.

The City will meet initial resource requirements using locally owned, contracted and mutual aid resources. If additional resources are required, the City will request County assistance, normally through an Emergency Declaration.

4.2 Resource Allocation Priorities

The resource prioritization concept is to “do the most good for the most people” in order to alleviate disaster impacts on residents and public entities.

During emergencies, resources are allocated according to the following priorities:

1. Preserving life.
2. Stabilizing the incident/containing the hazard.
3. Protecting critical infrastructure, property, and the environment.

4.3 Sourcing Resources

Resources are normally obtained and used in the following sequence:

1. Resources owned or employed by the City.
2. Mutual aid agreements.
3. Contractors, commercial sources, and private industry.
4. Volunteer groups or agencies.
5. State resources.
6. Federal resources.

4.4 Mutual Aid

Mutual aid is an important component of incident resource management and can take several forms, outlined in the following sections.

4.4.1 Automatic Mutual Aid

Day-to-day incident response agencies (fire, law enforcement, emergency medical services) have pre-coordinated mutual aid arrangements embodied in Lake Oswego Communications Dispatch Protocols. When an on-scene response agency needs additional resources, they simply request them through dispatch and assume automatic approval to the extent that the protocols allow. Automatic mutual aid is normally discipline-specific and has no provision for reimbursement of lender expenses.

Fire agencies have several discipline-specific mutual aid processes in place beyond automatic mutual aid, including district-to-district, fire defense board to fire defense board, and state-level conflagration and mobilization agreements. Conflagration mutual aid is closely managed by the Fire Marshal, and participant costs are reimbursed by the State. Fire mobilization plan participation is more loosely managed, is voluntary, and costs are not reimbursed by the State.

Law enforcement automatic mutual aid is less formally structured and does not normally include reimbursement.

4.5 Emergency Operations Center Resource Management

All four EOC sections (Operations, Planning, Logistics, and Finance) collaborate on managing incident resources.

- The Operations Section identifies resource needs and directs staging and deployment of assigned resources.
- The Planning Section helps Operations anticipate resource needs and tracks available resource status and capabilities.
- The Logistics Section, in collaboration with Operations, confirms resource needs and coordinates acquisition, reception, and allocation. Logistics also manages volunteer resources and is the point of contact for donations management.

- The Finance Section coordinates funding sources and tracks costs; negotiates emergency contracts/agreements using emergency procurement procedures; and advises EOC Command, the City Manager, and the City Council regarding the ongoing financial impact of the emergency.

4.6 Disabilities, and Access and Functional Needs

Provision of resource support–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

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.

5 ESF Annex Development and Maintenance

The Finance 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.

6 Appendices

- Appendix A – ESF 7 Resources
- Appendix B – ESF 7 Responsibilities by Phase of Emergency Management

Appendix A ESF 7 Resources

The following resources provide additional information regarding ESF 7-related issues at the local, state, and federal level:

City

- Intra-County Omnibus Mutual Aid Agreement

County

- Intra-County Omnibus Mutual Aid Agreement
- Inter-County Omnibus Mutual Aid Agreement
- Intra-State Mutual Assistance Compact Statute
- Volunteer Reception Center Plan
- Information and Referral Directory

State

- Emergency Operations Plan
 - ESF 7 – Resource Support

Federal

- National Response Framework
 - ESF 7 – Resource Support
- NIMS Resource Typing Guides

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 7 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 7 – Resource Support. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the Resource Support function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 7 include the following:

All Tasked Agencies

- Develop operational plans for ESF 7 activities.
- Participate in ESF 7-related trainings and exercises as appropriate.

Finance Department

- Coordinate regular review and update of the ESF 7 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City's capability to support ESF 7 activities.
- Develop and maintain a Resource Support Plan for the City that includes procedures for addressing:
 - Resource requesting
 - Resource staging
 - Resource tracking
 - Resource demobilization
- 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.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 7 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 7 activities.

Finance Department

- Establish an incident cost code to capture all incident-related costs.
- Provide staff for EOC Finance and Logistics Sections.
- Implement emergency procurement procedures.
- Assist in identifying and acquiring resources to meet emergency needs.
- Coordinate purchasing/acquisition with requesting departments or agencies.
- Train departments in expenditure tracking and record-keeping procedures.
- Locate and coordinate use of available space for disaster management and emergency response activities.
- Provide cost and budget information to Section Chiefs, Command, and City Manager.
- Collect and collate initial damage reports and create an Initial Damage Report for the State.
- Coordinate City information for the public assistance process.

Recovery

Recovery activities take place **after** an emergency occurs and includes actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 7 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

Finance Department

- Compile and keep all documentation collected relating to the management of resources requested and/or utilized as part of response operations.
- Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 7 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



ESF 8 – Health and Medical

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 8-1**
 - 1.1 Purpose ESF 8-1
 - 1.2 Scope ESF 8-1
 - 1.3 Policies and Authorities ESF 8-2

- 2 Situation and Assumptions ESF 8-2**
 - 2.1 Situation ESF 8-2
 - 2.2 Assumptions ESF 8-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 8-4**

- 4 Concept of Operations ESF 8-4**
 - 4.1 General ESF 8-4
 - 4.2 Disabilities, Access and Functional Needs ESF 8-4
 - 4.3 Coordination with the County ESF 8-4
 - 4.4 Coordination with Other ESFs ESF 8-4

- 5 ESF Annex Development and Maintenance ESF 8-5**

- 6 Appendices ESF 8-5**
 - Appendix A ESF 8 Resources ESF 8-7
 - Appendix B ESF 8 Responsibilities by Phase of Emergency Management .. ESF 8-9

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 8 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	None at this time.
Community Partners	Tualatin Valley Fire and Rescue Area Hospitals and Clinics American Medical Response/Emergency Medical Services (EMS) Agencies American Red Cross Mutual aid partners
County Agency	Department of Health, Housing, and Human Services (H3S) (Public Health Division) Clackamas County Disaster Management (CCDM) (Medical Examiner)
State Agency	Oregon Health Authority
Federal Agency	Health and Human Services

1 Introduction

Emergency Support Function (ESF) 8 informs the City of how the County will work to protect and promote the health of its residents during a time of emergency.

1.1 Purpose

ESF 8 provides awareness level information to the City by describing how the County will coordinate plans, procedures, and resources to support health and medical care during a time of emergency and/or a developing potential health and medical situation.

1.2 Scope

ESF 8 includes the following activities:

- Support local assessment and identification of public health and medical needs in the City and implement plans to address those needs.
- Coordinate and support stabilization of the public health and medical system in the City.
- 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 the 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.

1.3 Policies and Authorities

The following policies and agreements are currently in place for the County:

- Clackamas County, the Local Public Health Authority, operates under Oregon Revised Statutes (ORS) Chapter 624. The Clackamas Board of County Commissioners serves as the Board of Health and will be notified and convened during a public health emergency. Many of the duties under ORS Chapter 624 are delegated to the Public Health Director within the Department of Health, H3S/Public Health Division.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require health and medical support. The County will take these considerations into account when implementing ESF 8:

- 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.
- 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

2.2 Assumptions

ESF 8 is based on the following assumptions:

- H3S will perform the functions in support of health and medical services during a major emergency or disaster.
- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- 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.
- 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. 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.
- 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 those with disabilities, and access and functional needs (DAFN) 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 (SNS) 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 administrator, requests assets from the Centers for Disease Control and Prevention (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.
- 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.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

The City does not have the capabilities or resources to support public health or medical emergencies. It therefore looks to the County for support and direction. However, the City should maintain situational awareness and communication with the County.

H3S/Public Health Division maintains 24-hour coverage in support of potential public health or medical emergencies and works in coordination with CCDM. In the event of an incident, the level of ESF 8 activation will depend on the magnitude of the emergency or disaster. H3S will coordinate the initial response to most public health and medical emergencies affecting the City and County as a whole.

Public health and medical operations will be executed as outlined in the Clackamas County Emergency Operations Plan (EOP), ESF 8 – Public Health and Medical Services.

4.2 Disabilities, Access and Functional Needs

Provision of public health and medical related activities will take into account DAFN populations. The needs of DAFN populations shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with the County

To minimize duplication of specialized duties, the City acknowledges that the Public Health Officer of H3S is responsible for ensuring the provision of public health/mental health services required to cope with disasters in any urban or rural area, and coordinating other medical services as required. During an emergency, the H3S Director will be incorporated into the City's Emergency Management Organization and will coordinate the provision of public health and medical services for the City. The Emergency Manager will liaise with H3S to provide local agency support of public health and medical service support functions. Procedures as outlined in ESF 8 – Public Health and Medical Services of the County EOP are incorporated into the City EOP.

4.4 Coordination with Other ESFs

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 care for disaster victims contaminated by hazardous materials.
- **ESF 11 – Food and Water.** Provide for the safety of the food and water supply.

5 ESF Annex Development and Maintenance

The Police Department is responsible for ensuring regular review and revision of this annex.

6 Appendices

- Appendix A – ESF 8 Resources
- Appendix B – ESF 8 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 8 Resources

The following resources provide additional information regarding ESF 8–related issues at the local, state, and federal level:

City

- None at this time.

County

- Ambulance Services Contingency Plan
- EMS Mass Casualty Incident Protocol
- Mass Fatality Plan
- Medical Countermeasures Plan
- Medical Reserve Corps Volunteer Handbook
- Pandemic Influenza Plan

State

- Emergency Operations Plan
 - ESF 8 – Health and Medical
- Oregon SNS Plan

Federal

- National Response Framework
 - ESF 8 – Public Health and Medical Services
- NIMS Implementation Objectives for Healthcare Facilities
- Hospital Incident Command System
- Homeland Security Presidential Policy Directive No. 21
- The National Health Security Strategy
- Centers for Disease Control
 - CDC Public Health Capabilities
 - CDC Healthcare Capabilities
- Health and Human Services Assistant Secretary for Preparedness and Response Hospital Preparedness Program
 - Tier 2 Healthcare Coalition Guide
- National Response Team Biological and Chemical Quick Reference Guides
- National SNS Plan

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 8 Responsibilities by Phase of Emergency Management

This appendix describes general roles and responsibilities in support of ESF 8. Specific activities will vary depending on the type of event, length of the warning period, resources available, and duration of the incident.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 8 include:

All Tasked Agencies

- Develop plans and procedures for ESF 8 activities, as appropriate.
- Participate in ESF 8–related trainings and exercises as appropriate.
- Work with local, regional, and State agencies to align planning efforts (e.g., identifying duplicate vendor agreements, mutual aid agreements, common point of dispensation planning, etc.).

Police Department

- Coordinate regular review and update of the ESF 8 annex with supporting agencies.
- Build awareness related to the County’s emergency public health plans and other tools.

Emergency Medical Services

- Develop and maintain emergency plans and other tools that includes procedures for addressing pre-hospital emergency medical services activities, including:
 - Mass casualty incident response
 - Patient decontamination

Medical Examiner

- Develop and maintain emergency plans and other tools that include procedures for mass fatality incident response.

Area Hospitals and Clinics

- Develop and maintain emergency plans and other tools that include procedures for addressing:
 - Facility bed tracking
 - Healthcare system surge capacity
 - Healthcare facility evacuation
 - Alternate care facilities
 - Crisis standards of care
 - Medical special needs sheltering

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 8 include the following:

All Tasked Agencies

- Provide situational updates to the City Emergency Operations Center (EOC) as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 8 activities.

Police Department

- Coordinate with local, regional, State and federal public health agencies.
- Coordinate with the CCDM/Medical Examiner and funeral directors in determining proper disposition of deceased persons.
- Manage on-scene operations, activate the Mass Casualty Incident Protocol, as needed, and notify CCDM/Medical Examiner when fatalities are involved.
- Work with the Sheriff's Office to coordinate investigations of potentially deliberate health impacts, enforce mandatory health actions, and conduct on-scene operations in cooperation with health and fire agencies, including crime investigations; security, traffic, and crowd control; and assistance with death determinations.

Emergency Medical Services

- Provide EMS first response, extrication, triage, treatment, and transport of patients.

Hospitals

- Respond to a major health emergency by activating their EOCs and operating under their hospital emergency Incident Command System (ICS).
- Coordinate with the County EOC/Public Health staff and to share critical information regarding presenting symptoms, capabilities, security, resources, decontamination requirements, operations, and surge capacity.

Private Clinics

- Report suspected communicable diseases to the H3S/Public Health Division on an ongoing basis. The H3S/Public Health Division may contact private clinics to collect and share information during public health or medical emergencies.
- May provide services or resources to their clients, such as vaccines or medications, in the event of an outbreak, public health, or medical emergency.

American Medical Response

- Provide triage, treatment, and patient ambulance transport.
- Work closely with other emergency responders to coordinate care and transport of victims.

American Red Cross

- Provide and manage shelter and mass care operations for citizens who are victims of disaster, as well as feeding and support services for emergency responders.

- Activate and manage shelters for disaster victims, including feeding, health, and behavioral health services, and provide disaster relief assistance to individuals and families affected by the disaster, feeding operations for emergency workers, and response to inquiries from concerned family members outside the disaster area.
- Coordinate with the EOC regarding non-Red Cross shelters and shelters for pets.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 8 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

Police Department

- Compile and keep all documentation collected relating to the management of activities related to the emergency provision of public health and medical services.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 8 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 9 – Search and Rescue

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 9-1
1.1	Purpose	ESF 9-1
1.2	Scope	ESF 9-1
1.3	Policies and Authorities	ESF 9-1
2	Situation and Assumptions	ESF 9-2
2.1	Situation	ESF 9-2
2.2	Assumptions.....	ESF 9-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 9-3
4	Concept of Operations.....	ESF 9-3
4.1	General.....	ESF 9-3
4.2	Disabilities, and Access and Functional Needs	ESF 9-3
4.3	Coordination with Other ESFs	ESF 9-3
5	ESF Annex Development and Maintenance	ESF 9-3
6	Appendices.....	ESF 9-3
Appendix A	ESF 9 Resources	ESF 9-5
Appendix B	ESF 9 Responsibilities by Phase of Emergency Management.....	ESF 9-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 9 Tasked Agencies	
Primary City Agency	Police Department (County Sheriff Primary)
Supporting City Agency	Public Works Department Parks and Recreation Department
Community Partners	Tualatin Valley Fire and Rescue Mutual Aid Partners American Red Cross Emergency Medical Service Agencies
County Agency	County Sheriff's Office (CCSO) (Search and Rescue)
State Agency	Oregon Office of Emergency Management Oregon State Fire Marshal
Federal Agency	Department of Defense Department of Homeland Security/Federal Emergency Management Agency United States Coast Guard

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 9 describes search and rescue (SAR) resources in both urban and non-urban SAR efforts during a major disaster or incident. The CCSO has primary responsibilities for search and rescue activities within the County, including within City limits. Tualatin Valley Fire and Rescue (TVF&R) and the Police Department will support the CCSO in providing emergency SAR services for the City.

1.2 Scope

ESF 9 includes the following activities:

- SAR includes searching for, rescuing, or recovering persons lost, injured, or killed outdoors, including ground and marine locations; coordinated by the CCSO in accordance with the Clackamas County Search and Rescue Plan (Oregon Revised Statutes [ORS] 401.560).
- Urban search and rescue (USAR) includes searching for, rescuing, or recovering victims trapped in collapsed structures, in natural or human-caused disasters, and in operations that require specialized personnel and/or equipment; USAR is coordinated by the Local Fire Chief/State Fire Marshal/Office of Emergency Management (ORS 401.638; 401.639 and Oregon USAR Operations Manual).

1.3 Policies and Authorities

The following policies and agreements are currently in place:

- Clackamas County Water Rescue Consortium (through TVF&R and/or CCSO)

- Provisions in Oregon State law for SAR can be found in ORS 404 and include the following key provisions:
 - ORS 404.110. Delegation of SAR authority to the CCSO
 - ORS 404.115. Restriction of access to the SAR area
 - ORS 404.120. Requirement for each county to adopt an SAR plan
 - ORS 404.125. Provisions for critique of an SAR incident
 - ORS 404.130. Assignment of an SAR incident number
 - ORS 404.300–404.325. Provisions regarding equipment and signaling devices
 - ORS 404.350. Rescue of companion animals

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require SAR support. The following considerations should be taken into account when planning for and implementing 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 an SAR operation are the most critical in terms of reducing the mortality rate of an incident and therefore SAR efforts must begin as soon as possible.
- SAR 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 SAR procedures related to health and safety may be implemented to avoid rescuers becoming victims themselves.
- Volunteer SAR 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:

- The need for SAR operations will increase as population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local SAR efforts may require technical assistance from other agencies.
- Access to impacted locations may be limited due to steep or rocky terrain, water, structural barriers, or debris. Some areas may only be accessible by aircraft or boat, and fortification of structures may need to occur before any rescue operations can begin.
- 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 SAR operations and will require coordination and direction.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Individuals at the incident scene may have initiated rescue operations prior to the arrival of the SAR or USAR team. On-Scene Command manages the incident situation to minimize risk of injury to volunteer rescuers and victims. On-Scene Command requests that the 9-1-1 center activate the SAR/USAR team as soon as the need for their services is recognized.

On-Scene Command at SAR/USAR incidents creates a unified command structure when USAR operations are part of chemical, biological, radiological, nuclear, and explosive (CBRNE) incident response or when SAR operations involve multiple agencies/jurisdictions (such as joint water rescue operations).

4.2 Disabilities, and Access and Functional Needs

Provision of SAR-related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with Other ESFs

The following ESFs support SAR-related activities:

- **ESF 4 – Firefighting.** Provide resources to support SAR operations.
- **ESF 8 – Health and Medical.** Coordinate emergency medical services for disaster victims.
- **ESF 16 – Law Enforcement.** Provide resources to support SAR operations.

5 ESF Annex Development and Maintenance

The Police 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.

6 Appendices

- Appendix A – ESF 9 Resources
- Appendix B – ESF 9 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 9 Resources

The following resources provide additional information regarding ESF 9 and SAR-related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Operations Plan
 - ESF 9 – Search and Rescue
- Search and Rescue Plan
- Clackamas Fire District #1 Urban Search and Rescue Plan
- Tualatin Valley Fire & Rescue Urban Search and Rescue Plan

State

- Emergency Operations Plan
 - ESF – 9 Search and Rescue

Federal

- National Response Framework
 - ESF 9 – Search and Rescue

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 9 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 9 – Search and Rescue. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the SAR function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 9 include:

All Tasked Agencies

- Develop plans and procedures for ESF 9 activities, as appropriate.
- Participate in ESF 9-related trainings and exercises as appropriate.

Police Department

- Coordinate regular review and update of the ESF 9 annex with supporting agencies.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 9 include the following:

All Tasked Agencies

- Provide situational updates to the City Emergency Operations Center (EOC) as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 9 activities.

Police Department

- Coordinate SAR support with the CCSO.
- Establish unified On-Scene Command for incidents involving multiple agencies or jurisdictions.
- Provide traffic and crowd control at rescue scenes.
- Participate in Joint Information Center (JIC)/Joint Information System (JIS) activities.

TVF&R

- Coordinate USAR support with the Fire Defense Board Chief/CCDM/EOC Command.
- Coordinate access to the USAR equipment cache.
- Coordinate SAR response operations as required for the following types of specialty rescue:
 - Urban/Structural Rescue

- Specialty rescue (swift water, high angle, etc.)
- ❑ Establish unified On-Scene Command for CBRNE incidents.

Emergency Medical Services

- ❑ Assist with care and transport of persons with injuries received in SAR operations.

Public Works

- ❑ Provide heavy equipment and operators to assist in rescue operations.
- ❑ Provide signs, barriers, equipment, and personnel to assist in traffic and crowd control.
- ❑ Provide technical engineering advice to on-scene personnel.

American Red Cross

- ❑ Provide and manage shelter and mass care operations for victims and feeding and support services for emergency responders.
- ❑ Provide a liaison to On-Scene/EOC Command to coordinate support activities.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 9 include the following:

All Tasked Agencies

- ❑ Demobilize response activities.
- ❑ Maintain incident documentation to support public and individual assistance processes.

TVF&R

- ❑ Compile and keep all documentation collected relating to the management of SAR operations and the assets utilized during SAR-related activities.
- ❑ Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 9 include the following:

All Tasked Agencies

- ❑ Participate in the hazard/vulnerability identification and analysis process.
- ❑ Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



ESF 10 –Hazardous Materials

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 10-1
1.1	Purpose	ESF 10-1
1.2	Scope	ESF 10-1
1.3	Policies and Authorities	ESF 10-1
2	Situation and Assumptions	ESF 10-1
2.1	Situation	ESF 10-1
2.2	Assumptions.....	ESF 10-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 10-2
4	Concept of Operations.....	ESF 10-2
4.1	General.....	ESF 10-2
4.2	Levels of Response	ESF 10-3
4.3	Basic Priorities.....	ESF 10-4
4.4	Information Sources	ESF 10-4
4.5	Training Levels	ESF 10-5
4.6	Disabilities, and Access and Functional Needs	ESF 10-6
4.7	Coordination with Other ESFs	ESF 10-6
5	ESF Annex Development and Maintenance	ESF 10-6
6	Appendices.....	ESF 10-6
Appendix A	ESF 10 Resources	ESF 10-7
Appendix B	ESF 10 Responsibilities by Phase of Emergency Management..	ESF 10-9
Appendix C	City Operational Guidelines.....	ESF 10-13

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 10 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	Public Works Department City Manager's Office
Community Partners	Tualatin Valley Fire and Rescue (primary) American Red Cross Mutual Aid Partners Private Industry (including Chemical Transportation Emergency Center [CHEMTREC] and local businesses) Emergency Medical Service Agencies
County Agency	Fire Defense Board
State Agency	Department of Environmental Quality, Oregon State Fire Marshal (OSFM) Regional Hazardous Materials Team (HazMat Team) No. 3
Federal Agency	Environmental Protection Agency (EPA)

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 10 outlines roles and responsibilities in responding effectively to a hazardous materials release or threatened release, and provides a framework for response and mitigation activities to prevent or minimize injuries, environmental impact, and property damage.

1.2 Scope

Hazardous materials incidents may occur during the manufacture, use, storage, or transport of hazardous materials, or they may be deliberately caused by vandalism, sabotage, or terrorism.

1.3 Policies and Authorities

The following policies and agreements are currently in place:

- Hazardous materials are discussed in Oregon Revised Statutes (ORS) Chapter 453.

2 Situation and Assumptions

2.1 Situation

Substances classified as hazardous materials are used, stored, and transported in the City every day. The west side of the City houses industrial facilities, and the east side of the City has auto body shops. Unknown quantities of hazardous materials are transported through the City by road, air, and pipeline.

Tualatin Valley Fire and Rescue (TVF&R) manages routine hazardous materials incidents in the City with local and mutual aid resources. The Clackamas County Fire Defense Board coordinates fire resources during a major emergency or disaster.

The party responsible for the hazardous materials is also responsible for cleanup and disposal of any spill or release. The following government agencies provide oversight and confirmation that cleanup and disposal are conducted safely according to applicable laws and regulations:

- Incidents on State or federal property: the government agency having jurisdiction;
- Incidents involving nuclear/radioactive materials: the Oregon Departments of Energy and Human Services;
- Incidents involving military weapons/materials: United States Departments of Defense or Energy; and
- Incidents involving spills in waterways: the EPA, United States Coast Guard (USCG), or the Oregon Department of Environmental Quality

A hazardous materials incident involving a credible threat or a confirmed deliberate or terrorist/chemical, biological, radiological, nuclear, or explosive act involves multiple agencies, jurisdictions, and levels of government.

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, waterway accidents, 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 material samples may be damaged or destroyed in a disaster.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

The City Emergency Operations Plan (EOP) has been developed to be consistent with the EOPs of Clackamas County and the State of Oregon. It describes the typical roles and responsibilities of responders. It identifies command functions and provides guidelines for coordinating local, State, federal, industry, and volunteer resources.

The City will normally assume the lead role during the emergency phases of a hazardous materials incident. State and federal agencies shall provide technical support during the emergency phases of an incident. The county can be called for assistance after local resources are exhausted. Cleanup is the responsibility of the spiller. Local, State, and federal agencies shall coordinate recovery activities.

4.2 Levels of Response

For the purposed of emergency planning, training and response, the following four categories have been defined to deal with hazardous materials incidents:

4.2.1 Level 1 Emergency

A Level 1 emergency is an incident that is out of the ordinary and involves release of little or no hazardous material. Public health and safety are not immediately threatened; however, the potential may exist for the incident to escalate (e.g., gasoline or diesel spill under 42 gallons, containers have fallen but are not damaged or leaking). A hazardous materials incident classified as a Level 1 emergency may be handled within the normal organization and procedures of an emergency response agency and does not require implementation of this plan or notification of the Oregon Emergency Response System (OERS).

4.2.2 Level 2 Emergency

A Level 2 emergency is an incident resulting in a localized release of hazardous materials. The health and safety of people and emergency workers in the immediate area may be threatened if protective actions are not taken. A probable environmental impact exists (e.g., gasoline or diesel in excess of 42 gallons, leak of any quantity of unknown contents). A hazardous materials incident classified as a Level 2 emergency has special or unique characteristics requiring resources outside the normal emergency organization of the City or response by more than one emergency response agency and may require partial implementation of this plan.

4.2.3 Level 3 Emergency

A Level 3 emergency is an incident resulting in a large release of hazardous materials creating a serious threat to public health and safety of the environment. Such incidents may require relocation or sheltering of the affected population. A hazardous materials incident classified as a Level 3 emergency requires the coordinated response of all resources at all levels of government to save lives and protect property and will require implementation of this plan. Level 3 incidents may result in an emergency declaration at the local, state, and federal level.

4.2.4 Security Incident

A hazardous materials incident classified as a security incident involves threatened or actual sabotage or demonstration of civil disobedience that, if carried out, may result in a release. These may include blockage of a shipment of hazardous materials or threatened or actual sabotage to the shipment. A security incident will primarily involve the law enforcement community in taking whatever steps are required to avoid a threat to the population. State and federal assistance will likely be required to abate the threat.

4.3 Basic Priorities

- **Life Safety.** In all hazardous incidents, the primary concern is life safety, starting with the life safety of the emergency responders.
- **Protecting the Environment.** Protection of the environment should be considered ahead of protecting property and equipment because property and equipment can be replaced.
- **Protecting Property and Equipment.** While protecting property and equipment is important, this should be done after protecting life and the environment.

4.4 Information Sources

4.4.1 Chemical Transportation Emergency Center (800-424-9300)

CHEMTREC provides 24-hour immediate advice by telephone with data on 350,000 chemicals. When CHEMTREC's Operations Center receives a call, a CHEMTREC Emergency Service Specialists (ESS):

- Gathers information about the incident, including the caller's name, organization, callback phone number, fax number, location and nature of the incident, the type and amount of product(s) involved, shipper, consignee, carrier, type of container, and other details.
- Provides the caller with immediate technical emergency response information concerning the product(s) involved. Information is obtained from several sources, including the manufacturer's product-specific Safety Data Sheet (SDS), a product specialist from the manufacturer or shipper, and/or other technical sources and computer databases.
- Quickly relays details of the incident to the shipper or manufacturer of the product. The carrier (railroad, trucking company, etc.) may also be notified, as appropriate. The shipper is put in contact with the incident scene to provide further technical advice and assistance, which may include sending personnel to the scene. CHEMTREC also provides important support to medical professionals treating victims of exposure.
- Sends a written report of the incident via fax and/or email to the shipper or shipper-designated compliance organization (in cases where the shipper is registered with CHEMTREC).

4.4.2 National Response Center (800-424-8802)

The NRC, which is operated by the USCG, receives reports from spillers and acts as the notification, communications, technical assistance, and coordination center for the National Response Team. The NRC is a single access point for accessing all federal agencies involved with hazardous materials. It is the contact point for accessing the Pacific Strike Team, a specially trained and equipped HazMat Team with expertise in handling water-related spills.

4.4.3 Oregon State Fire Marshal's Hazardous Substance Employer Survey

The OSFM can be reached through OERS. The OSFM maintains information from the State's Hazardous Substance Employer Survey, which annually inventories all businesses in the State for chemicals that are being manufactured, stored, and used at their locations. While this is good information, not all businesses have complied with regulations that require data to be sent to the State. Oregon Regional Response Teams will have this information available on their onboard computers.

The OSFM provides an updated list of companies that have reported Extremely Hazardous Substances in TVF&R's area of coverage on an annual basis, which is available through TVF&R.

4.4.4 Oregon Poison Control Center

The Oregon Poison Control Center provides:

- 24-hour service (503-494-8968 or 800-452-7165) with expertise on hazardous materials exposure;
- A toxicologist available for consultation on chemical-related health issues;
- Familiarity with Regional HazMat Teams and their level of training;
- Excellent follow-up capability for patient treatment and care;
- The ability to get information on trade secrets in a timely manner; and
- Recommendations on decontamination procedures.

4.4.5 Safety Data Sheets

Safety data sheets (SDSs) are required by the United States Occupational Safety and Health Administration (OSHA) as the primary communications link between chemical manufacturers and users. They summarize the hazards of particular substances that may be anticipated in an emergency situation.

SDSs are a good source of information, but definitive answers on toxicity and treatment for exposed victims should be sought from the Poison Control Center.

4.4.6 Printed Resources

There are many different guidebooks to cross reference, starting with the United States Department of Transportation (DOT). Emergency Response Guidebook. Responders should use multiple sources as quickly as they can. The DOT Guidebook is only useful for the first few minutes of an incident until more detailed information can be obtained from technical resources.

4.4.7 Computer Aided Management of Emergency Operations

Computer Aided Management of Emergency Operations (CAMEO) is a collection of 22 integrated programs and databases developed by the National Oceanic and Atmospheric Administration for persons dealing with hazardous materials. CAMEO also has a plume-modeling program to visualize vapor dispersion patterns. Most HazMat Teams have CAMEO installed in their vehicles.

4.5 Training Levels

Per OSHA 29 Code of Federal Regulations 1910.120, City employees shall not work outside their scope of training, knowledge, and skill level.

- Individuals who are likely to witness or discover a hazardous substance release will be trained to the First Responder Awareness level. This group should include Police Officers and Public Works field personnel.
- Individuals that respond to releases will be trained to the First Responder Operations level. This includes TVF&R personnel.

- The TVF&R will have personnel trained to the On-Scene Incident Commander level. Personnel trained to this level will respond and take command of a hazardous materials incident as soon as possible. Note: the first arriving unit will take command until personnel trained to the On-Scene Incident Commander level arrive.

4.6 Disabilities, and Access and Functional Needs

Provision of hazardous materials–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs 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

The Police Department will ensure that this annex and supporting plans and documents are reviewed and updated at least every two years or when changes occur, such as lessons learned from exercises or actual incidents.

6 Appendices

- Appendix A – ESF 10 Resources
- Appendix B – ESF 10 Responsibilities by Phase of Emergency Management
- Appendix C – City Operational Guidelines

Appendix A ESF 10 Resources

The following resources provide additional information regarding ESF 10 and hazardous materials–related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Operations Center (EOC) Library
 - Fire Resource Management Plan (needs to be updated)
 - Companies Reporting Extremely Hazardous Substances (available on CD)
 - 2008 US DOT Emergency Response Guidebook
 - National Institute for Occupational Safety and Health Pocket Guide to Chemical Hazards

State

- Emergency Operations Plan
 - ESF 10 – Hazardous Materials

Federal

- National Response Framework
 - ESF 10 – Oil and Hazardous Materials
- Northwest Area Contingency Plan
- National Contingency Plan

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 10 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 10 – Hazardous Materials. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the hazardous materials function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 10 include the following:

All Tasked Agencies

- Develop operational plans for ESF 10 activities.
- Participate in ESF 10-related trainings and exercises as appropriate.

Police Department

- Coordinate regular review and update of the ESF 10 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City's capability to support ESF 10 activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the City EOC to include assets utilized during a hazardous response.

TVF&R

- Participate in updating this annex with the City.
- Facilitate collaborative planning to ensure City capability to support ESF 10 activities.
- Develop and maintain a Hazardous Materials Response Plan.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the City EOC to include assets utilized during a hazardous response.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 10 include:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 10 activities.

Police Department

- Attempt to identify material, if first on scene.

- Provide law enforcement personnel to staff EOC positions.
- Coordinate law enforcement response activities, including traffic control, crowd control, and evacuation.
- Analyze law enforcement resource needs and request assistance through the EOC.
- Provide explosive disposal unit expertise.
- Provide/coordinate security for shelters, critical facilities, Point of Dispensation (POD) locations, and feeding centers.
- Enforce mandatory public health and safety actions.

TVF&R

- Attempt to identify the material(s) involved, if first on scene, and determine appropriate protective measures and notifications.
- Command firefighting forces and coordinate other responding support forces; tactical units remain under the command of the responding command officers.
- Coordinate decontamination and urban search and rescue operations.
- Ensure that OERS is notified.
- Assist in warning, evacuation, traffic control, and staging; coordinate evacuation operations requiring specialized personal protective equipment and hazardous materials operations level training.

Public Works Department

- Attempt to identify material, if first on scene.
- Provide personnel to staff EOC positions.
- Support decontamination, containment, urban search and rescue, evacuation, and debris removal operations as appropriate.
- Attempt to identify the source and route/speed of travel if a substance enters storm drains.
- Provide damming and absorbent materials.
- Provide signs, barriers, equipment, and personnel to assist in traffic and crowd control; assist in road closures.
- Coordinate transportation routes and resources with adjacent cities and the Oregon Department of Transportation.
- Monitor the condition of, and amount of traffic on, emergency transportation routes and implement emergency repairs to streets and bridges as necessary to support emergency operations and restore essential traffic flow.
- Conduct preliminary assessment of wastewater and drainage systems and damage to structures, streets, and utilities; conduct emergency repairs as appropriate.
- Provide public works support for emergency operations as necessary, including heavy equipment and skilled equipment operators.

City Manager's Office (Citizen Engagement Coordinator)

- Staff the EOC Public Information Officer (PIO) position.
- Develop general and agent-specific information for media and public, including exposure control and self-protection measures, and locations and hours for PODs and other prophylaxis/treatment facilities.
- Ensure that updated information is distributed regarding incident status, evacuation routes and detours, traffic conditions, transportation options for those who need assistance,

shelter locations and updates, and systems for locating family, friends, and pets, and other information needed for public safety and welfare.

- Work with local, County, State, regional, and federal jurisdictions' PIOs, and with responder groups to provide information to public and employees.
- Gather, prepare, and obtain On-Scene and/or EOC Command approval for release of all communications sent to media, jurisdictions, and employees.

Emergency Medical Service

- Provide triage, treatment, and patient ambulance transport.
- Work closely with other emergency responders to coordinate care and transport of victims.

American Red Cross

- Provide and manage shelter and mass care operations for victims of disaster, and feeding and support services for emergency responders.
- Manage inquiries from concerned family members outside the disaster area.
- Coordinate with CCDM and the EOC regarding non-Red Cross shelters and shelters for pets.

Private Industry

- Be familiar with state and local government hazardous materials planning.
- Respond to emergencies, as required by law.
- Coordinate cleanup and site restoration, when required to do so by law.
- Provide expertise and resources to local government and/or state government to help mitigate the effects of a hazardous materials incident.
- Provide resources, equipment, and knowledge of the removal and disposal of contamination.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 10 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

TVF&R

- Compile and keep all documentation relating to the management of hazardous materials response operations.
- Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 10 include the following:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

Appendix C City Operational Guidelines

INITIAL RESPONDERS

Size-up/Identification

- Approach from up-wind, up-stream, and up-grade.
- Observe from safe distance.
- Use binoculars.
- Examine shipping papers or ID numbers
- Examine placards/labels.
- Interview driver, conductors, dock manager, etc.
- Refer to the DOT Guidebook or Fire Fighters' Handbook of Hazardous Materials. Use of at least three texts is preferable.
- Position apparatus pointing away from incident.
- Determine routes of egress if emergency develops.
- Communicate these routes to all involved personnel.

Isolate A - Avoid Contact with Materials, Fumes, Dust, etc.

- Eliminate or avoid ignition sources (no smoking or use of highway flares).
- Determine if a larger evacuation is necessary to keep people away from chemicals.
- Establish a control line at a safe distance from the incident.

Rescue Injured Person if Prudent

- It may be necessary to delay rescue to identify hazards.
- Identify all people who might have been injured or exposed.

Notification and Technical Help

- Alert dispatch operators or 9-1-1 to begin notifications:
 - State agencies: OERS (1-800-452-0311)
 - Federal agencies: NRC (1-800-424-8802)
 - Industry: CHEMTREC (1-800-424-9300)
 - Emergency Medical Advice: Poison Control Center (1-800--452-7165 or 225-8968)

Useful Information

The following information may be useful when reporting the spill:

- Caller's name, title, and organization;
- Callback number at scene;
- Dispatch center phone number;
- Description of incident and actions taken;
- Type and number of injuries/exposures;
- Hazards involved (health, environment)
- Materials involved, including:
 - Name of the products(s), preferably a trade name

- Carrier and trailer or car number
- Container type
- UN, NA (placard) or STCC number of the products
- Points of origin and destination
- Names of consignee and shipper
- Type or description and number of containers/packages;
- Specific information you need right away (SDS, medical help, etc.)
- Size or amount of release; and
- Location, time, weather at the scene.

Establish Incident Command

- Determine who is the Incident Commander.
- Transmit size-up to responding crews and Lake Oswego Communications.
- Set up field command post at safe location.
- Tell the dispatcher the exact location of command post.
- Establish communications with off-scene help.
- Pass command as appropriate.
- Brief the new commander.

INCIDENT COMMANDER

Establish Incident Command

- Clearly identify yourself as the commander.
- Make sure command post is at a safe location.
- Establish unified command, if appropriate, with agencies on scene.
- Identify the lead State agency, if any.

Determine the Hazard

- Check placards, shipping, etc.
- Use reference books and off-scene help (e.g., OERS, CHEMTREC, DOT Guidebook).
- Determine downwind, downstream and downslope exposures.
- Identify ignition sources.
- Determine wind speed and direction.
- Use available detection equipment.
- HazMat Teams have some testing equipment if product unknown.

Notification and Technical Help

- Regional HazMat Teams: OERS (1-800-452-0311)
- State agencies: OERS (1-800-452-0311)
- Federal agencies: NRC (1-800-424-8802)
- Industry: CHEMTREC (1-800-424-9300)
- OSHA Hazardous Communications data (1-503-378-3272)
- Emergency medical advice: (Poison Control Center (1-800-452-7165))

Assign Team Responsibilities

- Evacuation/shelter-in-place

- Rescue
- Traffic and crowd control
- Containment
- Fire suppression
- Public information
- Communications
- Safety officer
- Emergency medical

Evaluate Control Line and Revise if Necessary

- Use tape, rope, fire-hose, etc. to mark the control line.
- Leave a margin of error.

Decontamination

- Assign a decontamination team and officer.
- Check people and equipment for contamination.
- Set up decontamination procedures.

Establish Staging Area for Medical Treatment

- See ESF 8 – Public Health and Medical Services.

EVACUATION/SHELTER-IN-PLACE

Determine Danger Area

- Determine size of spill.
- Determine plume direction.
- Identify people and facilities in danger area.

Decide Between Evacuation or Shelter-in-place – Which Will Best Reduce Exposure

Begin Warning and /or Evacuation Procedures for those nearest the spill site. Work outwards from spill site.

- Inform evacuees to lock doors and take small valuables and necessary medication.
- Provide information on the safest evacuation route.

Notify Those Who Need to Know

- Law enforcement agencies
- Emergency Management (city, county, state)
- Red Cross
- County Health Officer
- Local TV and radio
- Dispatchers
- Other emergency relief organizations
- Transportation companies

TRAFFIC CONTROL AND LAW ENFORCEMENT

- Obtain guidance from the Incident Commander on the need for an exclusion perimeter, and the distances.
- Establish a perimeter, using rope, barricades, vehicles, etc. (avoid flares if there is any indication that combustible/flammable chemicals are present.)
- Reroute pedestrians and vehicles around the perimeter—keep onlookers, news media and others from the excluded area.
- Request additional assistance as needed.
- Be prepared, at the request of the Incident Commander, to remove persons hindering emergency operations.

PUBLIC INFORMATION**What to Do First**

- Report to the field command post. Find the Incident Commander. Work with Incident Commander to develop press statements.
- Set up a press briefing area away from the command post. Issue public information from the press area only. Do not talk to reporters away from the press area.

Work with State PIO

- Communicate with the PIO from the lead State agency. Agree with the State PIO before issuing updates. The State PIO will help provide information about health effects, environmental effects, state resources, etc.
- Set times for updates with the State PIO and with on-scene press

What to Tell Reporters

- They will want to know:
 - Who had the accident?
 - Who has been injured?
 - Who is the Incident Commander (name, rank, who he/she works for, etc.)?
 - What material is involved?
 - What are the public safety or health hazards?
 - What is the estimated loss?
 - Where did the accident occur?
 - When did it occur?
 - How did it occur?
- Describe response actions. (Work with the State PIO to describe health effects). Do not tell more than you know. Do not try to keep things from the press. (Except names of injured or dead before notification of families).
- Take notes about response actions and who you told what. The notes will help you later.

NOTE: The media may be helpful in issuing emergency public announcements.

MEDICAL SERVICE/HEALTH OFFICER

- At the incident scene:
 - Be aware of dangers
 - Take proper precautions to protect yourself when handling casualties
 - Coordinate actions with the incident commander
 - Coordinate support activities as required with response agencies present
- Confirm health hazard.
- Investigate toxic levels of materials involved.
- Seek antidote options.
- Confirm evacuation area perimeters (includes establishment of triage areas as required).
- Coordinate with hospitals involved. Advise them as to the probability of people self-referring themselves to hospitals.
- Determine whether any etiological agents are involved.
- Coordinate with the Reception and Care Coordinator regarding medical services required by evacuees.
- Decontaminate personnel/equipment as required, e.g.:
 - Hospital
 - Ambulance
- Help question/examine responding personnel on state of health. Treat as required.
- Work with the State Health Division and Department of Environmental Quality to address environmental health/sanitation impacts.
- Note: News releases are to be made by an authorized PIO. Check with the Incident Commander

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 11 – Food and Water

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 11-1**
 - 1.1 Purpose ESF 11-1
 - 1.2 Scope ESF 11-1
 - 1.3 Policies and Authorities ESF 11-1

- 2 Situation and Assumptions ESF 11-1**
 - 2.1 Situation ESF 11-1
 - 2.2 Assumptions ESF 11-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 11-2**

- 4 Concept of Operations ESF 11-2**
 - 4.1 General ESF 11-2
 - 4.2 Disabilities, Access and Functional Needs ESF 11-2
 - 4.3 Coordination with Other ESFs ESF 11-3

- 5 ESF Annex Development and Maintenance ESF 11-3**

- 6 Appendices ESF 11-3**
 - Appendix A ESF 11 Resources ESF 11-5
 - Appendix B ESF 11 Responsibilities by Phase of Emergency Management.. ESF 11-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 11 Tasked Agencies	
Primary City Agency	Finance Department
Supporting City Agency	Police Department Public Works Department (Water Division)
Community Partners	American Red Cross Salvation Army Community and faith-based organizations
County Agency	Clackamas County Disaster Management (CCDM)
State Agency	Department of Human Services
Federal Agency	Department of Homeland Security/Federal Emergency Management Agency

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 11 describes how the City will identify food and water (including ice) needs in the aftermath of a disaster or emergency, obtain these resources, and transport them to the impacted area.

1.2 Scope

ESF 11 includes the following activities:

- 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; and
- Coordinating transportation of food and water resources to impacted areas.

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may impact the availability of food and water for affected 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 requiring cooling will spoil.

- Individuals and families will have varying emergency food and water supplies on hand.
- 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.
- 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 special 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 City'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 in order to assess the amount of emergency food and water needed to meet anticipated demand.
- The City will look to the County, State, and United States Department of Agriculture (USDA), for guidance on quantity usage tables related to disaster food distribution.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

When food and water-related activities are staffed in the Emergency Operations Center (EOC), the appointed ESF 11 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 the function can be staffed across operational periods.

4.2 Disabilities, Access and Functional Needs

Provision of food and water-related activities will take into account populations with disabilities and access and functional needs (DAFN). The needs of the DAFN population shall be identified

and planned for as directed by policy makers and according to state and federal regulations and guidance.

4.3 Coordination with Other ESFs

The following ESFs support food and water-related activities:

- **ESF 3 – Public Works.** Coordinate repair and restoration of the drinking water system within the City.
- **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. Assist in transportation of food and water supplies to impacted areas.
- **ESF 8 – Health and Medical.** Ensure that proper procedures are in place to ensure food and water safety.
- **ESF 15 – Volunteers and Donations Management.** Coordinate donated food and water supplies. Assist in the transportation of food and water supplies to impacted areas.
- **ESF 17 – Agriculture and Animal Protection.** Ensure the security of the City’s food system.
- **ESF 18 – Business and Industry.** Coordinate with private-sector partners to support ESF 11 activities.

5 ESF Annex Development and Maintenance

The Finance 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.

6 Appendices

- Appendix A – ESF 11 Resources
- Appendix B – ESF 11 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 11 Resources

The following resources provide additional information regarding ESF 11–related issues at the local, state, and federal level:

City

- None at this time.

County

- None at this time.

State

- Emergency Operations Plan
 - ESF 11 – Food and Water

Federal

- National Response Framework
 - ESF 6 – Mass Care
- Food and Nutrition Service USDA Foods Program Disaster Manual (<https://www.fns.usda.gov/sites/default/files/FDDDisasterManual.pdf>)

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 11 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 11 – Food and Water. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the food and water function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 11 include the following:

All Tasked Agencies

- Develop operational plans for ESF 11 activities.
- Participate in ESF 11–related trainings and exercises as appropriate.
- Work with local, regional, and State agencies to align planning efforts (e.g., identifying duplicate vendor agreements, mutual aid agreements, common point of dispensation [POD] planning, etc.).

Finance Department

- Coordinate regular review and update of the ESF 11 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 11 activities.
- Develop and maintain an Emergency Food and Water Plan for the City that includes procedures for addressing:
 - o Procuring food and water consumables
 - o Transporting food and water consumables to and from the warehouse/staging area
 - o Documenting the amounts food and water consumables provided to PODs and monitoring inventory status
 - o Providing for the sustenance needs of persons with dietary restrictions (e.g., infants, diabetic persons, renal patients, hypertensive patients, liquid diets, vegetarians, persons with cultural sensitivities, etc.)

Police Department

- Maintain the operational capacity of the City EOC and help ensure that staff are identified and adequately trained to fulfill the food and water function in the City EOC to include tracking and use of assets utilized during food and water operations and activities.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 11 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 11 activities.

Finance Department

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Food and Water Branch in the City EOC if needed.
- Coordinate with community and faith-based partners to facilitate the distribution of donated relief supplies.
- Track the use of food and water resources through the EOC Finance Section.
- Through the State Emergency Coordination Center, request support for volunteers and donations activities in coordination with ESF 15 – Volunteers and Donations.
- Provide necessary inspections for food and water safety. Work with County and State agencies regarding the inspections and safety.

Public Works Department (Water Division)

- Work with the Public Information Officer and/or other ESF 14 representatives to craft public messaging surrounding the safety of the City's food and water supply (e.g., boil notices).

American Red Cross

- Assist in distribution of food and water supplies in coordination with mass care and shelter operations.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 11 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

Finance Department

- Compile and keep all documentation relating to the management of emergency provision of food and water.
- Coordinate all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 11 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 12 – Energy

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 12-1
1.1	Purpose	ESF 12-1
1.2	Scope	ESF 12-1
1.3	Policies and Authorities	ESF 12-1
2	Situation and Assumptions	ESF 12-2
2.1	Situation	ESF 12-2
2.2	Assumptions.....	ESF 12-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 12-2
4	Concept of Operations.....	ESF 12-3
4.1	General.....	ESF 12-3
4.2	Utilities.....	ESF 12-3
4.3	Repair and Restoration.....	ESF 12-3
4.4	Disabilities, and Access and Functional Needs	ESF 12-3
4.5	Coordination with Other ESFs	ESF 12-3
5	ESF Annex Development and Maintenance	ESF 12-4
6	Appendices.....	ESF 12-4
Appendix A	ESF 12 Resources	ESF 12-5
Appendix B	ESF 12 Responsibilities by Phase of Emergency Management..	ESF 12-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 12 Tasked Agencies	
Primary City Agency	Public Works Department
Supporting City Agency	Parks and Recreation Department Information Technology Department
Community Partners	Public/Private Utilities (Portland General Electric Company [PGE], NW Natural)
County Agency	Clackamas County Disaster Management
State Agency	Oregon Department of Energy Public Utility Commission
Federal Agency	Department of Energy

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 12 describes how the City will coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of energy during a major disaster or incident.

1.2 Scope

ESF 12 includes the following activities:

- Coordinate with utilities operating in the City 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.
- Assist City departments and agencies in obtaining fuel for transportation, communications, emergency operations, and other critical functions.
- Help energy suppliers and utilities obtain equipment, specialized labor, and transportation to repair or restore energy systems.

1.3 Policies and Authorities

The following policies and agreements are currently in place:

- It is the policy of the City that all utilities, whether publicly or privately owned, be prepared to respond to needs caused by an emergency or disaster. The Public Works Department may establish liaison with such utility providers to coordinate disaster and emergency needs and services.
- The City is a member of Oregon Water/Wastewater Agency Response Network (ORWARN), which is composed of member utilities providing voluntary emergency

assistance to each other. ORWARN facilitates rapid and short-term deployment of emergency services in the form of personnel, equipment, and materials.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require the rapid assessment, repair, and support of energy-related services. 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, public and environmental 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 City'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 City's 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.
- City departments, under an emergency proclamation, may 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. It is preferred that City agencies coordinate with utilities as needed to evaluate shut off.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Utility failures generally occur with little or no warning. Fortunately, they will likely be isolated to a portion of the City. If an incident involves a City utility, i.e., water or sanitary sewer, Public Works responsibilities cover all phases of the planning process, including the development and maintenance of the Department's standard operating procedures. For other utility failures, such as natural gas, electrical power, and telephone service, the planning responsibility includes coordination with the utility(s) affected, as well as evacuation and shelter planning for the affected population.

4.2 Utilities

Utility providers for the City include:

- PGE;
- NW Natural; and
- City of West Linn (water, sewer, surface water)

4.3 Repair and Restoration

If utility problems are created as a result of the disaster, the Public Works Department will coordinate with local utilities to repair and prioritize the restoration of vital utility services. If required, the Public Works Department will coordinate safety inspections with local utilities before the general public is allowed to return to impacted areas.

4.4 Disabilities, and Access and Functional Needs

Provision of ESF 12–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support ESF 12–related activities:

- **ESF 1 – Transportation:** Identify impacts to the City's transportation infrastructure and develop priorities for repair and restoration.
- **ESF 2 – Communications:** Identify impacts to the City's communication infrastructure and develop priorities for repair and restoration.
- **ESF 14 – Public Information:** Provide situation status updates and subject matter expertise to inform development of public messaging.
- **ESF 18 – Business and Industry:** Coordinate with private sector-partners to support ESF 12 activities.

5 ESF Annex Development and Maintenance

The Public Works 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.

6 Appendices

- Appendix A – ESF 12 Resources
- Appendix B – ESF 12 Responsibilities by Phase of Emergency Management

Appendix A ESF 12 Resources

The following resources provide additional information regarding ESF 12– and energy-related issues at the local, state, and federal level:

City

- Water System Emergency Response Plan

County

- Emergency Operations Plan
 - ESF 12 – Energy

State

- Emergency Operations Plan
 - ESF 12 – Energy
- Energy Assurance Plan
- Oregon Resiliency Plan

Federal

- National Response Framework
 - ESF 12 – Energy

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 12 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 12 – Energy. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 12 include the following:

All Tasked Agencies

- Develop operational plans for ESF 12 activities.
- Participate in ESF 12-related trainings and exercises as appropriate.

Public Works Department

- Maintain liaison with local utilities, including the ability to contact them on a 24-hour day basis.
- Work to pre-identify DAFN populations that require energy-related support, including home dialysis and oxygen patients as well as healthcare facilities for priority restoration.
- Coordinate regular review and update of the ESF 12 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City capability to support ESF 12 activities.
- Procure and maintain sources of backup power and fuel, including emergency generators.
- Pre-identify public works and debris clearance priorities that will support restoration of lifeline utilities.
- Maintain and control water.

Other Utility Providers

- Develop response and restoration plans to ensure lifeline utilities are restored as quickly as possible after a disruption.
- Establish an emergency management organization that is able to establish communication with the City Emergency Operations Center (EOC).

Response

Response activities take place during an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 12 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 12 activities.

Public Works Department

- Coordinate with area utility partners to facilitate the efficient restoration of lifeline utilities.
- Monitor the status of lifeline utilities and provide situation status updates to the City Public Information Officer to inform public messaging.
- Assist City and community partners with obtaining fuel in support of emergency operations.
- Request support for energy-related activities through the County EOC.
- Coordinate public works and debris clearance activities to support restoration of lifeline utilities.
- Ensure that appropriate backup power sources and fuel supplies are available to support City emergency operations.
- Perform damage assessment on systems and identify problems or shortfalls in water supply. Report findings to the EOC.
- Regulate water and utility usage in times of shortage, as appropriate, ensuring that priority use is set to meet immediate and essential emergency needs.
- Within available means, protect existing water supplies and restore damaged systems.
- Prepare appropriate disaster assistance forms for submission to appropriate State and federal agencies.

Information Technology Department

- Support backup power sources and systems at the EOC.

Other Utility Providers

- Continue to operate in the tradition of self-help and inter-service mutual aid before calling for area, regional, or State assistance.
- Comply with the prevailing priority systems relating to curtailment of customer demands or loads, restoration of services, and provision of emergency services for other utilities and systems.
- In conjunction with the EOC Operations Section, determine priorities among users if adequate utility supply is not available to meet all essential needs.
- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Repair and restore lifeline utilities.
- Report the status of utility systems to the City EOC.
- Provide information necessary for compiling damage and operational capability reports.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 12 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 12 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

Public Works Department

- Identify potential areas for mitigation strategy.
- Conduct repair and restoration activities in a manner that reduces the likelihood and severity of future damages and enhance community resiliency.

Other Utility Providers

- Conduct repair and restoration activities in a manner that reduces the likelihood and severity of future damages and enhances community resiliency.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 13 – Military Support

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 13-1**
 - 1.1 Purpose ESF 13-1
 - 1.2 Scope ESF 13-1
 - 1.3 Policies and Authorities ESF 13-1

- 2 Situation and Assumptions ESF 13-1**
 - 2.1 Situation ESF 13-1
 - 2.2 Assumptions ESF 13-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 13-2**

- 4 Concept of Operations ESF 13-2**
 - 4.1 General ESF 13-2
 - 4.2 Coordination with Other ESFs ESF 13-3

- 5 ESF Annex Development and Maintenance ESF 13-3**

- 6 Appendices ESF 13-3**
 - Appendix A ESF 13 Resources ESF 13-5
 - Appendix B ESF 13 Responsibilities by Phase of Emergency Management.. ESF 13-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 13 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	None at this time
Community Partners	None at this time
County Agency	Clackamas County Department of Disaster Management
State Agency	Oregon Military Department
Federal Agency	Department of Defense

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 13 is intended to create awareness regarding the 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

ESF 13 activities include awareness of Oregon National Guard (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.

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require support to civil authorities by the 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 operates across 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 are different statuses and roles, they 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 man-made disasters or Homeland Defense missions.

2.2 Assumptions

ESF 13 is based on the following planning assumptions:

- 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 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 of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

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 Guard, State Defense Force, Oregon Office of Emergency Management, and all State-owned or leased armories, posts, camps, military reservations and rifle ranges.

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, aerial surveillance of a disaster area, and limited electric power from portable generators, as well as establishing communications networks with fixed and mobile radios. The Guard may also assist in search and rescue, lifesaving, and air ambulance missions.

In peacetime, the 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 Guard may be placed in 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 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. The Oregon Military Department maintains a presence in the State Emergency Coordination Center (ECC) whenever the ECC is activated.

Emergency management restrictions on using Guard resources include the following:

- No State agency or local jurisdiction may employ Guard assets without approval of the State ECC. 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, 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 tasks that the Guard can accomplish more effectively or efficiently than another State agency.
- Guard resources specifically requested by State agencies or local jurisdictions will generally be provided on a cost-reimbursable basis.

4.2 Coordination with Other ESFs

The following ESFs support ESF 13–related 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 ESF Annex Development and Maintenance

The Police 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.

6 Appendices

- Appendix A – ESF 13 Resources
 - Attachment 1 – Military Support Overview
- Appendix B – ESF 13 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 13 Resources

The following resources provide additional information regarding ESF 13 and military support related issues at the local, state, and federal level:

City

- None at this time.

County

- None at this time.

State

- Emergency Operations Plan
 - ESF 13 – Military Support

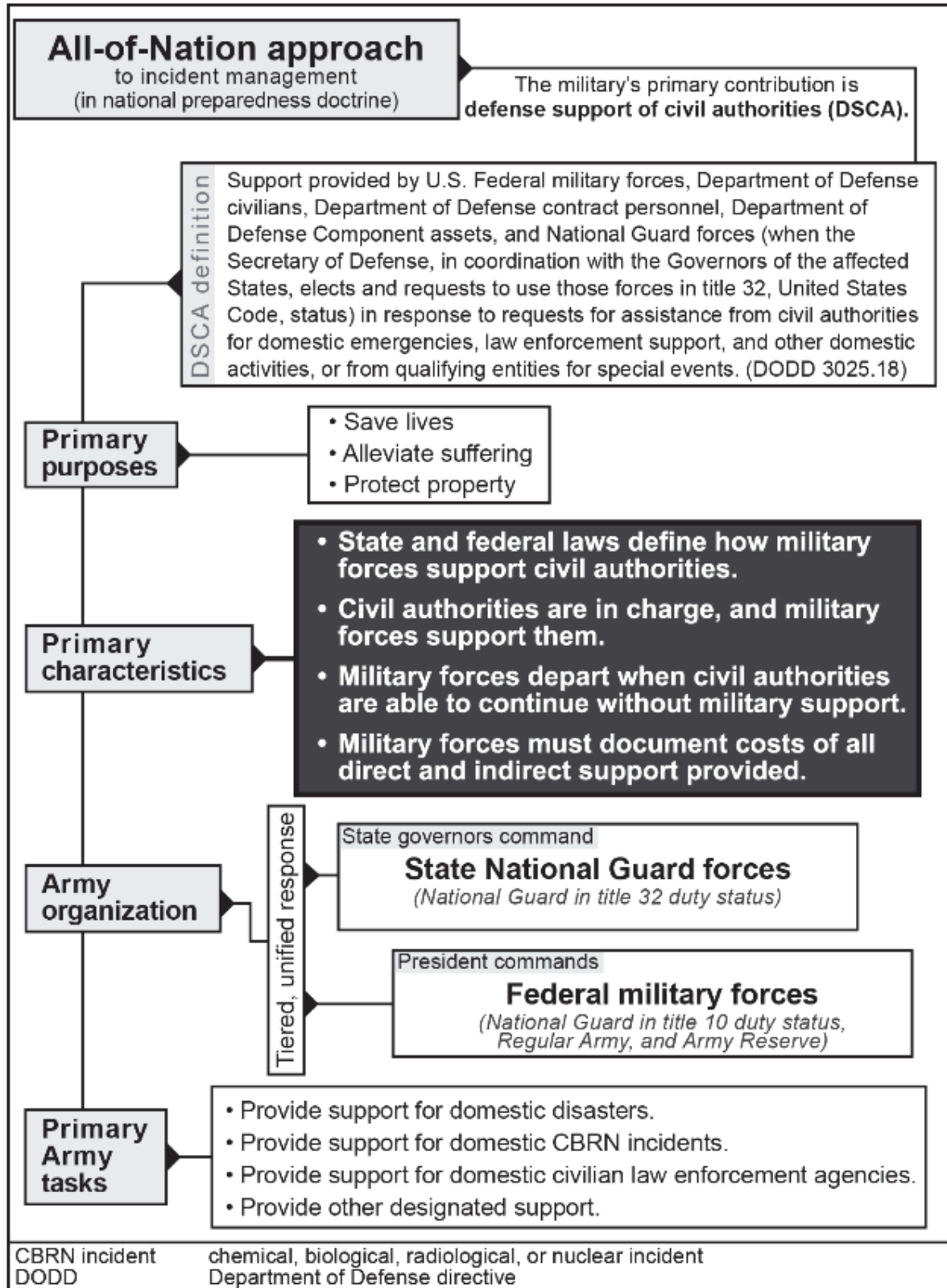
Federal

- Legislation
 - Posse Comitatus Act (Title 18, U.S. Code, Section 1385)
- National Response Framework
- National Incident Management System

Nonprofit Non-Governmental Organization

- National Emergency Management Association
 - State Emergency Management Agency Handbook

Appendix A, Attachment 1 Military Support Overview



Appendix B ESF 13 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 13 – Military Support. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 13 include the following:

All Tasked Agencies

- Develop operational plans for ESF 13 activities.
- Participate in ESF 13–related trainings and exercises as appropriate.

Emergency Manager

- Maintain operational capacity of the City Emergency Operations Center (EOC) to support the integration, direction, and control of the Guard during emergency response operations.

Response

Response activities take place during an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 13 include:

All Tasked Agencies

- Provide situational updates to the City EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 13 activities.

Police Department

- Coordinate with the EOC Planning Section to determine the operational status and posture of National Guard assets.
- Establish a Military Support Branch in the City EOC if needed.
- Request support for military-related activities through the State ECC.

Oregon Military Department

- Work in concert with local emergency management and other local level officials to maintain local level operational control of incident response activities.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 13 include the following:

All Tasked Agencies

- Demobilize response activities.
- Participate in all after-action activities and corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 13 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.



ESF 14 – Public Information

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 14-1**
 - 1.1 Purpose ESF 14-1
 - 1.2 Scope ESF 14-1
 - 1.3 Policies and Authorities ESF 14-1

- 2 Situation and Assumptions ESF 14-1**
 - 2.1 Situation ESF 14-1
 - 2.2 Assumptions ESF 14-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 14-3**

- 4 Concept of Operations ESF 14-3**
 - 4.1 General ESF 14-3
 - 4.2 Joint Information System ESF 14-3
 - 4.3 Working with the Media ESF 14-4
 - 4.4 Dissemination of Ongoing Emergency Public Information ESF 14-5
 - 4.5 Training Recommendations for PIOs ESF 14-5
 - 4.6 Portland Metropolitan Region Emergency Public Information ESF 14-5
 - 4.7 Disabilities, and Access and Functional Needs Populations ESF 14-6
 - 4.8 Coordination with Other ESFs ESF 14-6

- 5 ESF Annex Development and Maintenance ESF 14-6**

- 6 Appendices ESF 14-6**
 - Appendix A ESF 14 Resources ESF 14-7
 - Appendix B ESF 14 Responsibilities by Phase of Emergency Management.. ESF 14-9

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 14 Tasked Agencies	
Primary City Agency	City Manager's Office (Citizen Engagement Coordinator)
Supporting City Agency	Police Department All other departments
Community Partners	Lake Oswego Communications (LOCOM) West Linn Tiding (newspaper) West Linn Amateur Radio Emergency Services (in development)
County Agency	Public and Governmental Affairs
State Agency	Oregon Office of Emergency Management
Federal Agency	Department of Homeland Security/Federal Emergency Management Agency (FEMA)

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 14 describes how the City will disseminate information to the public and other partners during times of emergency (e.g., evacuation/shelter-in-place orders, water boil notices, emergency sheltering information, situational awareness notifications, etc.).

1.2 Scope

ESF 14 includes the following activities:

- Support City departments in the timely and accurate dissemination of information to the public, media, and private sector.
- Support the development of consistent and accurate messaging.

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require the 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 cascading impacts so that the public is able to take preventative measures.

- The Emergency Alert System (EAS) is the principal method for disseminating emergency warnings and providing instruction to the public. This system relies on telecommunication infrastructure, which can be damaged or destroyed during a large scale emergency.
- Social media and online communications tools may also be used for public communications.

During emergencies, the City Manager's Office, specifically the Citizen Engagement Coordinator, is responsible for the City Public Information Officer (PIO) function and coordinates with On-Scene Command and the Emergency Operations Center (EOC) staff to deliver timely and accurate emergency public information to inform the community, minimize confusion, recommend protective measures, and quell rumors.

The City will use all available communication methods to provide timely and consistent information to City officials and employees, individuals with disabilities, and others with access and functional needs, residents, and neighboring jurisdictions.

The Citizen Engagement Coordinator will partner with print and electronic media to get emergency information to its target audience. Electronic media enable rapid public notification of impending threats and recommended protective actions. Print media provide more detailed information for slowly developing threats and extended emergency response and recovery activities.

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.
- Rumors often abound, and information is usually sketchy at best. It may be hours before officials know the facts. Rumor control procedures will be directed by the designated City PIOs and will help keep incorrect information from affecting emergency response activities.

- The City PIOs maintain a listing of media contacts and EAS networks and rely on those contacts and networks for the dissemination of emergency public information.
- In a major emergency or disaster, 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. The lack of information or contradictory information may cause confusion. The public may accept as valid rumors, hearsay, and inaccurate information that may cause unnecessary fear and confusion.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the Incident Commander. Once the EOC is activated, PIO functions are directed from the EOC. The on-scene PIO will continue to provide information regarding response activities.

The PIO in the EOC will be the Lead PIO. Under the command and management structure of the Incident Command System (ICS), the Lead PIO is part of the Command Staff supporting the Incident Command structure. The PIO works directly for the Incident Commander and also coordinates public information support for the City Manager, Mayor, and City Council.

PIOs working on the incident handle all media and public inquiries, emergency public information and warnings, rumor monitoring and response, media monitoring, and other functions required to coordinate, clear with appropriate authorities, and disseminate accurate and timely information related to the incident.

In the event of a major disaster or complex incident involving multiple agencies, the Incident Commander may decide to activate a JIC. To adequately staff the JIC, the City may call on PIOs from other City departments, surrounding local jurisdictions, State agencies, and other trained non-emergency preparedness staff. PIO representatives from each participating jurisdiction, agency, and organization jointly staff the JIC, working as a team to conduct a coordinated, consistent public information program. To assist with this effort, the City will follow guidelines in the Portland Urban Area Regional Emergency Public Information Concept of Operations Plan.

4.2 Joint Information System

Providing timely and accurate public information during a major emergency or disaster of any nature is critical to the overall response efforts. A Joint Information System (JIS) will be implemented in conjunction with ICS, and a local and/or regional JIC will be established under Unified Command. During a regional or statewide emergency, the City will ensure that procedures are coordinated with those implemented by County, State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing

the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network;
- Develop and distribute materials to the general public and media partners;
- Implement information clearance processes set by EOC Command; and
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

4.3 Working with the Media

4.3.1 Media Briefing Facilities

During a major emergency or disaster, media briefing areas may be established in a facility that is capable of handling them. The media briefing area should always be coordinated with the EOC Incident Command and placed some distance away from the incident location and separated from the EOC to keep critical activities free from media interference.

4.3.2 Media Access to the Scene

- The PIO will allow escorted media access to the EOC only under limited, controlled circumstances and only with the prior approval of the Incident Commander. Before being admitted to the EOC, media representatives shall display appropriate identification and shall be escorted by a member of the Public Information staff at all times.
- In cooperation with the EOC and the Safety Officer, the on-scene Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration for the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media “pool” may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a “staged” photo opportunity to tape response vehicles or support activities may satisfy the media’s need for video footage.
- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy. The media may be allowed access to response personnel, at the discretion of the on-scene Incident Commander, only if such an interview does not interfere with response efforts.
- Victims and families should be provided access to public officials without having to face media, as appropriate.
- When an incident takes place on private property, access will be coordinated with the owners of the site, if possible.
- If the situation should get out of control, law enforcement officials have the authority to arrest and remove members of the press (and any other unauthorized persons) who are interfering with the safe management of the incident or whose actions represent a threat to the safety of themselves, responders, or the public.

- Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the EOC Command and the department of jurisdiction.

4.4 Dissemination of Ongoing Emergency Public Information

The PIO is responsible for:

- Collecting, coordinating, and disseminating emergency information;
- Advising on-scene and EOC Command on information and media issues;
- Advising City officials;
- Responding to media and public inquiries;
- Using an established JIS structure and procedures to coordinate incident information; and
- Staffing the JIC based on incident-specific needs.

A Public Inquiry Center, which is a single telephone number for the public to call for emergency information, may be activated to assist in preventing or correcting public misinformation about an incident. This line is staffed by call-takers trained to handle public calls and be knowledgeable about current incident status.

The PIO may also utilize social media and online or mobile application-based communication tools. As with all communications, the PIO needs to review and approve all social media messages. The City currently uses Twitter, Facebook, Instagram, Nextdoor, and FlashAlert.

4.5 Training Recommendations for PIOs

During an emergency or disaster, PIOs must be able to assemble information quickly, organize it, and use it to develop effective messages for release to the public. They must understand the ICS and how they work together to coordinate information for the public through a JIS and JIC. To ensure that PIOs possess the needed skills and background to perform these critical duties, the City recommends that all PIOs complete the following training in order to qualify for JIC duty:

- FEMA Introduction to Incident Command System training IS-100
- FEMA National Incident Management System (NIMS) and Introduction training IS-700
- FEMA National Incident Management (NIMS) Public Information Systems training IS-702

4.6 Portland Metropolitan Region Emergency Public Information

In the Portland Metropolitan Region, PIOs will use the Portland Metropolitan Region Emergency Public Information Concept of Operations Plan to conduct and coordinate crisis communications during emergency response and other situations in which multiple organizations need to collaborate to provide timely, useful, and accurate information to the public and other stakeholders.

- The plan provides implementing procedures for the operation of a regional JIS in the event of a disaster.
- The plan guides all city, county, and special district crisis communications within the Portland urban area, comprising all local jurisdictions within and including Clackamas, Clark, Columbia, Multnomah, and Washington Counties.

- The procedures contained in the plan apply to major disasters that start within the Portland urban area, as well as disasters that start elsewhere and impact the region to the extent that the coordination of emergency public information is necessary.

Refer to the Portland Metropolitan Region Emergency Public Information Concept of Operations Plan for more information. See ESF 5 – Information and Planning for further information on PIO responsibilities

4.7 Disabilities, and Access and Functional Needs Populations

The PIO coordinates information outreach activities to the disabled and access and functional needs (DAFN) populations with agencies/organizations that have an ongoing relationship with these groups and service their functional needs on a day-to-day basis. These organizations assist in disseminating alert and warning and ongoing emergency information to the elderly, hearing or vision impaired, non-English-speaking, homeless, and citizens with physical or mental challenges, or homebound or with other access or functional needs. LOCOM has teletype/telecommunication device for the deaf (TTY/TDD) capability, text to 9-1-1, and access to language line services for communicating with non-English-speaking individuals on a one at a time basis (not a wholesale notification method).

4.8 Coordination with Other ESFs

The following ESFs support ESF 14–related activities:

- **All ESFs.** All functions will provide situation status updates and subject matter expertise to inform development of public messaging as well as disseminate approved messaging.

5 ESF Annex Development and Maintenance

The City Manager’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 14 Resources
- Appendix B – ESF 14 Responsibilities by Phase of Emergency Management

Appendix A ESF 14 Resources

The following resources provide additional information regarding ESF 14 public information related issues at the local, state, and federal level:

City

- City Communications Plan

County

- Emergency Operations Plan
 - ESF 2 – Communications
- PIO Handbook/JIS Plan (For Official Use Only)
- EAS Activation Protocol (For Official Use Only)
- Clackamas County Communications (C-COM)/Clackamas County Disaster Management (CCDM) Community Alerting System Policy

State

- Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 14 – Public Information

Federal

- National Response Framework
 - ESF 2 – Communications
 - ESF 15 – External Affairs
- Federal Integrated Public Alert and Warning System

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 14 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 14 – Public Information. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Develop operational plans for ESF 14 activities.
- Participate in ESF 14-related trainings and exercises as appropriate.

City Manager's Office/Citizen Engagement Coordinator

- Coordinate regular review and update of the ESF 14 annex with supporting agencies.
- Participate in required trainings and exercises to develop the skillsets required to effectively serve as the jurisdiction's PIO.
- Coordinate and operate a JIC to support the coordination of public messaging among multiple response partners.
- Maintain a media contact roster.
- Facilitate collaborative planning to ensure the City's capability to support ESF 14 activities.
- Develop pre-scripted warning messages for known hazards.
- Develop methods for distribution of materials to the public, including materials for non-English-speaking groups, if appropriate.
- Establish and maintain systems to support public information.

Response

Response activities take place during an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC, as required, to allow for the development of timely and accurate public messaging.
- Provide a representative to the City EOC, when requested, to support ESF 14 activities.

City Manager's Office/ Citizen Engagement Coordinator

- Serve as the lead/EOC PIO.

- Advise On-Scene and EOC Command regarding all public information issues.
- Coordinate timely, consistent information with participating agencies and jurisdictions.
- Provide staff for field PIO and JIC activities.
- Provide public information support for the City Manager and City Council, as directed by the Incident Commander.
- Develop and operate the JIS.
- Prepare and obtain EOC Command approval for all incident information releases sent to media, employees, and city and regional partners.
- Keep employees and the public updated on incident status.

LOCOM

- Provide Public Safety Answering Point back-up services to C-COM.
- Back up C-COM as the County Warning Point.
- Operate the Code Red community notification system for the LOCOM areas that contract for those services.

Police Department

- Participate in on-scene PIO and EOC JIC activities.
- Assist in disseminating emergency public information.
- Collaborate with PIO staff to develop and disseminate alert and warning messages.

City Manager and City Council

- Coordinate preparation for media interviews and press conferences with the Incident Commander and PIO.

City Employees

- Refer all requests for incident information to the PIO.
- Do not offer personal opinions, conjecture, or off-the-record comments regarding any aspect of the incident or related activities.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

CCDM

- Conduct public education programs as an ongoing activity.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 15 – Volunteers and Donations Management

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 15-1**
 - 1.1 Purpose ESF 15-1
 - 1.2 Scope ESF 15-1
 - 1.3 Policies and Authorities ESF 15-1

- 2 Situation and Assumptions ESF 15-2**
 - 2.1 Situation ESF 15-2
 - 2.2 Assumptions ESF 15-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 15-2**

- 4 Concept of Operations ESF 15-3**
 - 4.1 General ESF 15-3
 - 4.2 Disabilities, and Access and Functional Needs ESF 15-3
 - 4.3 Coordination with Other ESFs ESF 15-3

- 5 ESF Annex Development and Maintenance ESF 15-3**

- 6 Appendices ESF 15-3**
 - Appendix A ESF 15 Resources ESF 15-5
 - Appendix B ESF 15 Responsibilities by Phase of Emergency Management.. ESF 15-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 15 Tasked Agencies	
Primary City Agency	Parks Department
Supporting City Agency	Police Department Library Department City Attorney Finance Department Human Resources
Community Partners	American Red Cross Local faith-based organizations
County Agency	Clackamas County Disaster Management
State Agency	Oregon Office of Emergency Management
Federal Agency	Federal Emergency Management Agency

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 15 describes how the City will coordinate with community and faith-based organizations to:

- Effectively coordinate the activities/management of pre-identified and established affiliated volunteers and solicited donations.
- Coordinate with community and faith-based groups to manage spontaneous and/or unaffiliated volunteers, as well as unsolicited donations (physical and monetary).

1.2 Scope

ESF 15 includes the following activities:

- Coordinate the disaster response activities of volunteers affiliated with City-recognized community and faith-based groups.
- Coordinate and/or provide guidance on the management and/or utilization of solicited donations (physical and monetary) received by City-recognized community and faith-based groups.
- Manage spontaneous/unaffiliated volunteers and unsolicited donations and refer them to appropriate City-recognized community and faith-based groups.
- Provide 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.

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may require coordination of volunteers and donations to support response and recovery activities. The City is also supported by numerous community and faith-based partners who are able to 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 jam distribution channels, overwhelm City government and volunteer agencies, and hamper the City's 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 the City's 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 and redundancy in the provision of services.
- Reducing the potential for unethical management of monetary donations will be important in a disaster.

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 can be expected.
- The City is responsible for coordinating response activities within its borders, including the management of volunteers and donations.
- Many 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 City will look to those organizations to implement their existing plans, policies, and procedures to assist the City managing volunteers and donations.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

All ESF 15–related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Requests for assistance with volunteer and donations management 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 Emergency Operations Center EOC.

4.2 Disabilities, and Access and Functional Needs

Provision of ESF 15–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with Other ESFs

The following ESFs support ESF 15–related activities:

- **ESF 1 – Transportation:** Coordinate transportation of donated goods and volunteers to impacted areas.
- **ESF 6 – Mass Care:** Identify unmet community needs and coordinate distribution of goods and services to impacted populations.
- **ESF 7 – Resource Support:** Identify resource needs and coordinate with ESF 15 to address them.
- **ESF 8 – Health and Medical:** Coordinate healthcare volunteer (e.g., Medical Reserve Corps.) support.
- **ESF 11 – Food and Water:** Coordinate donations of food and water supplies.
- **ESF 14 – Public Information:** Inform the public of how to effectively support response and recovery through volunteering and donations.

5 ESF Annex Development and Maintenance

The City Manager’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 15 Resources
- Appendix B – ESF 15 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 15 Resources

The following resources provide additional information regarding ESF 15 volunteer and donations-related issues at the local, state, and federal level:

City

- None at this time.

County

- None at this time.

State

- Emergency Operations Plan
 - ESF 15 – Volunteers and Donations

Federal

- National Response Framework

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 15 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 15 – Volunteers and Donations. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Develop operational plans for ESF 15 activities.
- Participate in ESF 15–related trainings and exercises as appropriate.

Parks Department

- Coordinate regular review and update of the ESF 15 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 15 activities.
- Develop and maintain a Volunteers and Donations Plan for the City that includes procedures for addressing:
 - Spontaneous/unaffiliated volunteers
 - Unsolicited donations (physical and monetary)
 - Coordination with community and faith-based partners

Police Department

- Maintain the operational capacity of the City EOC to support volunteers and donations activities.
- Facilitate, in coordination with citizen emergency preparedness organizations (e.g., Map Your Neighborhood), the recruitment, training, and equipping of a cadre of disaster relief volunteers.

Finance Department

- Establish financial protocols for the management of monetary donations.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the City EOC to include tracking of volunteers and donations, including monetary gifts.

City Attorney

- Advise on the legal implications and liability issues arising from volunteer and donations management.

Community and Faith-Based Organizations

- Maintain an inventory of available volunteer and material resources to support response and recovery activities.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 15 activities.

Parks Department

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Volunteers and Donations Branch in the City EOC if needed.
- Designate a Volunteer Manager and coordinate establishment of a volunteer reception center or facility to facilitate the receiving, registering, and referral of spontaneous/unaffiliated volunteers.
- Designate a Donations Manager and coordinate establishment of donations reception points/staging areas, as needed.
- Coordinate with community and faith-based partners to facilitate the matching of volunteers and donations with unmet needs.
- Coordinate with community and faith-based partners to facilitate the distribution of donated relief supplies.
- Track the use of volunteers and donated resources through the EOC Finance Section.
- Communicate information to the public about how to volunteer and/or donate through the Public Information Officer.
- Request support for volunteers and donations activities through the County EOC.

Finance Department

- Manage the receipt and use of unsolicited and/or undesignated monetary donations in accordance with City, State, and federal statute.

Police Department

- Activate volunteers and coordinate resources with the EOC.
- Coordinate off-duty officers who live in the community but work in other jurisdictions.

Library Department

- Activate volunteers and coordinate resources with the EOC.

Community and Faith-Based Organizations

- Assist with the delivery of food, shelter, fuel, clothing, transportation, financial assistance, victim registration and inquiry, and other essential services.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective actions as appropriate.

Human Resources

- Coordinate the demobilization of the volunteer reception center.
- Coordinate the demobilization of any donations reception points/staging areas, etc.
- Compile and keep all documentation relating to the management of spontaneous volunteers and unsolicited donations.
- Coordinate the disposition of unused donations.
- Coordinate all after-action activities and take corrective actions as appropriate.

Community and Faith-Based Organizations

- Distribute surplus items through existing charitable networks.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.
- Conduct public information campaigns, and continuously remind and encourage citizens, to:
 - o Join recognized community and faith-based organizations' cadre of disaster volunteers before a disaster strikes.
 - o Contribute financial/monetary donations rather than physical donations unless otherwise requested.
 - o Give charitable donations directly to disaster relief organizations rather than to the City.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 16 – Law Enforcement

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 16-1**
 - 1.1 Purpose ESF 16-1
 - 1.2 Scope ESF 16-1
 - 1.3 Policies and Authorities ESF 16-1

- 2 Situation and Assumptions ESF 16-1**
 - 2.1 Situation ESF 16-1
 - 2.2 Assumptions ESF 16-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 16-2**

- 4 Concept of Operations ESF 16-3**
 - 4.1 General ESF 16-3
 - 4.2 Disabilities, and Access and Functional Needs ESF 16-3
 - 4.3 Coordination with Other ESFs ESF 16-4

- 5 ESF Annex Development and Maintenance ESF 16-4**

- 6 Appendices ESF 16-4**
 - Appendix A ESF 16 Resources ESF 16-5
 - Appendix B ESF 16 Responsibilities by Phase of Emergency Management.. ESF 16-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 16 Tasked Agencies	
Primary City Agency	Police Department
Supporting City Agency	Public Works Department
Community Partners	Mutual aid partners Tualatin Valley Fire and Rescue (TVF&R)
County Agency	Clackamas County Sheriff's Office
State Agency	Oregon State Police
Federal Agency	Department of Justice

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 16 describes how the City will support law enforcement activities during a time of emergency.

1.2 Scope

ESF 16 includes the following activities:

- 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 City facilities and critical infrastructure.
- Provide access control/site security to support local efforts to control access to incident sites, 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.

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City 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:

- Routine law enforcement emergencies are managed by the respective jurisdictional agency using internal and mutual aid resources. Law enforcement response priorities are to protect the safety of emergency responders, the public, and critical infrastructure and facilities; perform investigations; and arrest and detain perpetrators.

- Significant disasters and emergency situations have the ability to damage infrastructure and lifelines, overwhelming local abilities to meet basic human needs and enforce law and order.
- Law enforcement may be faced with 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 9-1-1 call volume, injuries and fatalities of civilians, rescue requests, looting, and violent crime.
- Local law enforcement professionals may be preoccupied with securing their own family's situation and unable to fulfill their required functions during an event. This can also lead to increased mental fatigue and stress.
- The concentration of people in public shelters and other mass gathering spots may require law enforcement personnel to maintain security. Additional security may be required to prevent looting or other crimes and unlawful entry to areas or buildings in evacuated areas or to control crowds at incident locations.
- A health emergency may require security at hospitals, shelters, pharmaceutical supply sites, dispensing sites, morgues, or other health care facilities.
- Civil disturbances and terrorist incidents may involve large angry crowds, explosives, and weapons of mass destruction, bomb threats, arson, kidnapping, or assassination threats or attempts. All incidents of this type may require resources that greatly exceed those available to the City on a day-to-day basis. The Terrorism Response and Recovery Plan is available in the Emergency Operations Center (EOC) library (controlled access).
- Routine law enforcement activities not directly related to life safety may have to be curtailed in a major emergency. Private security organizations may be used to supplement local law enforcement capabilities.

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 of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

Law enforcement emergency operations will be an extension of the normal responsibilities of the Police Department. All responding law enforcement agencies have the responsibility to ensure operational capabilities. The Police Department is responsible for coordinating law enforcement services, including the following tasks:

- Assess the situation, determine its impact on law enforcement operations, and identify additional resource needs.
- Secure the area to prevent additional injury or damage.
- Provide traffic and crowd control.
- Evaluate the credibility of intelligence information.
- Investigate crime scenes.
- Coordinate warning and evacuation/shelter-in-place operations.
- Provide security for evacuated areas, critical facilities, and resources.
- Provide situation reports to the EOC.
- Enforce mandatory health measures.
- Report road damage or blockage to EOC Damage Assessment Unit or Clackamas County Communications.
- Establish traffic control points to divert traffic from damaged or overloaded roads.
- Deny entry to evacuated or dangerous areas by unauthorized persons.
- Provide additional security, if necessary, for:
 - Transportation and sheltering of prisoners from the jail and youth from Juvenile Department programs.
 - Public shelters or other mass care facilities.
 - Critical facilities such as field medical operations, health and medical providers, point-of-dispensing operations (including escorting Strategic National Stockpile supplies), chain-of-custody environmental samples, utility installations, food distribution centers, storage locations, distribution sites, and government offices.
- Coordinate with the District Attorney and presiding judge(s) when incidents impact the arrest, prosecution, incarceration, or release of prisoners, or delay due process.

When the need for multiple agency response becomes apparent or several jurisdictions become involved, Incident Command may transition from field operations to the EOC. If appropriate, a Unified Command will be established. EOC activities will be determined by the Incident Commander and may include: 1) identifying incident objectives and priorities; 2) assigning, monitoring, and coordinating incident resources, and 3) determining the need for additional resources.

4.2 Disabilities, and Access and Functional Needs

Provision of ESF 16–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with Other ESFs

The following ESFs support ESF 16–related 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 ESF Annex Development and Maintenance

The Police 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.

6 Appendices

- Appendix A – ESF 16 Resources
- Appendix B – ESF 16 Responsibilities by Phase of Emergency Management

Appendix A ESF 16 Resources

The following resources provide additional information regarding ESF 16 and law enforcement-related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Operations Plan
 - ESF 16 – Law Enforcement
- Technical Interoperable Communications Plan
- Regional CBRNE Response Plan

State

- Emergency Operations Plan
 - ESF 16 – Law Enforcement

Federal

- National Response Framework
 - ESF 13 – Public Safety
- Terrorism Incident Law Enforcement and Investigation Annex (<https://www.fema.gov/media-library/assets/documents/25560>)

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 16 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 16 – Law Enforcement. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the law enforcement function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 16 include the following:

All Tasked Agencies

- Develop operational plans for ESF 16 activities.
- Participate in ESF 16–related trainings and exercises as appropriate.

Police Department

- Coordinate regular review and update of the ESF 16 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 16 activities.
- Ensure the availability of necessary equipment to support law enforcement activities.
- Coordinate and maintain liaison with support agencies and state and federal law enforcement agencies.

Response

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 16 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 16 activities.

Police Department

- Serve as a member of Unified Command.
- Provide staff to support EOC operations.
- Advise the City Manager, City Council, and Emergency Management Executive Committee on law enforcement aspects of the emergency and the need for an emergency declaration.
- Provide for safety of personnel and their families prior to reporting to their duty station.

- Provide traffic and crowd control, security to critical facilities and supplies, and control access to hazardous or evacuated areas.
- Provide security for special populations affected by the emergency.
- Assist with the dissemination of warnings and notifications as time and resources allow.
- Coordinate criminal investigations and provide guidance to responders on preserving crime scenes.
- Coordinate law enforcement agencies responding from outside the jurisdiction.
- Recall active duty personnel and active volunteer personnel.
- Relocate equipment as necessary.
- If applicable, coordinate with the TVF&R to establish formal exclusion zones to protect the public from hazardous materials.

TVF&R

- Coordinate fire response with law enforcement.
- Serve as a member of Unified Command.
- Provide staff to support EOC operations.
- Provide triage and first aid after the scene is secure.
- Assist in warning, evacuation, traffic control, and staging as needed.

Public Works

- Serve as a member of Unified Command.
- Provide signs, barriers, equipment, and personnel to assist in traffic control.
- Assist in road closures.
- Coordinate with the Sheriff and other agencies.
- Coordinate transportation routes and resources with adjacent cities, counties, and the Oregon Department of Transportation.
- Monitor condition and traffic on emergency transportation routes.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 16 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

CCDM

- Compile and keep all documentation relating to the management of law enforcement operations and the assets utilized.
- Coordinate all after-action activities and implement corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 16 include:

All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps to correct deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

THIS PAGE LEFT BLANK INTENTIONALLY



ESF 17 – Agriculture and Animal Protection

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

1	Introduction	ESF 17-1
1.1	Purpose	ESF 17-1
1.2	Scope	ESF 17-1
1.3	Policies and Authorities	ESF 17-1
2	Situation and Assumptions	ESF 17-2
2.1	Situation	ESF 17-2
2.2	Assumptions	ESF 17-2
3	Roles and Responsibilities of Tasked Agencies.....	ESF 17-3
4	Concept of Operations.....	ESF 17-3
4.1	General.....	ESF 17-3
4.2	Agricultural Food Supply	ESF 17-3
4.3	Animal and Plant Diseases and Health	ESF 17-3
4.4	Care and Assistance for Animals	ESF 17-4
4.5	Natural and Cultural Resources and Historic Properties	ESF 17-4
4.6	Disabilities, and Access and Functional Needs	ESF 17-5
4.7	Coordination with Other ESFs	ESF 17-5
5	ESF Annex Development and Maintenance	ESF 17-5
6	Appendices.....	ESF 17-5
Appendix A	ESF 17 Resources	ESF 17-7
Appendix B	ESF 17 Responsibilities by Phase of Emergency Management..	ESF 17-9

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 17 Tasked Agencies	
Primary City Agency	Parks and Recreation City Manager's Office
Supporting City Agency	Police Department
Community Partners	Local veterinarians and animal organizations
County Agency	Clackamas County Disaster Management (CCDM)
State Agency	Oregon Department of Agriculture (ODA)
Federal Agency	U.S. Department of Agriculture

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 17 is intended to create awareness regarding the County's coordination of effective and humane responses involving animal and agricultural issues, and work to protect natural resources, including those within the City.

1.2 Scope

Activities encompassed within the scope of ESF 17 include awareness of County resources that may be called in to assist in an animal and agricultural issue within the City.

1.3 Policies and Authorities

The Oregon Department of Agriculture (ODA), in accordance with Oregon State law, specifically Oregon Revised Statutes, Chapter 596 (Disease Control Generally) and Oregon Administrative Rules 603 Division 11, has the authority to:

- Declare an animal health emergency.
- Impose restrictions on importations of animals, articles, and means of conveyance.
- Quarantine animals, herds/flocks, parts of the State, and the entire State; create quarantine and isolation areas.
- Stop the movement of animals.
- Require the destruction of animals, animal products, and materials.
- Specify the method for destruction and disposal of animals, products, and materials.
- Indemnify owners for animals destroyed.
- Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency (FSA) programs are administered through the U.S. Department of Agriculture (USDA) and are subsequently activated by the U.S. Secretary of Agriculture in support of a natural hazard event, such as drought. These include the:

- Noninsured Assistance Program;
- Emergency Conservation Program;
- Emergency Conservation Reserve Program Haying and Grazing Assistance; and
- Emergency loans.

Not all FSA programs require a disaster declaration prior to activation.

The FSA has local offices throughout the State, including in Oregon City, that are often co-located with the Natural Resources Conservation Service and/or the local soil and water conservation district office. More information about programs administered by the FSA can be accessed via the following website: <http://disaster.fsa.usda.gov/fsa.asp>

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards that may result in impacts to agriculture or 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.
- Drought and other severe weather may impact agriculture and animals throughout the City.
- Vulnerability of animals during disasters or emergencies can have impacts at both individual and commercial levels, with the potential for long-range effects on the local and State 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.

2.2 Assumptions

ESF 17 is based on the following planning assumptions:

- The owners of pets and livestock, when notified of an impending emergency, will take reasonable steps to shelter and protect their animals.
- Livestock, wildlife, birds, 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. This 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 vectors, 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.

- Aggressive and proactive actions by local, State, and (possibly) federal authorities will be required in order 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, isolation, security and bio-security precautions, personal protective equipment, decontamination, etc.
- Volunteers will want to help and can make a significant contribution to response efforts.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management and County Emergency Operations Plan (EOP), ESF 17 – Agriculture and Animal Protection for County-level roles and responsibilities

4 Concept of Operations

4.1 General

CCDM and other County departments and organizations will coordinate and/or provide the agriculture and natural resources services they are equipped to and then coordinate with other emergency response partners, especially the ODA and USDA, for emergencies that affect the local agricultural food supply, animal and plant health, and the well-being of animals in the County. If the provided services still are not adequate, the County can declare a state of emergency in accordance with the declaration requirements in the EOP Basic Plan. If the County Emergency Operations Center (EOC) is activated, agriculture and natural resources services will be coordinated through the EOC.

4.2 Agricultural Food Supply

The County will coordinate with its emergency response partners regarding the safety and viability of locally grown food (including items grown in private gardens) potentially affected by an emergency event (such as drought, flooding, a terrorist act involving hazardous or radioactive materials, etc.). This will entail coordinating with the ODA, USDA, County Health, Housing, and Human Services Department, and others regarding the safety of the local food supply and, for a national emergency, the safety of the national food supply, in order to inform and protect persons in the County.

4.3 Animal and Plant Diseases and Health

Domestic animals, wild animals, plants, and the timber industry could be vulnerable to the spread of animal or plant diseases related to an emergency. The County has procedures and policies specific to managing disease control and the health of certain animals and plants affected by an emergency, which are referenced in Clackamas County's ESF 8 – Public Health and Medical Services. Important elements to consider include the identification and control of animal and plant diseases associated with or exacerbated by an emergency; isolation or quarantine of animals; and the disposition of animals killed by the emergency or required to be destroyed as a result of the emergency.

The County will coordinate with emergency response partners for related information and services. With support from the Oregon Department of Human Services, the County will be the principal point of contact for an outbreak of a highly infectious/contagious animal or zoonotic (capable of being transmitted from animals to people) disease posing potential impacts to human health.

ODA in particular has broad expertise with animal and plant diseases and health, including the authority to:

- Declare an animal health emergency;
- Impose restrictions on importations of animals, articles, and means of conveyance;
- Quarantine animals, herds, parts of the State, and the entire State and create quarantine areas;
- Stop the movement of animals; and
- Require the destruction of animals, animal products, and materials.

Animal quarantine measures will be implemented through the County Public Health Department and do not require a court order.

4.4 Care and Assistance for Animals

The County recognizes that care and concern for domestic animals might delay and affect emergency actions necessary for the well being of humans. Planning for animals in disasters should address care and assistance for livestock, household pets, other domestic animals that are not household pets (e.g., horses), and wild animals affected by an emergency. This includes concerns such as sheltering them, evacuating them, and aiding injured or displaced animals. The County will coordinate with local emergency response partners to accomplish this, including CCDM (which might open animal evacuation shelters, for instance, at a local school), local veterinarians, ODA (for livestock and other domestic animals that are not pets), and Oregon Department of Fish and Wildlife (for wild animals).

Persons in the City and County have the primary responsibility for the health and welfare of their livestock, household pets, and other domestic animals and will be encouraged to provide for their care in an emergency to the extent possible. This is best handled by public information campaigns as part of emergency preparedness.

Additional information is provided in the County's EOP, SA 3 – Animals in Disaster.

4.5 Natural and Cultural Resources and Historic Properties

Local soil and water conservation districts and other State and federal organizations will take the lead in assessing threats to natural resources from an emergency, including water quality, air quality, forest land, fishing, wildlife, soil quality, and others. The County will coordinate with the State Historic Preservation Office and others regarding impacts to cultural resources and historic properties owned or managed by the county.

Important emergency response entities will include County and State Forestry Departments, local soil and water conservation districts, Oregon Department of Environmental Quality, Oregon Department of Fish and Wildlife, and tribal organizations.

4.6 Disabilities, and Access and Functional Needs

Provision of ESF 17–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs support ESF 17–related activities:

- **ESF 3 – Public Works.** Protect historical structures.
- **ESF 6 – Mass Care.** Coordinate shelter operations for persons with service animals.
- **ESF 8 – Health and Medical.** Assist in zoonotic disease surveillance and response; regulate food safety at restaurants.
- **ESF 10 – Hazardous Materials.** Coordinate cleanup of hazardous materials incidents that impact natural resources.
- **ESF 11 – Food and Water.** Assess the status of the 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 ESF Annex Development and Maintenance

The Parks and Recreation 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.

6 Appendices

- Appendix A – ESF 17 Resources
- Appendix B – ESF 17 Responsibilities by Phase of Emergency Management

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A ESF 17 Resources

The following resources provide additional information regarding ESF 17 and agriculture and animal protection related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Operations Plan
 - SA 3 – Animals in Disaster

State

- Emergency Operations Plan
 - ESF 17 – Agriculture and Animal Protection
- Oregon Animal Disease Emergency Management Plan

Federal

- National Response Framework
 - ESF 11 – Agriculture and Natural Resources

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 17 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 17 – Agriculture and Animal Protection. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Develop operational plans for ESF 17 activities.
- Participate in ESF 17-related trainings and exercises as appropriate.

Parks and Recreation Department

- Coordinate regular review and update of the ESF 18 annex with supporting agencies.
- Facilitate collaborative planning to ensure capability to support ESF 18 activities.
- Maintain awareness of County-level plans related to agriculture and animal protection.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.

Area Farmers and Agribusiness

- Report potential or actual breaches of agricultural safety or threats to the food supply immediately.

Response

Response activities take place during an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Provide situational updates to the City and/or County EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 17 activities.

Parks and Recreation Department

- Maintain awareness of the County's actions, recommendations, and activities during an agriculture and animal protection emergency.
- Advise City Council, the City Manager, and the Emergency Management Executive Committee of the status of the situation.

Area Farmers and Agribusiness

- Assess the impact of the emergency on agriculture.
- Report the status of agricultural operations and impacts to the County EOC.

Area Veterinarians

- Provide animal care and veterinary capabilities.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

Farmers and Agribusiness

- Conduct agriculture restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.



ESF 18 – Business and Industry

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Introduction ESF 18-1**
 - 1.1 Purpose ESF 18-1
 - 1.2 Scope ESF 18-1
 - 1.3 Policies and Authorities ESF 18-1

- 2 Situation and Assumptions ESF 18-2**
 - 2.1 Situation ESF 18-2
 - 2.2 Assumptions ESF 18-2

- 3 Roles and Responsibilities of Tasked Agencies ESF 18-3**

- 4 Concept of Operations ESF 18-3**
 - 4.1 General ESF 18-3
 - 4.2 Disabilities, and Access and Functional Needs Populations ESF 18-3
 - 4.3 Coordination with Other ESFs ESF 18-3

- 5 ESF Annex Development and Maintenance ESF 18-4**

- 6 Appendices ESF 18-4**
 - Appendix A ESF 18 Resources ESF 18-5
 - Appendix B ESF 18 Responsibilities by Phase of Emergency Management.. ESF 18-7

THIS PAGE LEFT BLANK INTENTIONALLY

ESF 18 Tasked Agencies	
Primary City Agency	City Manager's Office
Supporting City Agency	Community Development Department
Community Partners	Chamber of Commerce Rotary Club Area Businesses and Industry
County Agency	Business and Economic Development
State Agency	Business Oregon
Federal Agency	Small Business Administration

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 18 describes how the City 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

ESF 18 includes the following activities:

- Fostering solid partnerships among private- (business and industry) and public- (local, regional, state, federal) sector emergency management organizations (EMOs) 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 resources owned and operated by the private sector that are utilized during incident response operations; and
- Helping conduct initial economic damage assessments for impacted areas.

The following activities are outside the scope of this function and are not included in this ESF:

- Developing and/or implementing private-sector Business Continuity Plans/Continuity of Operations Plans; and
- 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.).

1.3 Policies and Authorities

None at this time.

2 Situation and Assumptions

2.1 Situation

The City is faced with a number of hazards, each with the potential to significantly impact its economic stability. Incidents significantly impacting the local economy will likely require the City 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 planning considerations should be made in preparing for the processes by which the City will coordinate with 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 City's capacity to conduct damage assessment activities.
- Delay or 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 and 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 assumes that the City 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.
- Some private-sector entities may 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 guests; sustain business operations and provide continuity of services; and augment the City's 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 matters related to maintenance, safety, and training.

3 Roles and Responsibilities of Tasked Agencies

See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.

4 Concept of Operations

4.1 General

All ESF 18–related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, Business and Economic Development is responsible for coordinating ESF 18–related 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 mutual aid agreements, if established, and once those resources have been exhausted, a request may be forwarded to the County Emergency Operations Center (EOC).
- The City EOC will provide guidance for the coordination of business and industry resources.

4.2 Disabilities, and Access and Functional Needs Populations

Provision of ESF 18–related activities will take into account populations with disabilities, and access and functional needs (DAFN). The needs of the DAFN population shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.3 Coordination with Other ESFs

The following ESFs support ESF 18–related 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 17 – Agriculture and Animal Protection.** Coordinate with agriculture and agribusiness industry partners.

5 ESF Annex Development and Maintenance

The City Manager'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 18 Resources
- Appendix B – ESF 18 Responsibilities by Phase of Emergency Management

Appendix A ESF 18 Resources

The following resources provide additional information regarding ESF 18 and business and industry-related issues at the local, state, and federal level:

City

- None at this time.

County

- Emergency Operations Plan
 - ESF 18 – Business and Industry

State

- Emergency Operations Plan
 - ESF 18 – Business and Industry

Federal

- Federal Emergency Management Agency
 - National Response Framework
- US Small Business Administration

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B ESF 18 Responsibilities by Phase of Emergency Management

The following checklist identifies key roles and responsibilities for ESF 18 – Business and Industry. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Develop operational plans for ESF 18 activities.
- Participate in ESF 18–related trainings and exercises as appropriate.

City Manager’s Office

- Coordinate regular review and update of the ESF 18 annex with supporting agencies.
- Facilitate collaborative planning to ensure the City’s capability to support ESF 18 activities.
- Maintain operational capacity of the City EOC to support business and industry–related activities.
- Provide private-sector partners with vetted, pertinent, and useful preparedness information or EMOs throughout all phases of the emergency management cycle.
- Promote policies that encourage community-wide emergency preparedness, including business and industry partners.

Chamber of Commerce with Area Businesses and Industry

- 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:
 - Determine the impact of an incident on the business involved, as well as forecast cascading effects of interdependencies between sectors.
 - Facilitate a shared situational awareness with local, tribal, and State EMOs.
 - 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.
 - Inform State 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.
 - 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.

- Maintain business interruption insurance.
- Coordinate plans for security and continuity/contingency programs with local, tribal, and State partners.

Response

Response activities take place during an emergency and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Provide situational updates to the City EOC, as required, to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the City EOC, when requested, to support ESF 18 activities.

City Manager's Office

- Coordinate with the EOC Planning Section to determine the impacts to the City's business community.
- Establish a Liaison Officer in the City EOC if needed to reach out to business and industry partners.
- Coordinate with business and industry partners around opportunities for private-sector support to response operations.
- Request support for business and industry-related activities through the State Emergency Coordination Center.

Chamber of Commerce with Area Businesses and Industry

- Assess the impact of the emergency on business.
- Provide goods and services through contractual arrangements or government purchases, or, where appropriate, mutual support agreements with impacted communities.
- Utilize existing agreements and contracts to obtain needed resources.
- Implement business continuity plans.
- Report status of business operations and impacts to the City EOC.

Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and take corrective actions as appropriate.

Mitigation

Mitigation activities take place **before and after** an emergency occurs and include activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the City.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

Chamber of Commerce with Area Businesses and Industry

- Conduct business restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.

THIS PAGE LEFT BLANK INTENTIONALLY

Support Annex

SA 1 – Continuity of Service

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

- 1 Description SA 1-1**
- 2 Continuity of Service Planning..... SA 1-1**
- 3 General Guidelines..... SA 1-1**
 - 3.1 Service Priorities SA 1-1
 - 3.2 Coordination SA 1-1
- 4 Levels of Activation SA 1-2**
 - 4.1 Level I..... SA 1-2
 - 4.2 Level II..... SA 1-2
 - 4.3 Level III..... SA 1-2
- 5 Incident Command Staff Responsibilities SA 1-2**
 - 5.1 Command/Command Staff SA 1-2
 - 5.2 Operations Section SA 1-3
 - 5.3 Planning Section SA 1-3
 - 5.4 Logistics Section SA 1-3
 - 5.5 Finance Section..... SA 1-4
- 6 Department Responsibilities SA 1-4**
 - 6.1 All Departments SA 1-4
 - 6.2 Administration..... SA 1-4
 - 6.3 Human Resources..... SA 1-4
 - 6.4 Finance Department..... SA 1-5
 - 6.5 Tualatin Valley Fire and Rescue..... SA 1-5
 - 6.6 Police Department..... SA 1-5
 - 6.7 Planning and Building Department..... SA 1-6
 - 6.8 Engineering SA 1-6
 - 6.9 Public Works SA 1-6
 - 6.10 City Attorney..... SA 1-7
 - 6.11 Municipal Court SA 1-7
 - 6.12 Parks Department SA 1-7
 - 6.13 Library SA 1-7

THIS PAGE LEFT BLANK INTENTIONALLY

1 Description

A continuity of service emergency is defined as any situation in which the loss or reassignment of personnel resources threatens the City's ability to provide mandated services. Any number of scenarios may require major reorganization of City personnel resources. Strikes may result in large numbers of employees being absent from the workplace; the long-term recovery demands of a major disaster may require that personnel be assigned to incident management, leaving their day-to-day duties uncovered. Some services are required by law, others by City policy and internal priorities. It is the City's policy that normal services be continued as long as possible under all circumstances.

The loss or reassignment of a major portion of the City's personnel resources is considered an emergency under the City's Emergency Operations Plan (EOP). This continuity of service plan is designed to assist City departments in meeting their service commitments while allowing maximum flexibility to meet the needs of the emergency.

2 Continuity of Service Planning

The City Manager's Office is the lead agency for continuity of service emergencies. The City Manager may assume the role of Incident Commander in the event of a strike, or form part of a Unified Command structure if continuity of service issues arise as the result of a technological or natural disaster. Other departments will support the response effort as directed by the Incident Commander.

3 General Guidelines

3.1 Service Priorities

The services provided by City departments can be classified into three tiers, based on their level of importance to the community:

- Tier I Services – Services that must be performed to maintain public health and safety.
- Tier II Services – Services that should be performed to avoid major inconvenience or financial loss to the City or its citizens, and/or that are critical to the function of the individual department.
- Tier III Services – Routine services that can be delayed for a short time (one month or less) without serious consequences.

3.2 Coordination

The Incident Command System (ICS) may be activated to respond to the loss or reassignment of personnel resources. The ICS organization may be activated to manage the reorganization process as its only strategic goal (such as for a strike) or as part of the overall response to a major emergency (such as would follow an earthquake).

4 Levels of Activation

Continuity of service issues may arise with a long warning period, such as for a strike, or as an immediate critical need. The following levels may be used as a guideline for initiating planning efforts.

4.1 Level I

Level I activities require continuity of service planning for a single department. Continuity planning at this level is the responsibility of the affected department, with assistance as needed from the Human Resources Department, and will not require activation of the City EOP.

4.2 Level II

Level II activities require continuity of service planning for two or more departments. Activation of the City EOP at Level II is at the discretion of the affected departments and the City Manager.

4.3 Level III

Level III activities involve the loss or immediate reassignment of a major portion of the workforce. At this level, the City EOP is activated under the direction of the City Manager and/or Unified Command organization.

5 Incident Command Staff Responsibilities

Because issues relating to continuity of service differ significantly from normal emergency response activities, the following checklist is provided in addition to the position-specific checklists found in the Emergency Operations Center (EOC).

5.1 Command/Command Staff

- Assess the impact of the emergency on the ability of a department or the City as a whole to continue normal services.
- Reassign department or City resources as necessary to meet the needs of the emergency.
- Activate ICS organizational elements as needed to manage the incident.
- Prioritize service delivery by department.
- Identify resource shortfall; determine sources for additional assistance.
- Authorize procurement of personnel resources as needed to maintain priority services.
- Establish and maintain cost accounting mechanisms.
- Confirm public information policy and process.

5.1.1 Information Officer

- Receive briefing from Command.
- Determine responsibilities of the Information function regarding:
 - Recruitment
 - Discussion of contract negotiations
- Obtain approval from Command for press releases.
- Staff the function appropriately.

5.1.2 Liaison Officer

- Obtain briefing from Command.
- Determine responsibility for continuity of service analysis (in the event of a strike, Operations may be responsible for this activity).
- Establish and maintain contact with directors of impacted departments.
- Conduct continuity of service analysis as assigned. Determine as needed:
 - Status of priority service delivery by department
 - Availability of additional resources
 - Special resource needs
 - Special resource qualifications
 - Contract issues that may affect the use of department resources.
- Determine resource ordering process.
- Staff the function appropriately (this may require a representative from each impacted department).

5.2 Operations Section

The description below includes all department directors in the Operations organization, and each will complete the tasks described below.

- Determine services that are required by law, City policy, or department priorities.
- Assess the impact of an emergency on departments' priority service delivery.
- Determine whether there is a resource shortfall.
- Perform emergency callback of City personnel as needed (police records may assist in this task).
- Activate mutual aid assistance as necessary.
- Identify the need for temporary hires or reassignment of personnel from other departments. Consider:
 - Task assignments
 - Personnel class required
 - Special qualifications needed
 - Approximate duration of assignment (if known)
 - Potential source (if known).
 - Date/time/reporting location
 - Person to whom the resource should report
- Obtain approval for temporary hires from Command.
- Place requests for temporary hires with Logistics.
- Monitor use of reassigned or temporary-hire personnel. Release as soon as possible.

5.3 Planning Section

See the Basic Plan and position-specific checklists in the EOC for more information.

5.4 Logistics Section

See the Basic Plan and position-specific checklists in the EOC for more information.

5.5 Finance Section

Finance Section responsibilities include coordination with the City's insurance carriers, assisting the Safety Officer, as requested and other duties as described Basic Plan.

See the Basic Plan and position-specific checklists in the EOC for more information.

6 Department Responsibilities

6.1 All Departments

- Determine services that are required by law, City policy, or department priorities (Tier I and II services).
- Conduct department continuity of service analysis.
- Determine need for additional resources. Consider emergency callback of all department employees.
- Activate volunteers, department reserves, and/or existing consulting contracts as appropriate.
- Activate mutual aid resources as necessary.
- Request additional resources according to established procedures.

6.2 Administration

- Establish and maintain contact with the Mayor and City Council.
- If a strike is anticipated, request the City Attorney's Office to develop a city strike policy.
- Direct all City departments to complete continuity of service analysis. Include:
 - Timelines
 - Format for the information
- Tier I and II services required by law may include:
 - Support to Mayor and City Council
 - Recording services
 - Emergency documentation
 - Mediation services
 - Liaison between emergency organization and Mayor and City Council

6.3 Human Resources

- Assume command.
- Staff the incident management organization as needed.
- Assign personnel to the negotiation process as needed.
- Tier I and II services required by law may include:
 - Recruitment
 - Compensation and benefits administration
 - Labor relations
- Establish/confirm the resource ordering process.
- Assign personnel to Logistics (Supply Unit) as needed.
- Assist the City Manager's Office and/or lead agency as requested.

6.4 Finance Department

- Staff the Incident Command organization as needed.
- Tier I and II services required by law may include:
 - Risk management
 - Time/payroll processing
 - Liquor licensing
 - Service billings (includes installment financing)
 - Process payments (includes rents, bond/tax payments)
 - Customer service – open/close accounts
 - City lien processing
 - Sewer collection
 - City banking and deposit functions
 - Staffing the Finance Section as required
 - Oversee operations-related purchasing
- Review the City's insurance policies for covered losses. Assist in collection of funds from policies.
- Establish/confirm resource ordering process.
- Assign personnel to Logistics (Supply Unit) as needed.
- Assist the City Manager's Office and/or lead agency as requested.

6.5 Tualatin Valley Fire and Rescue

- Tier I and II services required by law may include:
 - Fire suppression
 - High hazard/public occupancy inspections
 - Fire code enforcement
 - Arson investigation
 - Hazardous materials response
 - Emergency medical services
 - Plan review
 - Emergency response
- Assist Administration and/or lead agency as requested.

6.6 Police Department

- Tier I and II services required by law may include:
 - Confirmation of out of County warrants
 - Entry of stolen/recovered vehicles
 - Entry of missing/returned persons
 - Assignment of case numbers
 - Validate computer entries
 - Entry of part 1, UCR crime data
 - Street patrol
 - Criminal investigation
 - Operations-related support services

- Emergency response
- Assist Administration and/or lead agency as requested.

6.7 Planning and Building Department

- Tier I and II services required by law may include:
 - Building safety inspections
 - Emergency or critical facility permit review
 - General building permit review and inspection
 - Public notices
 - Development permits
 - Construction plan review (public facilities)
 - Commercial building permit review (public facilities)
 - Public facility permit issuance
- Assist Administration and/or lead agency as requested.

6.8 Engineering

- Tier I and II services required by law may include:
 - Building safety inspections
 - Emergency or critical facility permit review
 - General building permit review and inspection
 - Public notices
 - Development permits
 - Construction plan review (public facilities)
 - Commercial building permit review (public facilities)
 - Public facility permit issuance
 - Map services
 - Capital improvements
- Assist Administration and/or lead agency as requested.

6.9 Public Works

- Tier I and II services required by law may include:
 - Water quality sampling (state and federal mandates)
 - Back/flow cross connection
 - Underground utility line locates
 - Water/sewer line and service repairs
 - Reservoir and pump station repairs
 - Park equipment repair
 - Garbage/litter pickup
 - Mowing
 - Street signing/stripping
 - Catch basin maintenance
 - Flood response
 - Snow removal/sanding

- Assist Administration and/or lead agency as requested.

6.10 City Attorney

- Tier I and II services required by law may include:
 - Legal support to the Mayor and City Council
 - Legal support to incident management organization
 - Ongoing litigation
- Assist Finance and/or lead agency as requested.

6.11 Municipal Court

- Assist Administration and/or lead agency as requested.

6.12 Parks Department

- Assist Administration and/or lead agency as requested.

6.13 Library

- Assist Administration and/or lead agency as requested.

THIS PAGE LEFT BLANK INTENTIONALLY

Incident Annex

Incident Annex

THIS PAGE LEFT INTENTIONALLY BLANK

Table of Contents

1	Hazard Descriptions.....	IA 1-1
1.1	Earthquake	IA 1-1
1.2	Major Fire	IA 1-1
1.3	Public Health	IA 1-2
1.4	Severe Weather	IA 1-2
1.5	Volcano	IA 1-2
1.6	Hazardous Materials.....	IA 1-3
1.7	Transportation Accidents (Including Air, Rail, and Road).....	IA 1-3
1.8	Terrorism	IA 1-3
1.9	Utility Failure.....	IA 1-3
2	Pre-Incident Actions	IA 1-4
2.1	General.....	IA 1-4
2.2	Earthquake	IA 1-4
2.3	Major Fire	IA 1-5
2.4	Public Health	IA 1-5
2.5	Severe Weather	IA 1-5
2.6	Volcano	IA 1-6
2.7	Transportation Accident (Including Air, Rail, and Road).....	IA 1-7
2.8	Terrorism	IA 1-7
2.9	Utility Failure.....	IA 1-7
3	Response Phase Actions.....	IA 1-8
3.1	General.....	IA 1-8
3.2	Earthquake	IA 1-9
3.3	Major Fire	IA 1-9
3.4	Public Health	IA 1-9
3.5	Severe Weather	IA 1-10
3.6	Volcano	IA 1-11
3.7	Hazardous Materials.....	IA 1-11
3.8	Transportation Accidents (including air, rail, and road)	IA 1-12
3.9	Terrorism	IA 1-13
3.10	Utility Failure	IA 1-14
4	Recovery/Demobilization Phase Actions	IA 1-14
5	Resources.....	IA 1-15
5.1	Earthquake	IA 1-15
5.2	Major Fire	IA 1-15
5.3	Public Health	IA 1-15

5.4 Severe WeatherIA 1-16
5.5 VolcanoIA 1-16
5.6 Hazardous Materials.....IA 1-16
5.7 Transportation Accidents (including air, rail, and road)IA 1-16
5.8 TerrorismIA 1-17
5.9 Utility Failure.....IA 1-17

1 Hazard Descriptions

This annex includes the following incidents, as well as action items and information specific to the incident type.

- Natural Hazards:
 - Earthquake
 - Major Fire
 - Public Health Incident
 - Severe Weather (including thunderstorm and lightning, tornado, windstorm, hailstorm, severe winter storm, landslides, generalized flooding, and drought)
 - Volcano
- Human-Caused and Technological:
 - Hazardous Materials
 - Transportation Accidents (including air, rail, and roads)
 - Terrorism
 - Utility Failure

1.1 Earthquake

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that may warrant activation of the Emergency Operations Center (EOC) to better coordinate the flow of information and damage assessment needs.

Initially, the lead agencies for earthquake response will be the Police Department and Tualatin Valley Fire & Rescue (TVF&R). As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the EOC's Operations Section lead may be transitioned to TVF&R.

As emergency response transitions from rescuing casualties to restoring critical services, the Public Works Department may be expected to assume the role of lead department in the Operations Section for the City's earthquake response. The Public Works Department's efforts in the response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

See the City Natural Hazard Mitigation Plan for more information.

1.2 Major Fire

A major fire is an instance of uncontrolled burning that may involve grasslands, brush, or woodlands, as well as multiple structures. There is an increasing vulnerability to such fires, due to the increasing number of homes in fire-prone areas. The costs of fighting the wildland fires today, including using heavy equipment, helicopters, office and communications equipment, and feeding and housing responders, can be very high. Fuel, slope, weather, and development are key components in wildfire hazard identification.

The lead agency for major fire response will be the TVF&R, with support from the Police Department to control traffic.

See the City Natural Hazard Mitigation Plan for more information.

1.3 Public Health

For the purpose of this annex, the following incidents are included under public health:

- Endemic and pandemic outbreaks
- Contamination concerns
- Biological- and chemical-terrorism

Each public health incident may have its own characteristics, including interaction with other hazards identified in this annex. For example, water contamination could be the result of massive flooding.

The nature of the public health incident will determine agency involvement, but it is anticipated that County Health, Housing, and Human Services (H3S) will serve as the lead agency in this type of event.

1.4 Severe Weather

For the purpose of this annex, the following individual hazards are included under severe weather:

- Flooding (generalized)
- Hailstorm
- Landslides
- Severe winter storm
- Thunderstorm and lightning
- Tornado
- Windstorm
- Drought – areas that may experience impacts

Each weather hazard will have its own characteristics, including time of year it is most likely to occur, severity, and associated risk; however, many hazards are interrelated. For example, wind is a factor in thunderstorms and severe winter storms and hailstorms and rain can contribute to landslides.

The nature of the severe weather will determine agency involvement, but the Public Works Department will be heavily involved in leading operations.

See the City Natural Hazard Mitigation Plan for more information.

1.5 Volcano

Oregon's vulnerability to volcanic emergencies varies across the State. The Cascade Mountains, which separate Western Oregon from Central Oregon, pose the greatest threat of volcanic activity. Regions that include the Cascade Mountains are most vulnerable to the effects of a volcanic event. Within the State of Oregon, there are several specific volcanoes that may pose a threat of eruption, most notably Mount Hood, which most recently erupted about 200 years ago, and the Three Sisters and Mt. Jefferson, which have not erupted for about 15,000 years but are not considered extinct.

Initially, the lead agencies for volcano response will be the police and TVF&R. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the EOC's Operations Section lead may be transitioned solely to TVF&R. As emergency response transitions from rescuing casualties to restoring critical services, the Public Works Department may be expected to assume the role of lead department in the Operations Section for the City's

volcano response. Public Works Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

See the City Natural Hazard Mitigation Plan for more information.

1.6 Hazardous Materials

Hazardous materials are stored, used, and transported using roads, rail lines, pipelines, or flight paths. Numerous industries and businesses use chemicals that pose a threat to their own private property and employees. In addition, in some instances where a hazardous materials plume is released, it may affect neighboring businesses and communities.

The lead agency for hazardous materials response will be Oregon State Fire Marshal Hazmat Teams, with support from the Police Department to control traffic.

1.7 Transportation Accidents (Including Air, Rail, and Road)

The Federal Aviation Administration and National Transportation Safety Board (NTSB) have the authority and responsibility to investigate all accidents involving aircraft. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the Federal Aviation Administration may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Motor vehicle accidents that occur on roadways within the City would not normally constitute a major emergency under the EOP, unless hazardous materials or mass casualties/fatalities complicate the incident. The Police Department and TVF&R will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site.

1.8 Terrorism

This annex can be applied to incidents involving weapons of mass destruction and chemical, biological, radiological, nuclear, and explosive (CBRNE) materials.

The Police Department has the lead role in terrorism crisis management within the City, and the County Sheriff's Office maintains authority in unincorporated segments of the County. The lead agencies for the State and federal government are 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 City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but H3S will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. The Oregon Office of Emergency Management and Federal Emergency Management Agency (FEMA) are the State and federal consequence management leads, respectively.

1.9 Utility Failure

A utility failure causing a disruption to the normal operations of electricity, water, wastewater, gas, internet, and telephone services can happen at any time. While these shortages may result

from natural or human causes, the severity of the incident must be measured by how seriously the shortage amount and duration impacts life and property.

The type of utility will determine agency involvement, but the Public Works Department will be heavily involved in leading operations. Involvement from utility companies will be required to ensure service restoration.

2 Pre-Incident Actions

2.1 General

The following pre-incident action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or standard operating procedures (SOPs).

- Determine the key stakeholders that should be notified of the arising situation.
- Consider limited activation of the EOC.
- Conduct pre-incident planning for protective actions (e.g., sheltering-in-place, evacuation, activation of warming shelters).
- Identify and review established evacuation routes and alternate routes for areas vulnerable to the incident.
- Prepare public information materials to inform residents and businesses of protective measures. Utilize multiple media types, including print, television, radio, and social media.
- Identify and review existing agreements for mutual support and identify additional community partners, including local contractors, vendors, and private organizations that may be able to assist.
- Anticipate potential unmet needs or resource shortfalls and identify strategies for meeting those needs.
- Identify and review procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.
- Identify and review existing SOPs and agency-specific protocols specific to the incident. Ensure that copies of all documents are available to response personnel as necessary.
- Ensure that all departments are notified to provide situational awareness to the Emergency Manager and/or the EOC if activated.
- Prepare disaster declaration materials if appropriate. Brief key leadership.
- Conduct just-in-time training based on incident requirements.

2.2 Earthquake

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor the Pacific Northwest Seismic Network (<https://www.pnsn.org/>).
- Identify potential protective measures, including:
 - Pre-identified evacuation routes and alternate routes for areas vulnerable to earthquakes to ensure accuracy
 - Appropriate infrastructure protection measures in landslide-prone areas

- Evaluate current resources and identify potential needs and shortfalls (e.g., bridge-free evacuation routes, assembly sites, viable shelter locations).

2.3 Major Fire

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor updated fire danger ratings detailing weather trends, fuel types, and likely fire characteristics.
- Identify potential protective measures, including:
 - Pre-identified evacuation routes and alternate routes for areas vulnerable to the fire
 - Relocating equipment and personnel out of vulnerable areas
- Evaluate current resources and identify potential needs and shortfalls (e.g., water sources, equipment, personnel).

2.4 Public Health

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Coordinate with H3S to monitor and report the presence of contagious infection within the City.
- Identify potential protective measures, including:
 - Encouraging personnel to obtain vaccinations
 - Encouraging work-from-home options
 - Encouraging personnel to wear N95 face masks or respirators, as appropriate
- Evaluate current resources and identify potential needs and shortfalls (e.g., medical supplies and equipment, personnel).
- Engage with public health organizations to ensure the presence of adequate supplies and medical equipment.
- Identify and review drinking water quality plans.
- Identify and review wastewater and sewage disposal plans.

2.5 Severe Weather

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor weather reports (<http://www.weather.gov/>, <http://www.spc.noaa.gov/>).
- Identify potential protective measures, including:
 - Reviewing pre-identified cooling center locations
 - Reviewing pre-identified warming center locations
 - For precipitation and flooding, identifying areas that will likely need sandbagging to protect residents and property
- Evaluate current resources and identify potential needs and shortfalls (e.g., cooling centers, warming centers, alternative water sources, sandbags).

- Participate in severe weather preparedness activities, seeking an understanding of interactions with participating agencies in a severe weather scenario.

2.5.1 Flooding

In addition to the pre-incident actions listed in Section 2.1 and 2.5, the following action items may be appropriate:

- Monitor expected rainfall and river, creek, and tributary levels.
- Identify potential protective measures, including:
 - Pre-identified evacuation routes and alternate routes for areas vulnerable to flooding
 - Appropriate infrastructure protection measures in landslide/flood-prone areas
- Evaluate current resources and identify potential needs and shortfalls (e.g., sandbags, equipment, clear evacuation routes, assembly sites, shelter locations, road closure signage, evacuation route signage).
- Become familiar with flood-prone areas and the challenges they face.
- Ensure that sandbags and other necessary equipment and supplies are prepared and ready to use.

2.5.2 Drought

In addition to the pre-incident actions listed in Section 2.1 and 2.5, the following action items may be appropriate:

- Monitor rainfall, weather, crop and livestock conditions, and water availability.
- Identify potential protective measures, including:
 - Alternative sources of drinking water
 - Working with the local water service provider to implement water conservation efforts
 - Working with local farmers to implement herd management strategies
- Evaluate current resources and identify potential needs and shortfalls (e.g., potable water, water for agricultural needs, financial support, firefighting).
- Pre-designate alternative sources of drinking water in case of drought or other water shortage event.

2.6 Volcano

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor volcanic activity and wind direction.
- Identify potential protective measures, including:
 - Pre-identified evacuation routes and alternate routes for areas vulnerable to projected ashfall areas
 - Implementing shelter-in-place plans
 - Identifying traffic control needs
- Identify potential resource needs (e.g., ash removal equipment, masks, shelters).

2.7 Transportation Accident (Including Air, Rail, and Road)

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor weather reports for severe weather that may make it challenging for drivers, pilots, and rail operators to see and/or control their vehicles, aircraft, and railcars (e.g., excessive rainfall, fog, snow, ice).
- Identify potential protective measures, including:
 - Assessing the City's transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implementing an emergency transportation route plan
 - Closure of roads or bridges that are experiencing flooding or icy conditions
- Evaluate current resources and identify potential needs and shortfalls (e.g., traffic management supplies, personnel, mass fatality and mass casualty needs).
- Ensure that City personnel are aware they should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.

2.8 Terrorism

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor social media and other avenues for potential terrorism-related threats.
- Identify potential protective measures, including:
 - Shelter-in-place resources and activities
 - Pre-identified evacuation routes and alternate routes for potential targets of terrorist activity
- Evaluate current resources and identify potential needs and shortfalls (e.g., personnel trained in hazardous materials response, shelter-in-place supplies, police services).
- Ensure that City personnel have a basic awareness of hazardous materials response and whom to contact.

2.9 Utility Failure

In addition to the pre-incident actions listed in Section 2.1, the following action items may be appropriate:

- Monitor severe weather reports that may affect utilities (e.g., high winds, drought, flooding).
- Identify potential protective measures, including:
 - Removal of tree branches or trees from power line areas
 - Coordination with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a utility failure
 - Confirming emergency contact information for each utility that provides service in the area
 - Checking emergency generators to ensure they are in working condition and adequate fuel

- Review of hazard information for vital facilities and the impact of a major utility failure on one or more of those facilities.
- Coordination with utilities to procure and produce information for distribution to the public (e.g., What to Do When the Lights Go Out).
- Evaluate current resources and identify potential needs and shortfalls (e.g., generators, equipment for clearing roads of debris, personnel).

3 Response Phase Actions

3.1 General

The following response action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or SOPs.

- Activate local warning/alert systems as appropriate.
- Provide Just in Time training as appropriate.
- Assist the EOC Safety Officer in ensuring actions are taken to protect personnel and emergency equipment from possible damage by the incident.
- Conduct EOC operations in accordance with the Incident Action Planning process. See <https://goo.gl/FaMF8T> for more information.
- Activate mutual aid as needed, including placing backup teams on standby.
- Ensure that all required notifications have been completed. Consider the following:
 - Local, regional, State, and federal agencies/entities that may be able to mobilize resources to support local response efforts
 - Mutual aid partners
 - Private-sector partners with whom existing contracts are in place
 - Adjacent jurisdiction EOCs
 - Agency operations centers
- Coordinate resource access, deployment, and storage in the operational area and track resources as they are dispatched and/or used.
- Determine the need for an emergency/disaster declaration and submit as needed.
- Facilitate public information through the Public Information Officer (PIO) with approval by the EOC Incident Commander.
- If appropriate, establish and/or participate in a Joint Information Center and designate a lead PIO for the City.
- Maintain incident documentation, including financial records for potential reimbursement.
- Develop appropriate reports to maintain situational awareness, including, but not limited to:
 - Damage assessment
 - Repair and restoration of essential services and vital systems needed
 - Injuries and deaths
 - Major equipment damage accrued during response activities
- Develop and deliver situation reports (recurring action at regular intervals). [[ICS Form 209 – Incident Status Summary](#)]

- Develop and regularly update the Incident Action Plan (recurring action). [[ICS Form 202 – Incident Objectives](#), [ICS Form 203 – Organization Assignment List](#), [ICS Form 205 – Incident Radio Communications Plan](#), [ICS Form 206 – Medical Plan](#), [ICS 208 – Safety Message](#), [Incident Map](#)]

3.2 Earthquake

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor the Pacific Northwest Seismic Network for aftershocks.
- Monitor secondary hazards associated with earthquakes (e.g., ruptured utility lines, hazardous spills, fires, building collapses).
- Implement protective measures (e.g., evacuation, stand up assembly areas, activate shelters, traffic control, search and rescue).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).
- Identify transportation resources to move people and equipment as necessary.

3.3 Major Fire

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports, including wind, expected rainfall, and thunderstorm reports.
- Monitor secondary hazard associated with fires (e.g., public health, erosion, landslides, introduction of invasive species, changes in water quality).
- Implement protective actions (e.g., evacuations, relocation of equipment and personnel).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).

3.4 Public Health

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to coordinate with H3S to monitor and report the presence of public health incidents within the City.
- Implement protective measures, in coordination with H3S, to minimize the spread of disease (e.g., wash hands frequently, wear mask, vaccination, work from home).
- Establish access control to quarantine areas through local law enforcement agencies.
- Collect and report vital statistics to H3S or the County EOC if activated, including injuries and/or deaths due to the public health emergency.
- Coordinate with the County to plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.
- Coordinate with H3S to ensure that public information being released is appropriate and in line with their messaging.

3.5 Severe Weather

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports and models to project potential damage and determine the affected areas.
- Monitor secondary hazards associated with severe weather (e.g., landslides, agricultural water needs, transportation infrastructure damage).
- Implement protective measures (e.g., activate warming or cooling centers, provide sandbag materials and equipment, traffic control measures).
- Coordinate debris management activities (e.g., clear right-of-way, establish temporary debris storage sites).

3.5.1 Flooding

In addition to the response actions listed in Sections 3.1 and 3.5, the following action items may be appropriate:

- Continue to monitor expected rainfall and river, creek, and tributary levels.
- Monitor secondary hazards associated with flooding (e.g., landslides, infrastructure damage, soil erosion and land degradation, epidemic diseases, poisoning, unhygienic conditions, sedimentation, traffic accidents, water pollution, waterlogging/salinity).
- Implement protective measures, including:
 - Coordinating debris removal from necessary areas (e.g., storm drains, bridge viaducts, main arterial routes, public right-of-ways, dams).
 - Activating law enforcement resources (e.g., curfew enforcement, road closures, security).
 - Establishing infrastructure protection measures in landslide/flood prone areas.
- Identify resource needs (e.g., sandbags, equipment, assembly sites, shelters) and request additional support through mutual aid, private contractors, and the County.
- Activate search and rescue operations as necessary.

3.5.2 Drought

In addition to the response actions listed in Sections 3.1 and 3.5, the following action items may be appropriate:

- Continue to monitor rainfall, temperatures, crop conditions, and water availability.
- Monitor secondary hazards associated with drought (e.g., wildfires, economic).
- Implement protective measures (e.g., water conservation efforts, voluntary or mandatory water use restrictions, herd management strategies).
- Work with the PIO and local extension office to provide information and advice to affected farmers via media releases and increase drought education and outreach to the general public.
- Identify resource needs (e.g., potable water, support to farmers).

3.6 Volcano

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor volcanic activity and wind direction to project potential spread of ash, fires, and/or gases.
- Monitor secondary hazards associated with volcanic activity (e.g., ground deformation, lahars, landslides, building roof collapses).
- Implement protective measures (e.g., evacuations, shelter-in-place, traffic control, promote wearing masks, promote staying indoors, open shelters).
- Identify resource needs (e.g., ash removal equipment, masks, fire suppression equipment).
- Work with the PIO to provide information to the public regarding health protective measures and appropriate ash removal methods.

3.7 Hazardous Materials

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Monitor current and forecasted weather to project a potential spread of hazardous materials plume (recurring action).
- Activate the Regional Hazardous Materials Team through the Oregon Emergency Response System at 1-800-452-0311 for technical assistance.
- Determine the type, scope, and extent of the hazardous materials incident (recurring action). Verify reports and obtain estimates of the area that may be affected. [ICS Form 209: Status Summary]
 - Notify 9-1-1 dispatch, supporting agencies, adjacent jurisdictions, and liaisons of the situation.
 - Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.
 - Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with applicable guidance.
- Ensure that proper containment methods have been implemented by first responders until hazardous materials response teams arrive.
- Establish a safe zone and determine a location for on-site staging and decontamination. Reevaluate as the situation changes.
- 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.
- Support access control to the incident site through local law enforcement agencies.
- If applicable, establish immediate gross decontamination capability for victims.
- Notify agencies that support hazardous materials response.
- Ensure that all required hazardous notifications have been completed.

REQUIRED NOTIFICATIONS

- Contact the Oregon Department of Transportation (ODOT) for incidents occurring on State highways.
 - Notify appropriate key stakeholders and partners for incidents that pose an actual or potential threat to State parks, recreational areas, historical sites, environmental 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), the Oregon Department of Agriculture, and the State Veterinarian.
- Coordinate with the responsible party (if known) and the Oregon Department of Environmental Quality on using private contractors for clean-up.

3.8 Transportation Accidents (including air, rail, and road)

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor weather reports for severe weather.
- Conduct a scene assessment to determine 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: Status Summary]
- Implement protective measures (e.g., road/bridge closures, alternate routes).
- Identify resources needed to support the incident (traffic management supplies, personnel, mass fatality and mass casualty support).
- Secure the crash site to maintain integrity of the accident site (after fire suppression and victim rescue operations are completed).
- Ensure that all required notifications have been completed.

REQUIRED NOTIFICATIONS

- Aircraft accident:
 - Federal Aviation Administration
 - Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. (Safety Office, 425-227-2000, 24 hours)
 - ODOT (State highways)
- Railroad accident:
 - Prior to removing any victims or wreckage, the Incident Commander or EOC Manager should contact the railroad company's emergency response center, as well as the NTSB.
- State highway accident: ODOT
- Appropriate key stakeholder and partners for incidents that pose an actual or potential threat to State parks, recreational areas, historical sites, environmental 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.

- Coordinate the collection, storage, and disposition of all human remains and their personal effects from the accident site.
- Coordinate provision of up-to-date information to friends and family of victims (if not already being handled by another agency). Consideration should be given to keeping the friends and family of the victims in a central location, protected from the press, and where information can be provided to them as it becomes available.
 - Allow the rail company, airline, or agency affected by the accident to confirm casualties and to notify the next of kin via their usual protocol.
- Support the removal of debris in coordination with, or under the direction of, investigating agencies such as the Transportation Security Administration, NTSB, and FBI.
- Coordinate with the American Red Cross to provide shelter and family referral services through the EOC.

3.9 Terrorism

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to work with County, State, and FBI resources to monitor and address terrorist activities.
- Mobilize appropriate emergency personnel and first responders. When necessary, send fire services, emergency medical services, hazardous materials, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.
- Ensure that all required notifications have been completed.

REQUIRED NOTIFICATIONS

- Notification to the Oregon State Police and the FBI is required for all terrorism incidents.
 - If an incident occurs on State highways, ensure that ODOT has been notified.
 - Appropriate key stakeholders and partners for incidents that pose 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.
- Activate and participate in Unified Command. Unified Command may consist of City, County, regional, State, and federal crisis management and consequence management agencies.
 - Evaluate the safety of emergency personnel. Initiate development of a site- and agent-specific health and safety plan.
 - Implement protective actions (e.g., evacuations, sheltering). *Refer to the United States Department of Transportation Emergency Response Guidebook to determine the appropriate evacuation distance from the source.*
 - Activate public notification and advisory procedures.

- Clear the immediate area and notify appropriate first responders if an explosive device is found.
 - Be cognizant of any secondary devices that may be on site.
 - Be cognizant that CBRNE agents may be present.
- Control and investigate the crime scene and collect evidence, photographs, and video recordings.

See Section 3.6 for hazardous materials–specific information.

3.10 Utility Failure

In addition to the response actions listed in Section 3.1, the following action items may be appropriate:

- Continue to monitor severe weather reports that may affect utilities.
- Monitor secondary hazards associated with utility failure (e.g., traffic accidents due to signals being out, public health concerns, communication difficulties, heating and cooling difficulties).
- Implement protective measures (e.g., utilize backup generators, clear debris from roads).
- Identify the following:
 - General boundary of the affected area
 - Extent of utility disruption
 - Immediate needs of response forces or utilities
 - Estimated time of repair or duration of outage
 - Estimated population affected
- Coordinate with the Red Cross to open shelters as appropriate.
- Establish communication with and request a liaison from the utility as appropriate.

4 Recovery/Demobilization Phase Actions

Recovery/demobilization actions begin once the threat to public safety has been eliminated. The following recovery action items are appropriate to most incidents; however, the actions should be evaluated for appropriateness in any given situation and do not replace common sense or SOPs.

- Coordinate the transition from response to recovery.
- Continue to monitor incident-specific secondary hazards.
- Coordinate with the Red Cross to determine how long shelter operations will be continued, if activated during the incident.
- Implement intermediate and long-term recovery activities.
- Develop a strategy for transitioning the coordination and communication mechanisms for ongoing recovery efforts (e.g., role of the EOC, situational awareness updates, and communications protocols).
- Consider long-term environmental impacts and remediation needs and implement actions accordingly.
- Develop a Demobilization Plan to assist in an orderly demobilization of emergency operation. [[ICS Form 221 – Demobilization Plan](#)]
- Deactivate/demobilize the EOC, agency operations centers, and command posts.

- Conduct post-incident debriefing(s) to identify success stories and opportunities for improvement. Develop an After Action Report based on these debriefings.
- Develop recommendations and correct any deficiencies reflected in the After Action Report regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future emergencies related to this type of incident.
- Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.

5 Resources

5.1 Earthquake

- Cascadia Playbook https://www.oregon.gov/OMD/OEM/Pages/Cascadia_Playbook.aspx
- United States Geological Survey (USGS) Earthquake Hazards Program <https://earthquake.usgs.gov/>
- Catalog of FEMA Earthquake Resources https://www.fema.gov/media-library-data/1394506756491-eac042da03e84513b9d034c7debcd6f8/FEMA_P-736B_Final_508.pdf
- Resident Guidance from FEMA <https://www.ready.gov/earthquakes>
- County EOP, Incident Annex (IA) 2 – Geologic Emergencies
- State of Oregon EOP, IA 2 – Earthquake
- Oregon Resilience Plan

5.2 Major Fire

- Fire Agency List by County <http://www.oregon.gov/osp/SFM/docs/FireAgencyListCounty.pdf>
- United States Forest Service Wildland Fire Assessment System, Fire Danger Rating <http://www.wfas.net/index.php/fire-danger-rating-fire-potential--danger-32>
- Resident Guidance from FEMA <https://www.ready.gov/wildfires>
- County EOP, IA 1 – Weather Emergencies
- State of Oregon EOP
 - Emergency Support Function (ESF) 4 – Firefighting
 - IA 5 – Wildland Fire

5.3 Public Health

- Oregon’s Health Security, Preparedness, and Response Program <https://public.health.oregon.gov/Preparedness/Pages/index.aspx>
- Cities Readiness Initiative <http://www.crinorthwest.org/preptalk.html>
- Resident Guidance from FEMA
 - Pandemic <https://www.ready.gov/pandemic>
 - Chemical Threats <https://www.ready.gov/chemical-threats>
 - Biological Threats <https://www.ready.gov/biological-threats>
- County EOP
 - ESF 8 – Health and Medical
 - Support Annex (SA) 4 – Public Health

- State of Oregon EOP, ESF 8 – Health and Medical

5.4 Severe Weather

- North American Oceanic and Atmospheric Administration’s National Climatic Data Center <http://www.ncdc.noaa.gov/>
- United State Drought Monitor, updated weekly <http://droughtmonitor.unl.edu/Home.aspx>
- Resident Guidance from FEMA
 - Severe Weather <https://www.ready.gov/severe-weather>
 - Drought <https://www.ready.gov/drought>
 - Floods <https://www.ready.gov/floods>
 - Snowstorms and Extreme Cold <https://www.ready.gov/winter-weather>
 - Thunderstorms and Lightening <https://www.ready.gov/thunderstorms-lightning>
 - Extreme Heat <https://www.ready.gov/heat>
- County EOP, IA 1 – Weather Emergencies
- State of Oregon EOP
 - IA 1 – Drought
 - IA 3 – Flood
 - IA 7 – Severe Weather

5.5 Volcano

- Mount Hood Coordination Plan, June 2013, https://www.oregon.gov/OMD/OEM/plans_train/Earthquake/volcano_plan_mt-hood.pdf
- U.S. Geological Survey Volcano Hazards Program, <http://volcanoes.usgs.gov/index.html>
- Resident Guidance from FEMA <https://www.ready.gov/volcanoes>
- County EOP, IA 2 – Geologic Emergencies
- State of Oregon IA 6 – Volcano http://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_6_volcano.pdf

5.6 Hazardous Materials

- Northwest Area Contingency Plan <http://www.rtt10nwac.com/nwacp/>
- Pipeline and Hazardous Materials Safety Administration <http://www.phmsa.dot.gov/hazmat>
- Resident Guidance from FEMA <https://www.ready.gov/hazardous-materials-incidents>
- County EOP
 - ESF 10 – Hazardous Materials Response
- State of Oregon Emergency Operations Plan, ESF 10 – Hazardous Materials http://www.oregon.gov/OMD/OEM/plans_train/docs/eop/OR_EOP_2015_ESF_10_hazmat.pdf

5.7 Transportation Accidents (including air, rail, and road)

- Oregon Department of Transportation Trip Check <https://tripcheck.com>
- County Airport and Heliport Directory https://www.oregon.gov/OMD/OEM/Pages/plans_train/Disaster-Aviation-Annex.aspx#County_Airport_and_Heliport_Directory

- Individual airport emergency response plans
- Individual railroad emergency response plans
- State of Oregon Disaster Aviation Annex
https://www.oregon.gov/OMD/OEM/Pages/plans_train/Disaster-Aviation-Annex.aspx

5.8 Terrorism

- County EOP, IA 3 – Terrorism
- State of Oregon EOP
 - IA 8 – Terrorism
https://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_8_terrorism.pdf
 - IA 10 – Cyber Security
https://www.oregon.gov/OMD/OEM/plans_train/docs/eop/eop_ia_10_cyber.pdf

5.9 Utility Failure

- State of Oregon EOP, ESF 12 – Energy
- Electrical company emergency response plans
- Natural gas company emergency response plans
- Cell phone company emergency response plans
- Telecommunications company emergency response plans

THIS PAGE LEFT INTENTIONALLY BLANK