

**City of Lincoln City  
Lincoln County, Oregon  
EMERGENCY OPERATIONS PLAN**



**March 2012  
with Modifications February 2018**

**Prepared for:**

City of Lincoln City  
801 SW Highway 101  
Lincoln City, Oregon 97367

**Prepared by:**



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# Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the City of Lincoln City'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 (the City Manager or designee).
- If the City Emergency Manager is not available, alerts should be directed to the Police Chief based on the City line of succession outlined in Section 1.8.1 of this plan.
- Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public or other sources.
- If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
- *See Functional Annex (FA) 1 – Emergency Services of this plan for more information on alert and warning.*

## **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 and/or successor 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 and may direct them to staff the City Emergency Operations Center (EOC) based on incident needs.
- Notify appropriate emergency response agencies and partners.
- Emergency Operations Center members will autoreport to the EOC if they have knowledge of an event but communications are down.
- *See the City Emergency Contact List maintained by the City Administration.*

## **4. Activate the City Emergency Operations Center as appropriate.**

- The City will utilize the Incident Command System in managing the City Emergency Operations Center.
- The Primary City Emergency Operations Center Location is City Hall, 3<sup>rd</sup> Floor.

- If City Hall is not functional, the alternate City Emergency Operations Center is the Waste Water Collections Office Building.
- The Primary EOC will be re-located to the new police building upon completion in 2019.
- *See Section 5.4 of this plan for information on City 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 Functional Annex 1 – Emergency Services of this plan for more information on communications systems.*

**6. Identify, in coordination with the on-scene Incident Commander, key incident needs.**

- Consider coordination of the following, as required by the incident:
  - Protective action measures, including evacuation and shelter-in-place.
  - Shelter and housing needs for displaced citizens.
  - Emergency public information and coordination with the media.
  - Provisions for Access and Functional Needs Populations, including unaccompanied children.
  - Provisions for animals in disaster.

**7. Inform the County and Oregon Emergency Response System of City Emergency Operations Center activation and request support as needed.**

- Lincoln County Emergency Management: (541) 265-4199
- 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 threatened 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 the City Emergency Manager if the City Council is not reasonably available. A declaration made by the Emergency Manager must be ratified by the City Council within seven days.
- The declaration should be submitted to Lincoln County Office of Emergency Management.
- *See Section 1.7 of this plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.*

# Preface

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

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

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

# Letter of Promulgation

To all Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the 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. This includes the following:

**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.

**Recovery:** activities necessary to assist the community in recovering effectively from a disaster.

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

---

Don Williams  
Mayor

---

Dick Anderson  
Council Member

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Riley Hoagland  
Council Member

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Diana Hinton  
Council Member



**Letter of Promulgation (Cont.)**

\_\_\_\_\_  
Susan Wahlke  
Council Member

\_\_\_\_\_  
Judy Casper  
Council Member

\_\_\_\_\_  
Kip Ward  
Council Member

\_\_\_\_\_  
DATE

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# Plan Administration

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

## Record of Plan Changes

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

Date	Change No.	Purpose of Update
2012	Original Release	
2018	Updated Plan	Multiple modifications

## Plan Administration

**Plan Distribution List**

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their own Emergency Operations Plans when they receive changes. The Lincoln City Emergency Preparedness Coordinator is ultimately responsible for dissemination of all plan updates. Copies of the plan will be kept at City Hall.

Date	No. of Copies	Jurisdiction/Agency/Person
		Lincoln City Planning & Community Development Department
		Lincoln City Police Department
		Lincoln City Public Works Department
		Lincoln County Auxiliary Communication Services (ACS)
		*Lincoln County Emergency Manager
		Lincoln County Public Health Department
		Lincoln County Public School District
		North Lincoln Fire & Rescue District
		Samaritan North Lincoln Hospital
		American Red Cross, Willamette Chapter
		*Oregon Emergency Management

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

### Emergency Operations Plan Assignments

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

Section/Annex	Responsible Party
<b>Basic Plan</b>	City Manager/Emergency Manager
<b>Functional Annexes (FAs)</b>	
<b>FA 1</b> Emergency Services	Lincoln City Public Works Department
<b>FA 2</b> Human Services	City Manager/Emergency Manager
<b>FA 3</b> Infrastructure Services	Lincoln City Public Works Department
<b>FA 4</b> Recovery Strategy	City Manager/Emergency Manager
<b>Incident Annexes (IAs)</b>	
<b>IA 1</b> Drought	City Public Works Department
<b>IA 2</b> Earthquake	City Public Works Department
<b>IA 3</b> Major Fire	North Lincoln Fire and Rescue District
<b>IA 4</b> Flood	City Public Works Department
<b>IA 5</b> Severe Weather	City Public Works Department
<b>IA 6</b> Tsunami	City Public Works Department
<b>IA 7</b> Volcano	City Public Works Department
<b>IA 8</b> Hazardous Materials Incident	North Lincoln Fire and Rescue District
<b>IA 9</b> Public Health Incident	City Manager's Office North Lincoln Fire and Rescue District
<b>IA 10</b> Terrorism	City Police Department
<b>IA 11</b> Transportation Accidents	City Police Department
<b>IA 12</b> Utility Failure	City Public Works Department

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**Functional Annexes**

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

**Incident Annexes**

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

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# Basic Plan





# 1

## Introduction

### 1.1 General

The City of Lincoln City(City) emergency management mission is to ensure that the City is prepared for a disaster by coordinating 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, these emergencies are handled by individual responders or a team of responders who work together regularly to save lives, contain threats, and minimize damage. While the principles described in this Emergency Operations Plan (EOP) can also be applied to these daily responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of front line responders.

No plan can anticipate all the situations and conditions that may arise during emergencies. 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 and 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.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this

## 1. Introduction

possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

### 1.1.1 Whole Community Planning

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

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

## 1.2 Purpose 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 citizens 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 the 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,

## 1. Introduction

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 outlines 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 cooperating agencies 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 Activation

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

- Incidents in or affecting the City.

- Health emergencies in or affecting the City.

- Non-routine life-safety issues in or affecting the City.

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

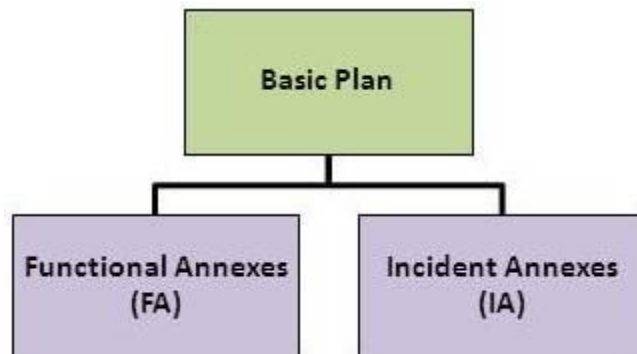
### 1.4 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with appendices).

- Functional Annexes (FAs).

- Incident Annexes (IAs).

**Figure 1-1 City of Lincoln City EOP Plan Organization**

### 1.4.1 Basic Plan

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

Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.

Hazards and threats facing the community, including planning assumptions based on the City's response capabilities.

Roles and responsibilities for elected officials, City departments, and key response partners.

A concept of operations for the City that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.

The City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.

The City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

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**1.4.2 Functional Annexes (FAs)**

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

FA 1 - Emergency Services

FA 2 - Human Services

FA3 - Infrastructure

FA4 - Recovery Strategy

Table 1-1 shows the relationship between the City's FAs and the Emergency Support Functions (ESFs) in County, State, and Federal plans, as defined by the National Response Framework (NRF). City emergency personnel should be familiar with County's EOP and ESF structure and understand how the City's response would coordinate with the County during an emergency event.

<b>Table 1-1 City Functional Annexes relation to County ESF Annex</b>	
<b>City Functional Annex</b>	<b>County ESF Annex*</b>
FA 1 – Emergency Services	ESF 2 – Communications ESF 4 – Firefighting ESF 5 – Emergency Management ESF 9 – Search and Rescue ESF 10 – Oil and Hazardous Materials ESF 13 – Public Safety and Security ESF 15 – External Affairs
FA 2 – Human Services	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services ESF 8 – Public Health and Medical Services ESF 11 – Agriculture and Natural Resources

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Table 1-1 City Functional Annexes relation to County ESF Annex	
City Functional Annex	County ESF Annex*
FA 3 – Infrastructure Services	ESF 1 – Transportation ESF 3 – Public Works and Engineering ESF 12 – Energy
FA 4 – Recovery Strategy	ESF 14 – Community Recovery

### 1.4.3 Incident Annexes (IAs)

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

IA 1 – Drought

IA 2 – Earthquake

IA 3 – Major Fire

IA 4 – Flood (including Dam Failure)

IA 5 – Severe Weather

IA 6 – Tsunami

IA 7 – Volcano

IA 8 – Hazardous Materials Incident (Accidental Release)

IA 9 – Public Health Incident

IA 10 – Terrorism

IA 11 – Transportation Accident

IA 12 – Utility Failure

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

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

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



### 1.5.2 State Plans

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

- **State Emergency Management Plan.** The State Emergency Management Plan consists of three volumes:
  - *Volume I: Preparedness and Mitigation* includes the plans and guidance necessary for the State to prepare and mitigate the effects of a disaster. It includes the state disaster hazard assessment, exercise and training programs, and plans to lessen the physical effects of a disaster to citizens, the environment, and property. Volume I also includes the following homeland security specific activities:
    - ☐ Homeland Security State Strategy
    - ☐ Program Capability Review
    - ☐ Annual Enhancement Plan
    - ☐ NIMS Compliance Program
  - *Volume II: Emergency Operations Plan*, which is also referred to as the Basic Plan, describes in broad terms the organization used by the State to respond to emergencies and disasters. The EOP is supplemented by Emergency Support Function (ESF) Annexes, Support Annexes (SAs), and Incident Annexes (IAs). It describes common management functions, including areas of common to most major emergencies or disasters such as communications, public information, and others.
  - *Volume III: Relief and Recovery* provides guidance, process, and rules for assisting Oregonians with recovering from the effects of a disaster. It includes procedures to be used by government, businesses, and citizens.
- **Cascadia Subduction Zone Catastrophic Operations Plan.** The plan describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.
- **State Debris Management Plan.** The plan provides a framework for State agencies and municipalities to facilitate and coordinate the

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evaluation, removal, collection, and disposal of debris following a disaster.

- **Mount Hood Coordination Plan.** The plan outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.
- **State Emergency Alert System Plan.** The plan is the FCC-mandated document outlining the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for Oregon State broadcasters and cable television operators, and state and local entities authorized to use EAS to determine: distribution of the President's message, mandated and optional monitoring assignments, and participation by the national weather service and local and state emergency agencies.
- **Oregon Resilience Plan.** House Resolution 3, adopted in April 2011, directed the Oregon Seismic Safety Policy Advisory Commission (OSSPAC) “to lead and coordinate preparation of an Oregon Resilience Plan that reviews policy options, summarizes relevant reports and studies by state agencies, and makes recommendations on policy direction to protect lives and keep commerce flowing during and after a Cascadia earthquake and tsunami.”

### 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 City emergency plans.

- **Lincoln County Emergency Operations Plan.** The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.
- **Lincoln County Multi-Jurisdictional Natural Hazard Mitigation Plan.** The City plan is included as an annex within Volume III of the region’s Multijurisdictional Hazard Mitigation Plan. The plan creates a

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framework for risk-based decision making to reduce deaths and injuries, property damage, and the 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.** Lincoln County Health and Human Services is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.

### 1.5.4 City Plans

Similar to the County, 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 of operations, and other aspects of emergency management. These plans, listed below, work in concert with the City EOP:

**Lincoln City Natural Hazard Mitigation Plan.** The City plan is included as an annex within Volume III of the region's Multijurisdictional Hazard Mitigation Plan. The plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the 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.

**Tsunami Evacuation Facilities Improvement Plan (TEFIP).** The TEFIP plan will identify weaknesses in the City's evacuation and sheltering network and propose priority solutions for addressing these gaps. To be included in this plan will be an analysis of vulnerable areas of town (e.g. Cutler City) where evacuation and sheltering are made more difficult. In the TEFIP the city will outline strategy and actions to develop a more robust evacuation and sheltering system throughout the City. These actions could include a network of emergency supplies caches, vertical evacuation and seismic strengthening of proposed shelter facilities.

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- **Continuity of Operations Plan (COOP).** A **COOP plan** is a collection of resources, actions, procedures, and information that is developed, tested, and held in readiness for use in the event of a major disruption of operations. **COOP planning** helps prepare City departments and other community entities to maintain mission critical operations after any emergency or disaster. **Tsunami/Storm Ready Plan.** The National Weather Service (NWS) TsunamiReady and StormReady Programs are designed to help cities, towns, counties, universities and other large sites in coastal areas reduce the potential for disastrous tsunami or storm related consequences.
- **Springlake Plan.**
- **Master plans.** The City has a number of Master Plans that relate to emergency operational planning. These include Transportation Master Plan, Parks and Open Spaces Plan, Water, Sewer and Stormwater Plans to name a few.
- **Comprehensive Plan.** The City's Comprehensive Plan is intended to guide land use planning in the City, based on the City's vision for urban growth management. Comprehensive Plan policies are utilized as part of the review criteria for many types of discretionary land use applications. The current version of the Comprehensive Plan was completed as part of the City's Periodic Review in xxxx, and will be updated in 2019.

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:

- **Lincoln County School District Emergency Operations Plan.**
- **Northwest Natural Gas Emergency Operations Plan.**
- **Lincoln County Transit and North by Northwest CONNECTOR Emergency Operations Plan.**
- **Central Lincoln Public Utility District (PUD) Emergency Operations Plan.**
- **Solid Waste Consortium Debris Management Plan.**
- **North Lincoln Fire and Rescue District Emergency Operations Plan.**

## 1.6 Authorities

### 1.6.1 Legal Authorities

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

The City does not have an office or division of emergency management services separate from its existing departments. However, for the purposes of this plan and for consistency with the County and State plans, the City's emergency management structure will be referred to generally as the City Emergency Management Organization (EMO), though no formal organization exists. The City EMO will:

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

The City Manager has been designated as the City's Emergency Manager with ultimate authority for direction and control of the City's EMO.

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

Table 1-2 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

<b>Table 1-2 Legal Authorities</b>
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**Table 1-2 Legal Authorities****Federal**

- Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
- Public Law 107-296 The Homeland Security Act of 2002
- Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
- Presidential Policy Directive 8: National Preparedness (2008)
- Federal Emergency Management Agency (FEMA) Policy
  - FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
  - FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
  - FEMA Incident Management and Support Keystone (January 2011)
  - National Incident Management System (December 2008)
  - National Preparedness Goal (September 2011)
  - FEMA Administrator's Intent (2015-2019)
  - FEMA Strategic Plan 2011-2014
  - Crisis Response and Disaster Resilience 2030 (January 2012)
  - National Response Framework (January 2008)
  - National Disaster Recovery Framework (September 2011)
  - National Disaster Housing Strategy (January 2009)

**State of Oregon**

- Oregon Revised Statutes (ORS) 401 Emergency Management and Services
- ORS 402 Emergency Mutual Assistance Agreements
- ORS 403 Public Safety Communications System
- ORS 404 Search and Rescue
- Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management

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<b>Table 1-2 Legal Authorities</b>	
<b>Lincoln County</b>	
—	Commissioner's Order # 9-07-697 (August 30, 2007)
—	Lincoln County Pandemic Influenza Plan (January 2007)
—	Lincoln County NIMS Resource Typing (December 2006)
—	Lincoln County Public Education and Outreach Strategy (December 2007)
—	Lincoln County Emergency Volunteer Management Guide (December 2007)
—	Lincoln County Health and Human Services Emergency Operations Plan (December 2005)
—	Lincoln County Chemical Incident Response Plan (April 2007)
—	Lincoln County Public Information Plan (September 2003)
<b>City of Lincoln City</b>	
—	Lincoln City City Council Resolutions 2008-3, 2008-15, 2008-33
—	Lincoln City Municipal Code
—	New Emergency Ordinance No. 2018-03

### 1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression, pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

*See individual FAs for existing mutual aid agreements.*

Copies of these documents can be accessed through the City Recorder. 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:

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Diverting funds and resources to emergency operations in order to meet immediate needs.

Authorizing implementation of local emergency plans and implementing extraordinary protective measures.

Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.

Providing specific legal protection for actions initiated under emergency conditions.

Setting the stage for requesting State and/or Federal assistance to augment local resources and capabilities.

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

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

### **1.7.2 Lincoln City Disaster Declaration Process**

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing County, State, or federal disaster assistance. The Mayor, or City Council, or City Manager, as authorized by ordinance, may declare that a state of emergency exists. This declaration is in effect until one of the above-noted parties or other authorized person terminates the state of emergency when the emergency or threat of emergency, no longer exists.

To declare a State of Emergency, the Emergency Manager will call either a regular or a special meeting of the City Council to request a declaration of emergency by the council, or immediately declare an emergency in writing.

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

A declaration shall:

Describe the nature of the emergency.

Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within City boundaries.

Estimate the number of individuals at risk, injured, or killed.



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Describe the actual or likely damage caused by the emergency.

State the type of assistance or resources required to respond to the emergency.

Estimate the length of time during which the designated area will remain in an emergency status.

State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based 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 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 projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

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

**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 Lincoln County Declaration Process

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

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**1.7.4 State Assistance**

The Oregon Emergency Management (OEM) Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. Local government requests will be made by the County Emergency Manager on behalf of the City. 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**

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

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

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

Table 1-8 provides 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 EOC and in the office of the City recorder.

<b>Table 1-8 City Lines of Succession</b>	
<b>Emergency Operations</b>	<b>Emergency Policy and Governance</b>
City Manager/Emergency Manager	Mayor
Police Chief	City Council
Director of Public Works	City Manager

Each City department is responsible for pre-identifying staff roles that illustrate a line of succession in management's absence. Lines of succession for each

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department can be found in the City Manager's Office and the EOC. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments.

### 1.8.2 Continuity of Operations

The City Manager, acting as the Emergency Manager, will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing Continuity of Operations (COOP) and Continuity of Government (COG) plans to ensure continued delivery of vital services during an emergency.

### 1.8.3 Preservation of Vital Records

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

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

## 1.9 Administration and Logistics

### 1.9.1 Request, Allocation, and Distribution of Resources

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

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

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

### 1.9.2 Financial Management

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

The following general procedures will be carried out:

The City Council will meet in emergency session to decide how to respond to the emergency funding needs.

The City Council will declare a State of Emergency and request assistance through the County.

If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager, or designee, may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.

To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

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

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related expenses and expenditures. Requests for types of individual assistance should be made to FEMA and other disaster relief organizations.

### 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.

### 1.9.4 Reporting and Documentation

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

- Incident and damage assessment reports.
- Incident command logs.
- All paper products produced during the event should be maintained and submitted after the event (such as forms, plans, assignments).
- Cost recovery forms.
- Incident critiques and after action reports.

## 1.10 Safety of Employees and Family

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

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to 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.

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City 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. At the time of this EOP's development, the Lincoln County Health Department is developing plans to address this issue. When completed, the City expects to adopt these documents as part of its EOP. Safety precautions and personal protective equipment decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

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

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

# 2

## Situation and Planning Assumptions

### 2.1 Situation

The City of Lincoln City is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, winter storms, earthquakes and tsunamis. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism or war.

#### 2.1.1 Community Profile

##### 2.1.1.1 Geography

Lincoln City is located on the Oregon Coast in the northwestern portion of Lincoln County. Lincoln City's climate is relatively moderate; the average monthly temperatures range from 50 to 66 degrees in July and August, and 36 to 51 degrees in December and January, and the City receives approximately 72 inches of rain each year. Monthly precipitation is about 11 inches during the wetter months of November–January and about 1 inch during the drier months of June–August. The City's topography is a mix of rounded hills and narrow, winding coastal valleys, and steeper sloping areas such as those near the Coast Range east of the City, and along the coastline. Nearby bodies of water include the Pacific Ocean, Devils Lake, Schooner Creek, and Drift Creek.

##### 2.1.1.2 Demographics

As of March 2014 Lincoln City has a permanent population of about 8,400, swelling to 30,000 or more in peak summer tourist season.

#### 2010 Census Information:

There were estimates of 7,930 people and 3,566 households, and in the City. The population density was 1,394.5 people per square mile (538.7/km). There were 6,025 housing units. The racial makeup of the City was 83.67% White, 0.4% African American, 3.52% Native American, 1.54% Asian, 0.14% Pacific Islander, 7.04 % some other race alone, and 3.63% from two or more races. Hispanic or Latinos of any race were 13.2% of the population.

## 2. Situation and Assumptions

There were 3,371 households out of which 24.7% had children under the age of 18 living with them, 38.2% were married couples living together, 12.9% had a female householder with no husband present, and 44.8% were non-families. 36.6% of all households were made up of individuals and 16.9% had someone living alone who was 65 years of age or older. The average household size was 2.18 and the average family size was 2.80.

In the City the population was spread out with 22.2% under the age of 18, 8.3% from 18 to 24, 24.0% from 25 to 44, 26.2% from 45 to 64, and 19.3% who were 65 years of age or older. The median age was 42 years. For every 100 females there were 84.5 males. For every 100 females age 18 and over, there were 80.2 males.

The median income for a household in the City was \$24,959, and the median income for a family was \$31,783. Males had a median income of \$26,667 versus \$21,483 for females. The per capita income for the City was \$15,597. About 12.5% of families and 16.1% of the population were below the poverty line, including 23.4% of those under age 18 and 6.6% of those are 65 or over.

### 2.1.1.3 Economy

Historically, the economy of Lincoln City has been largely based on tourism, fishing, and timber. The seafood and the timber industries have declined, leaving tourism and retirement as the primary economic drivers in Lincoln City.

### 2.1.1.4 Education

Lincoln City has two public elementary schools, one public 7-12 high school, and a charter school which all operate under the governing body of the Lincoln County School District. In addition, there are three private elementary schools, a private K-12 school and a community college.

### 2.1.1.5 Transportation/Critical Facilities

Two major transportation routes connect Lincoln City to other coastal communities and the Willamette Valley: Highways 18/22 and 101. Highway 18/22 runs west to east, and Highway 101 runs north and south. The City of Lincoln City views Highway 101 and Highway 18/22 as the most important arterials in their multi-modal transportation.

Critical facilities are those that support government and first responders' ability to take action in an emergency. They are a top priority in any comprehensive hazard mitigation plan. Individual communities should inventory their critical facilities to include locally designated shelters and other essential assets, such as fire stations, and water and wastewater treatment facilities. Lincoln City has the following critical facilities:

- 2 fire stations.
- 1 police station.
- 1 hospital (Samaritan North Lincoln Hospital).



**2. Situation and Assumptions**

- 2 public elementary schools, 1 combined middle and high school (7-12).
- 1 water treatment plant (fed by the Schooner Creek watershed), 3 water storage reservoirs (storing 7.25 million gallons), 5 pump stations.
- 1 wastewater plant and collection system located in the Taft area and serving 5,100 customers.

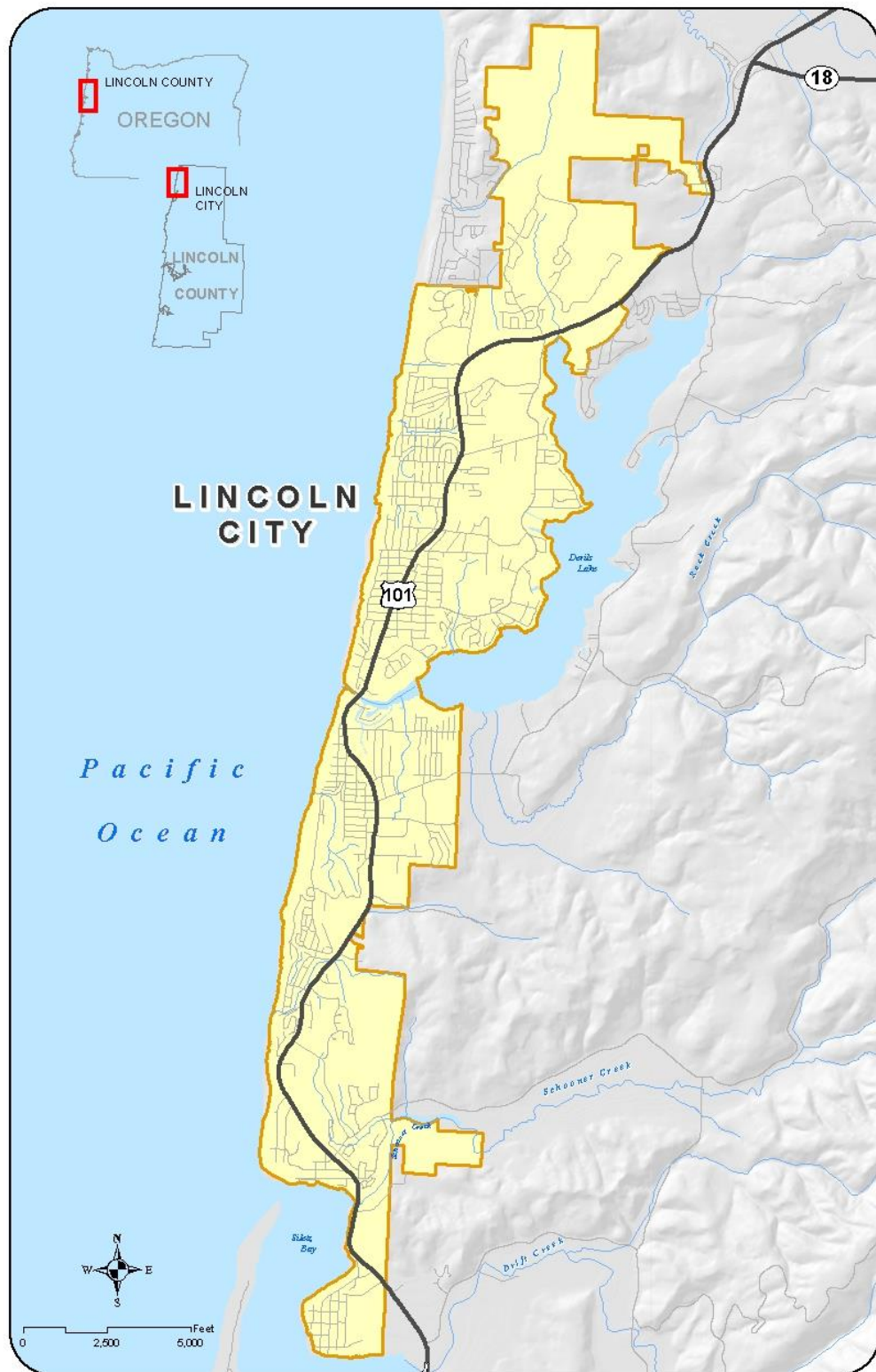
**2.1.1.6 Community Events**

Each year, several festivals are held in Lincoln City, drawing thousands of visitors. These include:

- Kite Festival, held last weekend in June and second weekend in October. This festival draws usually around 15,000 visitors to the coast.
- 4th of July event. Although this is primarily a local draw, it has attendance of 5,000–10,000 people.
- Sand Castle Contest, held about the second weekend of August. This event usually draws upwards of 2,000 people to the coast, not including locals who also attend.
- Spring break usually draws thousands of students from all over Oregon and Washington every year.

## 2. Situation and Assumptions

Figure 2-1 Map of Lincoln City



## 2. Situation and Assumptions

Figure 2-2 Map of Lincoln County



**Lincoln County**  
Emergency Operations Plan

## 2. Situation and Assumptions

### 2.1.2 Threat/Hazard Identification

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

**Natural Hazards:** Result from acts of nature.

**Technological Hazards:** Result from accidents or failures of systems and structures.

**Human-Caused/Adversarial Threats:** Result from intentional actions of an adversary.

Table 2-1 identifies the hazard/threat 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	Technological	Human-Caused / Adversarial Threats
<ul style="list-style-type: none"> <li>• Earthquake</li> <li>• Fire (wildland-urban interface)</li> <li>• Flood</li> <li>• Landslide/Debris Flow</li> <li>• Tsunami</li> <li>• Windstorm</li> <li>• Winter Storm</li> <li>• Disease Outbreak: Human</li> <li>• Tornado</li> </ul>	<ul style="list-style-type: none"> <li>• Dam Failure (earthen dams)</li> <li>• Hazardous Materials Incident</li> <li>• Urban Conflagration</li> </ul>	<ul style="list-style-type: none"> <li>• Enemy Attack</li> <li>• Multiple Victim Shooting</li> <li>• Sabotage</li> <li>• Violent Extremism</li> <li>• Bomb Detonations</li> <li>• Terrorist Acts</li> </ul>

*See the Lincoln County Multijurisdictional Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.*

### 2.1.3 Natural Hazard Analysis

#### Analysis Methodology

The following hazard analysis matrix was developed during the preparation of the Natural Hazard Mitigation Plan (NHMP). The analysis methodology produces scores that range from 24 (lowest possible) to 240 (highest possible).

## 2. Situation and Assumptions

Vulnerability and probability are the two key components of the methodology. Vulnerability examines both typical and maximum credible events, and probability endeavors to reflect how physical changes in the jurisdiction and scientific research modify the historical record for each hazard. Vulnerability accounts for approximately 60% of the total score, and probability approximately 40%.

This method provides the jurisdiction with a sense of hazard priorities, or relative risk. It doesn't predict the occurrence of a particular hazard, but it does "quantify" the risk of one hazard compared with another. By doing this analysis, planning can first be focused where the risk is greatest.

**Table 2.2 Lincoln City Natural Hazard Threat Analysis**

Hazard	Probability	Vulnerability	Total Threat Score	Hazard Ranking
Windstorm	High	High	240	# 1
Winter Storm	High	Moderate	213	# 2
Landslide	High	High	210	# 3
Earthquake (Cascadia)	Moderate	High	209	# 4
Tsunami (Local)	Moderate	High	201	# 5
Flood (Riverine)	High	Moderate	180	# 6
Wildfire	Moderate	Moderate	164	# 7
Tsunami (Distant)	High	Low	161	# 8
Flood (Coastal)	High	Moderate	160	# 9
Coastal Erosion	High	Moderate	150	# 10
Drought	High	High	145	# 11
Volcano	Low	Low	114	# 12
Earthquake (Crustal)	Moderate	Moderate	105	# 13

## 2. Situation and Assumptions

### Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the City. Regional evacuations will likely result in a population surge within the City. A surge of evacuees will likely result in numerous secondary impacts (e.g. resources shortfalls, increased need for shelter, health and medical impacts, etc.) and exacerbate the impacts of a hazard.

#### 2.1.3.1 Cascadia Subduction Zone Earthquake and Tsunami

The most likely catastrophic scenario facing Oregon is a 9.0 Cascadia Subduction Zone (CSZ) earthquake and resultant tsunami. Expected statewide impacts from a Cascadia event include:

Ground shaking for 4-6 minutes causing massive critical infrastructure damage.

Liquefaction and landslides causing disruption of transportation routes.

Up to 25,000 fatalities resulting from combined effects of the earthquake and tsunami.

Buildings destroyed or damaged, up to tens of thousands of damaged structures.

Households destroyed or damaged, up to tens of thousands of people in need of shelter.

#### 2.1.3.2 Coastal Erosion

The NHMP analysis determined that the City's probability for coastal erosion is **high** and that its vulnerability to coastal erosion is **moderate**.

Lincoln County's Natural Hazards Mitigation Plan describes the causes and characteristics of coastal erosion hazards. Erosion is a natural process that continually affects coastal areas; in Lincoln City and elsewhere along the Pacific, erosion becomes a hazard when lives and personal properties are at risk of damage. Erosion is typically a gradual process, which can be greatly accelerated in the event of a storm. Private sea walls in Lincoln City require constant maintenance, and some property damage has occurred in areas within the City. Properties along Anchor Court, for example, have experienced partial and/or total damages due to storm-induced erosion. ; Over the last 10 years two houses have been removed and approximately six additional houses are affected in this area; as such, future damages here are likely.

In an effort to mitigate the effects of coastal erosion, Lincoln City enacted Ordinance 2012-08 (2012), amending the comprehensive plan to include standards for areas affected by coastal erosion. The city requires new development to comply with setback restrictions. Permits are required for the

## 2. Situation and Assumptions

development of sea walls. Lincoln City believes that, due to its property setback requirements for new developments, it has reduced the vulnerability to this hazard.

The Department of Geology and Mineral Industries (DOGAMI) assists communities by producing maps and reports on coastal erosion; Lincoln City uses this map to enforce development setback requirements. Although not included within this addendum, the coastal erosion hazards map can be obtained through the Planning and Community Development Department at City Hall.

### 2.1.3.3 Drought

The NHMP analysis determined that the City's probability for drought is **low** and that its vulnerability to drought is **high**.

Lincoln County's Natural Hazards Mitigation Plan adequately describes the causes and characteristics of drought hazards, as well as the location and extent of a potential event. Due to a cool, wet climate, past and present weather conditions have generally spared coastal communities from the effects of a drought. As such, there is no record of a severe drought event within Lincoln County. The same holds true for Lincoln City; the impacts of a potential event, however, are much greater for the City than for the county as a whole. Schooner Creek is the City's primary water source, and the City's reservoirs store enough water for only one day of use. In the event that climate patterns change and drought becomes a probable hazard, Lincoln City would be extremely vulnerable to drought conditions. Furthermore, Schooner Creek is a direct-flow water source and contamination is a potential threat to the water supply. In addition, Lincoln City's population grew at a faster rate than most of the county since 2013 (see Appendix C, Table C-3); an increasing population will further strain the existing system. In recognition of this vulnerability the City added a Drift Creek as a backup water source.

In addition to reduced water supplies, a drought will increase the chances of wildfire and significantly reduce tourism activities. If hotels, for example, are unable to accommodate guests, the City's economy would greatly suffer. Currently, the City has a water curtailment plan that will go into effect in the event of a drought.

### 2.1.3.4 Earthquake

The NHMP analysis determined that the City's probability for a Cascadia Subduction Zone (CSZ) Earthquake event is **moderate** and that its vulnerability to a Cascadia Earthquake event is **high**. The NHMP analysis determined that the City's probability for a Crustal Earthquake event is **moderate** and that its vulnerability to a Crustal Earthquake event is **moderate**.

The Pacific Northwest experienced a subduction zone earthquake estimated at magnitude 9 on January 26, 1700. The earthquake generated a tsunami that caused damage as far away as Japan. Cascadia subduction zone earthquakes and associated tsunamis have occurred on average every 500 years over the last 3,500



## 2. Situation and Assumptions

years in the Pacific Northwest. The time between events has been as short as 100 to 200 years and as long as 1000 years. The geologic record indicates that over the last 10,000 years approximately 42 tsunamis have been generated off the Oregon Coast in connection to ruptures of the CSZ (19 of the events were full-margin ruptures and tsunamis arrived approximately 15-20 minutes after the earthquake).<sup>1</sup>

Earthquake-induced damages are difficult to predict, and depend on the size, type, and location of the earthquake, as well as site-specific building and soil characteristics. Presently, it is not possible to accurately forecast the location or size of earthquakes, but it is possible to predict the behavior of soil at any particular site. In many major earthquakes, damages have primarily been caused by the behavior of the soil.

The Oregon Department of Geology and Mineral Industries (DOGAMI), in partnership with other state and federal agencies, has undertaken a rigorous program in Oregon to identify seismic hazards, including active fault identification, bedrock shaking, tsunami inundation zones, ground motion amplification, liquefaction, and earthquake induced landslides. DOGAMI has published a number of seismic hazard maps that are available for Oregon communities to use. The maps show liquefaction, ground motion amplification, landslide susceptibility, and relative earthquake hazards.

The Department of Geology and Mineral Industries (DOGAMI), in partnership with other state and federal agencies, has commenced a program to identify seismic hazards and risks. A number of studies have been published. Among other data, DOGAMI has created maps that identify areas in selected Oregon communities that will suffer more damage, relative to other areas, during a damaging earthquake. As part of the Risk MAP project DOGAMI will provide additional risk assessment information for Lincoln County including a damage assessment.

The city's concentrated population and resources, as well as the soil characteristics and relative earthquake hazards described above are cause for further study and significant effort toward mitigating the earthquake hazard. About 72% of Lincoln City's housing structures were built prior to the enforcement of earthquake-resistant building codes of 1990. Additionally, in 2007 DOGAMI conducted a rapid visual assessment for public school buildings, acute inpatient care facilities, fire stations, police stations, sheriffs' offices and other law enforcement agency buildings. Buildings were ranked for the "probability of collapse" due to the maximum possible earthquake.

As noted above the City has a high concentration of buildings that are built prior to 1990, which increases the City's vulnerability to the earthquake hazard.

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<sup>1</sup>Oregon Natural Hazard Mitigation Plan. Department of Land Conservation and Development, 2015.



## 2. Situation and Assumptions

Information on specific buildings' estimated seismic resistance, determined by DOGAMI in 2007, is shown in Table LA-4; each "X" represents one building within that ranking category. Of the facilities evaluated by DOGAMI using RVS (rapid visual assessment) none have a very high (100% chance) collapse potential, and one (1), the City Hall and Lincoln City Career Technical High School, has high (greater than 10% chance) collapse potential.

**Table LA-4 Rapid Visual Survey Scores**

Facility	Level of Collapse Potential			
	Low (<1%)	Moderate (>1%)	High (>10%)	Very High (100%)
<b>Schools</b>				
Oceanlake Elementary School (2420 NE 22nd Street)		X		
Taft Middle School (4040 High School Drive)	X	X		
Taft High School (3780 SE Spyglass Ridge Road)	X	?		
Lincoln City Career Technical High School (801 SW Hwy 101)	?	?	X	
<b>Public Safety</b>				
North Lincoln Fire and Rescue (2525 NW Hwy 101)		X		
North Lincoln Fire and Rescue (914 SW 4th Street)	X			
North Lincoln Fire and Rescue (4520 SE Hwy 101)	X	?		
Lincoln City Police Department (1503 SE Devils Lake Road)	X			
<b>Hospitals</b>				
Samaritan North Lincoln Hospital (3043 NE 28th Street)	?	X		

Source: DOGAMI 2007. Open File Report 0-07-02. Statewide Seismic Needs Assessment Using Rapid Visual Assessment.

Note: Taft Elementary was assessed by DOGAMI, but was demolished and reestablished within Taft Middle School.

In addition to the structures listed above, the City's infrastructure is highly vulnerable to a severe earthquake event. Sewer lines, water lines, power lines, water tanks, reservoirs, cell towers, the Samaritan North Lincoln Hospital, and City Hall were identified by the NHMP analysis as vulnerable assets. The city would expect significant damage to roads and bridges following a Cascadia Subduction Zone event, as well as deaths and severe injuries region-wide. Education and outreach regarding earthquakes (and the resultant tsunami) are ongoing endeavors in Lincoln City.

## 2. Situation and Assumptions

### 2.1.3.5 Flood

The NHMP analysis determined that the City's probability for riverine flood is **high** and that its vulnerability to riverine flooding is **moderate**. The NHMP analysis determined that the City's probability for coastal flood is **high** and that its vulnerability to coastal flooding is **moderate**.

Schooner Creek and Devils Lake are the City's primary sources of flooding. The extent of flooding varies depending on rainfall, and/or precipitation levels throughout the year. Lincoln City's most significant flood event occurred in November, 1999; every road out of town was under water, including East Devils Lake Rd just south of Devils Lake. Road closures are the most common flood-related impacts within the community. East Devils Lake Road floods frequently, and despite efforts to mitigate flood related damages by widening culverts along this road, flooding continues. Almost all of Lincoln City's 31 pump stations are in the floodplain. Areas of concern for the City include the floodgate at Schooner Creek and the modular home parks near SE 51<sup>st</sup> street.

The Lincoln City Stormwater Master Plan includes additional information on flood impacts to the community and includes additional mitigation actions.

### National Flood Insurance Program (NFIP)

The city's Flood Insurance Rate Maps (FIRM), available at City Hall, best describe the location and extent of Lincoln City's flood hazard. The Lincoln County Flood Insurance Rate Maps (FIRMs) were recently updated and the new maps should be adopted by 2018.

### 2.1.3.6 Landslide

The NHMP analysis determined that the City's probability for landslide is **high** and that its vulnerability to landslide is **high**.

Lincoln County's Natural Hazards Mitigation Plan describes the causes and characteristics of landslides, and appropriately identifies previous landslide occurrences within the region. Development pressure on steep slopes, for example, is an issue that Lincoln City is beginning to deal with. Likewise, the road to the City's wastewater treatment plant has occasional slides. No significant losses have occurred, but the potential for future damages are believed to exist along this road. Potential community impacts are described within the county's plan, and include infrastructural damages, economic impacts (due to isolation and/or arterial road closures), property damages, and obstruction to evacuation routes.

The Oregon Department of Geology and Mineral Industries (DOGAMI) is active in developing maps and collecting data on hazard risk. Many of these are available online.

## 2. Situation and Assumptions

### 2.1.3.7 Tsunami

The NHMP analysis determined that the City's probability for a distant tsunami event is **high** and that its vulnerability to a distant tsunami event is **low**. The NHMP analysis determined that the City's probability for a local tsunami event is **moderate** and that its vulnerability to a local tsunami event is **high**.

Lincoln County's Natural Hazards Mitigation Plan describes the causes and characteristics of tsunami hazards, as well as the previous occurrences of tsunami events within the region.

In 1995, the Department of Geology and Mineral Industries (DOGAMI) conducted an analysis resulting in extensive mapping along the Oregon Coast. The maps depict the expected inundation for tsunamis produced by a magnitude 8.8 to 8.9 undersea earthquake. The tsunami maps were produced to help implement Senate Bill 379 (SB 379). SB 379, implemented as Oregon Revised Statutes (ORS) 455.446 and 455.447, and Oregon Administrative Rules (OAR) 632-005, limit construction of new essential facilities and special occupancy structures in tsunami flooding zones.

Since then DOGAMI and other agencies have conducted a large number of tsunami inundation studies. An update of these maps was completed in 2013, as described below.

Evacuation maps (brochures) are available for the populated areas of Lincoln County. The Department of Geology and Mineral Industries (DOGAMI) developed the evacuation zones in consultation with local officials; local officials developed the routes that were reviewed by the Oregon Department of Emergency Management (OEM). The maps show the worst case scenario for a local source and distant source tsunami event and are not intended for land-use planning or engineering purposes.

Lincoln City has put forth much effort to educate and inform citizens of tsunami hazards found within the City. The city obtained a reverse 911 system; hotels are encouraged to post evacuation signs in private rooms; evacuation signs are posted throughout the City; evacuation maps are posted on the City's website; the City has adopted a new public notification service (Everbridge) and a fire station and school were moved away from the inundation zone two years ago. In the event of a tsunami, the hospital may be at risk; currently it's just outside the tsunami inundation zone. Severe damage is expected to occur on various properties, roads, bridges, communication systems, and critical infrastructure within Lincoln City, among other assets described in the county's plan. Lincoln City recognizes the importance of continuing education and outreach, especially to the transient populations (i.e., tourists), and plans to implement greater outreach in the future.

### 2.1.3.8 Volcano

The NHMP analysis determined that the City's probability for volcanic event is **low** and that its vulnerability to volcanic event is **low**.

## 2. Situation and Assumptions

The Lincoln County Natural Hazard Mitigation Plan describes Lincoln City's risk to volcanic events. Generally, an event that affects the county is likely to affect Lincoln City as well. The causes and characteristics of a volcanic event are described within the county's plan, as well as the location and extent of potential hazards. Previous occurrences are well-documented within the county's plan, and the community impacts described by the county would generally be the same for Lincoln City as well. Lincoln City is very unlikely to experience anything more than volcanic ash during a volcanic event. When Mt. Saint Helens erupted in 1980, the City received small amounts of ashfall, but not enough to cause significant health and/or economic damages.

### 2.1.3.9 Wildfire

The NHMP analysis determined that the City's probability for wildfire is **moderate** and that its vulnerability to wildfire is **moderate**.

The Lincoln County Natural Hazard Mitigation Plan adequately describes the causes and characteristics of wildfires, as well as the county and city's history of wildfire events. Wildfires in 1849 and 1936 were particularly devastating in Lincoln County, but since then, there have been few large events. The location and extent of a wildfire vary depending on fuel, topography, and weather conditions. As shown in Figure II-19 within Volume II, Hazard Annex, Lincoln City has a low to moderate fire hazard. Weather and urbanization conditions are primarily at cause for the hazard level. Due to the prevailing wind patterns (i.e., from the north or south), the City's steering committee felt that the northern and southern ends of the City might be the most vulnerable spots to wildfire. Power, natural gas, and phone lines run through the forest to the east of the City, and would be affected in the event of a wildfire. Likewise, active commercial logging occurs just outside the City, and slash burns are a potential wildfire concern.

The potential community impacts and vulnerabilities described in the county's plan are generally accurate for the City as well. Lincoln County developed a Community Wildfire Protection Plan (CWPP) in 2010, which mapped wildland urban interface areas and developed actions to mitigate wildfire risk. The city is a participant in the CWPP and will update the City's wildfire risk assessment if the CWPP presents better data during future updates.

### 2.1.3.10 Windstorm

The NHMP analysis determined that the City's probability for windstorm is **high** and that its vulnerability to windstorm is **high**.

In Lincoln City, power outages are the greatest concern during windstorms. Building codes require new developments to place power lines below ground; currently, however, new construction only accounts for about 5% of the City's total development. Without power, communication is lost, and fuel and food stores shut down. In the December, 2007 wind storm, the water treatment plant nearly used up its diesel supply, and the City lost its primary communications route (provided through Telecommunication Utility-owned Fiber Optic routes).

## 2. Situation and Assumptions

Lincoln City patrons were additionally unable to access 911. Lincoln County's plan adequately describes the impacts caused by windstorms, including power outages, downed trees, heavy precipitation, building damages, and storm-related debris. Additionally, transportation and economic disruptions result as well.

### 2.1.3.11 Winter Storm (Snow/ Ice)

The NHMP analysis determined that the City's probability for winter storm is **high** and that its vulnerability to winter storm is **moderate**.

Severe winter storms can consist of rain, freezing rain, ice, snow, cold temperatures, and wind. They originate from troughs of low pressure offshore that ride along the jet stream during fall, winter, and early spring months. Severe winter storms affecting the City typically originate in the Gulf of Alaska or in the central Pacific Ocean. These storms are most common from November through March. More than likely, however, the coast's winter will just be windy, cold, and wet.

Major winter storms can and have occurred in the Lincoln City area, and while they typically do not cause significant damage; they are frequent and have the potential to impact economic activity. Road closures on Highway 101, or the passes to the Willamette Valley, due to winter weather are an uncommon occurrence, but can interrupt commuter and large truck traffic. The city budgets funds for seasonal winter storm needs, such as clearing roads.

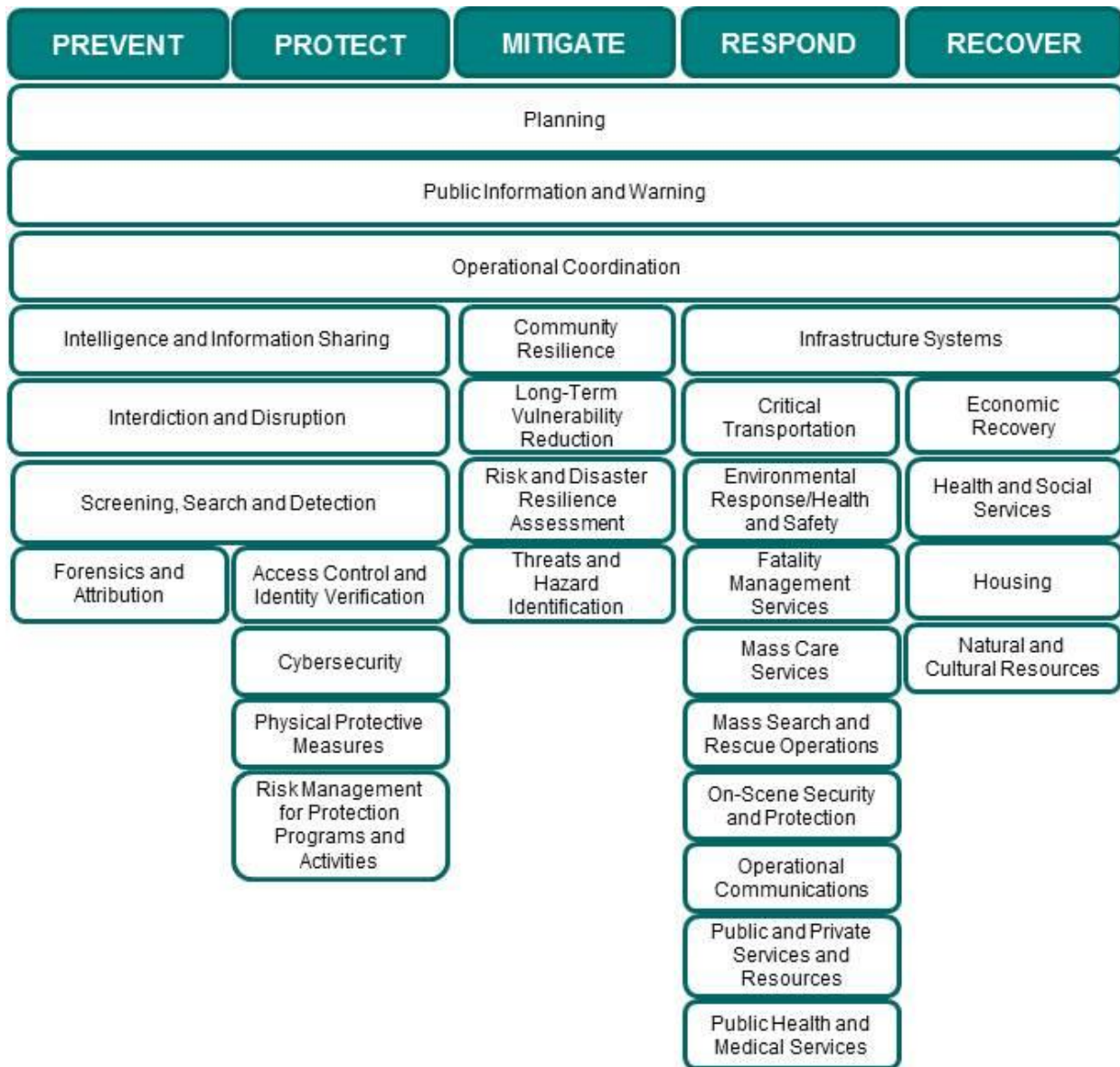
### 2.1.4 Capability Assessment

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 is on vacation, sick, or under furlough due to budgetary constraints.

The City has not defined its core capabilities in-line 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



### 2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that support 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.

The City may conduct pre-impact assessments of all critical infrastructure to make informed emergency planning and programmatic decisions before an



## 2. Situation and Assumptions

incident occurs. These assessments increase the City's hazard resiliency, and allow for City leadership to make prudent and effective preparedness, response, and recovery decisions (including funding allocation).

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

Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.

Government facilities, such as departments, agencies, and administrative offices.

Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.

Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.

Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events

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

## 2.2 EOP Assumptions

This EOP is based upon the following assumptions and limitations:

The City will continue to be exposed to the hazards noted above, as well as others that may develop in the future.

Outside assistance will be available in most emergency situations affecting the City. However, in the event of a major Cascadia Subduction Zone (CSZ) event the City anticipates limited assistance for weeks after the event.

Although this plan defines procedures for coordinating external assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.

It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.

## 2. Situation and Assumptions

Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.

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.

In recognition of the City's likely isolation after a major CSZ event, the City will evaluate and implement, where possible, a network of supply caches and shelters to improve survivability of the resident and visitor populations.

Proper implementation of this Emergency Operations Plan will reduce or prevent disaster-related losses.

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.

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 threat conditions across the United States and identifies possible targets.

A terrorist-related incident or attack may occur without warning. If such an attack occurs, the City could be subject to radioactive fallout or



## 2. Situation and Assumptions

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.

Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of 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:

- Prepared for disasters by adhering to individual and family preparedness guidelines

- Familiar with established policies and procedures

- Assigned pre-designated tasks

# 3

## Roles and Responsibilities

### 3.1 General

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

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

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

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent.

Most City departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

### 3.2 Emergency Management Organization

The City does not have an office or division of emergency management services separate from its existing departments. For the purposes of this plan, the City's emergency management structure will be referred to generally as the Lincoln City Emergency Management Organization (EMO). Under this structure, the City Manager would be considered the Emergency Manager unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

### 3. Roles and Responsibilities

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

*See FA 1 – Emergency Services and the County EOP*

#### 3.2.1 Executive/Policy Group

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

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.

- Supporting staff participation in local mitigation efforts within the jurisdiction, 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

  - Access and functional needs populations, including unaccompanied children and those with service animals

  - Individuals with household pets.

- Encouraging residents to be prepared and participate in volunteer organizations and training courses.

##### 3.2.1.1 Mayor and City Council

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

### 3. Roles and Responsibilities

State of Emergency, the City Council, or City Manager if City Council not available, will initiate and terminate the State of Emergency through a Declaration ratified by the Council.

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by city ordinance.

- Adopting an EOP and other emergency management–related resolutions.

- Declaring a State of Emergency and providing support to the Incident Commander in requesting assistance through the County.

- Acting as liaison to the community during activation of the EOC.

- Acting on emergency funding needs.

- Attending briefings developed by the Public Information Officer (PIO).

#### 3.2.1.2 City Manager

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

The City Manager is responsible for:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.

- Supporting the City’s overall preparedness program in terms of its budgetary and organizational requirements.

- Implementing the policies and decisions of the governing body.

- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.

#### 3.2.1.3 Emergency Manager

The City Manager serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City’s emergency plans and activities, including coordinating all aspects of the City’s capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. The Emergency Manager is assisted in these activities by the Emergency Preparedness Coordinator. 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 regarding the government and maintenance of this plan.

### 3. Roles and Responsibilities

Analyzing the emergency skills required and arranging the training necessary to provide those skills.

Preparing and maintaining a resource inventory.

Ensuring the operational capability of the City EOC.

Activating the City EOC.

Keeping the governing body apprised of the City's preparedness status and anticipated needs.

Serving as day-to-day liaison between the City and County Emergency Management.

Maintaining liaison with organized emergency volunteer groups and private agencies.

#### 3.2.1.4 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities as well as clearly reinforce preparedness expectations. Department 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 serve as first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are responsible for:

Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.

Establishing, in writing, an ongoing line of succession 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, City Manager, and City Recorder. Copies of these documents will also be stored in the EOC.

Developing and participating in alert and notification procedures for department personnel (for example Everbridge notification, radio and phone call trees).

Developing guidelines to implement assigned duties specified by this plan.

Tracking incident-related costs incurred by the department

Ensuring that vehicles and other equipment are equipped and ready, in accordance with

### 3. Roles and Responsibilities

Standard Operating Procedures (SOPs).

Notifying the Emergency Manager and/or EOC 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 the staff complete required training (including required NIMS and ICS training).

Dedicating staff time for participation in training exercises.

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

#### 3.2.3 Responsibilities by Function

These functions include services required for an effective emergency management program, of which response is a key element. Acting agencies include fire departments, law enforcement, emergency medical service (EMS) providers, and the public health, environmental health, and public works departments. This section is organized by function, with the primary responsibility assigned to the appropriate City or County agency. Functions are explored in more detail in the four Functional Annexes (FAs) attached. County, state and federal plans are organized by Emergency Support Functions (ESFs). Linkages to those functions are indicated during discussions of functions and responsibilities.

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

##### 1) Primary 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.

##### 2) Supporting Agency(s)

Identify agencies with substantial support roles during major incidents.

### 3. Roles and Responsibilities

#### 3.2.3.1 Transportation

**Primary Agency:** Public Works Department

**Supporting Agencies:** Local Contractors, Lincoln County Sheriff's Office, County Public Works Department, Oregon Department of Transportation, Bus Services, Schools (buses)

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 City systems or infrastructure are damaged, unavailable, or overwhelmed.

- Coordinating the restoration and recovery of City transportation systems and infrastructure.

- Coordinating support of emergency operations activities among transportation stakeholders within the City's authorities and resources limitations.

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

- Coordinating transportation needs for vulnerable populations.

- Identifying emergency traffic routes.

- Determining optimal traffic flow and movement priority from residences to highways.

- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

- Coordinating transportation services, equipment, and personnel using emergency routes.

- Providing guidance on commuting arrangements for essential workers during the evacuation period.

- Proposing locations of roadblocks and patrols for evacuation movement.

- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period.

- Fuel supply, MOUs and guidelines

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

### 3. Roles and Responsibilities

#### 3.2.3.2 Communications

**Primary Agency:** Police Department (Lincoln City Dispatch Center), Lincoln City Emergency Management

**Supporting Agencies:** North Lincoln Fire and Rescue District, ARES/RACES, CenturyLink, Lincoln County Auxiliary Communication Services, Lincoln County Emergency Management, Providers such as Charter, Verizon, ATT

#### Alert and Warning

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.

- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or PIO.

- Receiving and disseminating warning information to the public and key County 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.

- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

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

#### 3.2.3.3 Public Works and Engineering

**Primary Agency:** Public Works

**Supporting Agencies:** Oregon Water/Wastewater Agency Response Network (OR WARN), Private Contractors, Engineer of Record, Lincoln County Public Works Department, North Lincoln Sanitary

Responsibilities related to public works and engineering include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.

- Executing emergency contract support for life-saving and life-sustaining services.

- Coordinating repair of damaged public infrastructure and critical facilities.



### 3. Roles and Responsibilities

Coordinating repair and restoration of the City's critical infrastructure.

Coordinating disaster debris management activities.

Barricading of hazardous areas.

Performing priority restoration of streets and bridges.

Protecting and restoring waste treatment and disposal systems.

Augmenting sanitation services.

Assessing damage to streets, bridges, traffic control devices, waste-water treatment system, and other public works facilities.

Removing debris.

Assessing damage to City-owned facilities.

Condemning unsafe structures.

Directing temporary repair of essential facilities.

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

#### 3.2.3.4 Firefighting

**Primary Agency:** North Lincoln Fire and Rescue District

**Supporting Agencies:** Fire Defense Board, mutual aid partners, Citizen Emergency Response Team (CERT)

Responsibilities related to fire service include:

Providing fire prevention, fire suppression, and emergency medical aid in order to prevent loss of life, loss of property, and damage to the environment.

Inspecting damaged areas for fire hazards.

Providing hazardous materials spills containment, planning, and coordination.

Inspecting shelters for fire hazards.

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

### 3. Roles and Responsibilities

#### 3.2.3.5 Emergency Management

**Primary Agency:** Emergency Manager, Police Department

**Supporting Agencies:** North Lincoln Fire and Rescue District, Lincoln County Emergency Management

#### Emergency Operations Center

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

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

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.

- Maintaining contact with neighboring jurisdictions and the County EOC.

- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.

- Requesting appropriate staff via Everbridge notification system to report to the EOC.

- Developing procedures for crisis training.

- Ensuring that EOC personnel operate in accordance with ICS.

- Ensuring accurate record keeping.

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

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

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

**Primary Agency:** Emergency Manager, Fire Department, American Red Cross

**Supporting Agencies:** Lincoln County School District, Lincoln County Emergency Management, County Health and Human Services, Hotels, CERT, Churches

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. However, the City recognizes that following a major Cascadia Subduction Zone (CSZ) event it will be on its own for much of first weeks. Therefore, the City will strive to ensure that appropriate supplies and sheltering options are available immediately after such an event. The County Health Department, with support from the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs

### 3. Roles and Responsibilities

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, Emergency Assistance, Housing, and Human Services and ESF11 – Agriculture and Natural Resources. Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.

- Maintaining and implementing procedures for the care and shelter of animals in an emergency.

- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

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

- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.

- Coordinating with faith-based organizations and other volunteer agencies.

- Identifying emergency feeding sites (coordinating with the Red Cross, Salvation Army, local churches).

- 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.

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

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

#### **3.2.3.7 Logistics Management and Resource Support**

**Primary Agency:** Emergency Manager

**Supporting Agencies:** Lincoln County Emergency Management

Responsibilities related to logistics management and resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.

- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.

### 3. Roles and Responsibilities

Coordinating deployment of reserve personnel to City departments requiring augmentation.

Establishing emergency purchasing procedures and/or a disaster contingency fund.

Maintaining records of emergency-related expenditures for purchases and personnel.

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

#### 3.2.3.8 Public Health and Emergency Medical Services

##### Public Health Services

**Primary Agency:** County Health and Human Services

**Supporting Agencies:** Fire Department, Lincoln County Emergency Management

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

Responsibilities related to public health include:

Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.

Coordinating public health surveillance.

Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.

Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.

Coordinating isolation and/or quarantine actions, as needed and permitted.

Coordinating dissemination of public health information.

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

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

### 3. Roles and Responsibilities

#### Emergency Medical Services

**Primary Agency:** Lincoln City Fire Department, Lincoln City Dispatch Center, Pacific West Ambulance, and Central Coast Ambulance

**Supporting Agencies:** Lincoln County Emergency Management

EMS-related responsibilities include:

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

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

#### 3.2.3.9 Search and Rescue

**Primary Agency:** Lincoln City Police Department, Lincoln County Sheriff’s Office, North Lincoln Fire and Rescue District

**Supporting Agencies:** City Administration Office

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.

Establishing and monitoring training standards for certification of search and rescue personnel.

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

#### 3.2.3.10 Oil and Hazardous Materials Response

##### Hazardous Materials Response

**Primary Agency:** North Lincoln Fire and Rescue District

**Supporting Agencies:** Oregon State Fire Marshal Regional HazMat Team No. 5

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.

### 3. Roles and Responsibilities

Identifying the needs for hazardous materials incident support from regional and State agencies.

Recommending protective actions related to hazardous materials.

Conducting environmental short- and long-term cleanup.

#### **Radiological Protection**

**Primary Agency:** Oregon Health Authority, Radiation Protection Services

**Supporting Agencies:** Oregon State Fire Marshal Regional HazMat Team No. 5

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.

Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

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

#### **3.2.3.11 Agriculture and Natural Resources**

**Primary Agency:** Lincoln County Health and Human Services

**Supporting Agencies:** Fire Department, City Administration Office, County Emergency Management

Responsibilities related to agriculture and natural resources include:

Providing nutrition assistance.

Conducting animal and plant disease and pest response.

Monitoring food safety and security.

Providing natural and cultural resources and historic properties protection and restoration.

Coordinating with pet-owners in protecting the safety and well-being of household pets.

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

### 3. Roles and Responsibilities

#### 3.2.3.12 Energy and Utilities

**Primary Agency:** Emergency Manager, Public Works

**Supporting Agencies:** Pacific Power, Central Lincoln Public Utility District , Northwest Natural Gas, Century Link, North Lincoln Fire and Rescue District

Responsibilities related to energy and utilities include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.

- Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.

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

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

#### 3.2.3.13 Law Enforcement Services

**Primary Agency:** Police Department

**Supporting Agencies:** Lincoln County Sheriff's Office

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.

- Providing law enforcement and criminal investigation.

- Providing traffic control, crowd control, and site security.

- Isolating damaged areas.

- Providing damage reconnaissance and reporting.

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

#### 3.2.3.14 Recovery

**Primary Agency:** City Administration, City Emergency Manager

**Supporting Agencies:** All other City departments, Lincoln County Emergency Management

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.

- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.

### 3. Roles and Responsibilities

Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.

Coordinating logistics management and resource support, providing assistance as needed.

Locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the City.

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

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

#### 3.2.3.15 External Affairs

**Primary Agency:** City Administration

**Supporting Agencies:** Police Department, Fire Department

Responsibilities related to external affairs include:

Conducting ongoing hazard awareness and public education programs.

Compiling and preparing emergency information for the public in case of emergency.

Coordinating with other agencies to ensure consistency of education and emergency information.

Arranging for media representatives to receive regular briefings on the 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. Including social media.

Overseeing and providing information to call-takers who receive requests for assistance from the public.

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



### 3. Roles and Responsibilities

#### 3.2.3.16 Evacuation and Population Protection

**Primary Agency:** Police Department, Emergency Manager, Fire Department

**Supporting Agencies:** Lincoln County Sheriff's Office, Public Works Department, Lincoln County Public Works Department, Lincoln County Emergency Management

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City departments and private-sector groups.

- Coordinating evacuation planning actions with the Tsunami Evacuation Facilities Improvement Plan (TEFIP), including:

  - Identifying high-hazard areas and corresponding numbers of potential evacuees.

  - Planning for Distant Tsunami evacuation

  - Movement control

  - Health and medical requirements

  - Transportation needs

  - Emergency Public Information materials

  - Shelter and reception location

  - Developing procedures for sheltering in place.

- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

- Providing guidance on commuting arrangements for essential workers during the evacuation period.

- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.

  - Conducting evacuation in accordance with City policy.

  - If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

*See FA 1 – Emergency Services for more details.*

#### 3.2.3.17 Damage Assessment

**Primary Agency:** Lincoln City Planning Department, Public Works

**Supporting Agencies:** Lincoln County Planning and Building Department, North Lincoln Fire and Rescue District

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.

### 3. Roles 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.

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

*See FA 4 – Recovery Strategy for more details.*

#### **3.2.3.18 Legal Services**

**Primary Agency:** City Attorney

**Supporting Agencies:** Insurance Contractor (CIS)

Responsibilities related to legal services include:

Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:

Implement wage, price, and rent controls

Establish rationing of critical resources

Establish curfews

Restrict or deny access

Specify routes of egress

Limit or restrict use of water or other utilities

Remove debris from publicly or privately owned property

Reviewing and advising City officials 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.

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

### 3. Roles and Responsibilities

#### 3.2.3.19 Volunteer and Donation Management

**Primary Agency:** City Administration

**Supporting Agencies:** Finance Department

##### **Government-Sponsored/ Organized Volunteers**

Responding to incidents frequently exceeds the City's resources. Government-sponsored volunteer organizations such as Red Cross, CERT, Fire Corps and/or Medical Reserve Corps, Volunteers in Police Service, and volunteers associated with the faith-based community provide vital support to emergency response agencies in completing their assigned tasks.

##### **Unaffiliated Volunteers and Donations**

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers and donated goods into its response activities. The City will direct unaffiliated volunteers to organized volunteer agency such as Red Cross, Salvation Army, or pre-designated organization within the faith based community so that they may be incorporated into the response effort.

#### 3.2.3.20 Coordination with Special Facilities

**Primary Agency:** City Administration

**Supporting Agencies:** Fire Department

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.

- Preparing and maintaining emergency plans and SOPs.

#### 3.2.3.21 Other Agency Responsibilities

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

### 3.3 Local and Regional Response Partners

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

#### 3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City

### 3. Roles and Responsibilities

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, including:

  - Distributing information to create guest awareness to threats

  - Preparing plans and storing sufficient supplies to aid guests after a serious disaster occurs

  - Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.

- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

#### 3.3.2 Nongovernmental and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the 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.

- Identifying those whose needs have not been met and helping to coordinate assistance.

#### 3.3.3 Individuals and Households

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

### 3. Roles and Responsibilities

Understanding the threat posed by a Cascadia Subduction Zone (CSZ) event and planning accordingly.

Reducing hazards in their homes.

Preparing family emergency GO Kits and household caches sufficient for up to two weeks.

Preparing household emergency plans that consider all members of the household, including children and pets.

Monitoring emergency communications carefully.

Volunteering with established organizations.

Enrolling in emergency response training courses.

Encouraging children to participate in preparedness activities.

#### 3.4 County Response Partners

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

*See the County Emergency Operations Plan for details on the County's emergency management organization and detailed roles and responsibilities for County departments.*

#### 3.5 State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The administrator of OEM is delegated authority by ORS 401.052 to 401.092 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

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

#### 3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, Federal resources become

### 3. Roles and Responsibilities

available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the Federal level follow the Oregon EMP and, if necessary, the NRF.

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

#### 3.7 Response Matrix

Table 3-1 provides a matrix, by ESF, of the local, State, and Federal primary organizations that the City may rely on in the event of an emergency.

## 3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																			
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15				
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management
City of Lincoln City																			
Administration											S			P					
Emergency Manager		P			P	P	P							S	P				P
Parks and Rec						S													
Police Dept.					P								P	S	S	P			
Public Works Dept.	P		P											S					
Lincoln County																			
Emergency Management		S			S	S	S												
Health and Human Services								P											
Planning and Building Dept.																	S		
Sheriff's Office	S	S									P		S						
Special Districts																			
Fire Dept.		P		P	P	P	S	S		P	S	P		S	S		P		P

## 3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection
County School District	S					S										
Fire Defense Board				S												
OR WARN Partners			S													
Private/Nonprofit Organizations																
ARES/RAC ES		S														
Citizen Emergency Response Team						S									S	
Local Contractors	S		S													
American Red Cross						S										
Local Utilities												S				
Contract Attorney															P	
Insurance Contractor															S	



## 3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																		
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15			
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services
																		Volunteer and Donations Management
																		Coordination with Special Facilities
State of Oregon																		
Department of Administrative Services							S						S					
Department of Justice													S					
Governor's Office															S			
Governor's Recovery Planning Cell (Governors Recovery Cabinet)														S				
Office of the State Fire Marshal				S					S	S								
Business Development Department														S				
Department of Energy												S						
Department of Environmental Quality										S								

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15					
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Department of Forestry				S																
Department of Human Services						S		S												
Department of Transportation	S		S																	
Office of Emergency Management		S			S				S					S	S					
Oregon Health Authority						S														
Oregon Military Department							S													
Oregon State Police													S							
Public Utility Commission		S										S								

## 3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																			
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15				
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management
<b>Federal</b>																			
Department of Agriculture				S							S			S					
Department of Defense			S						S										
Department of Energy												S							
Department of Homeland Security		S	S		S	S	S		S	S				S	S				
Department of Housing and Urban Development														S					
Department of Interior									S		S								
Environmental Protection Agency										S									
General Services Administration							S												
Small Business Administration														S					

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# 4

## Concept of Operations

### 4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire 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.

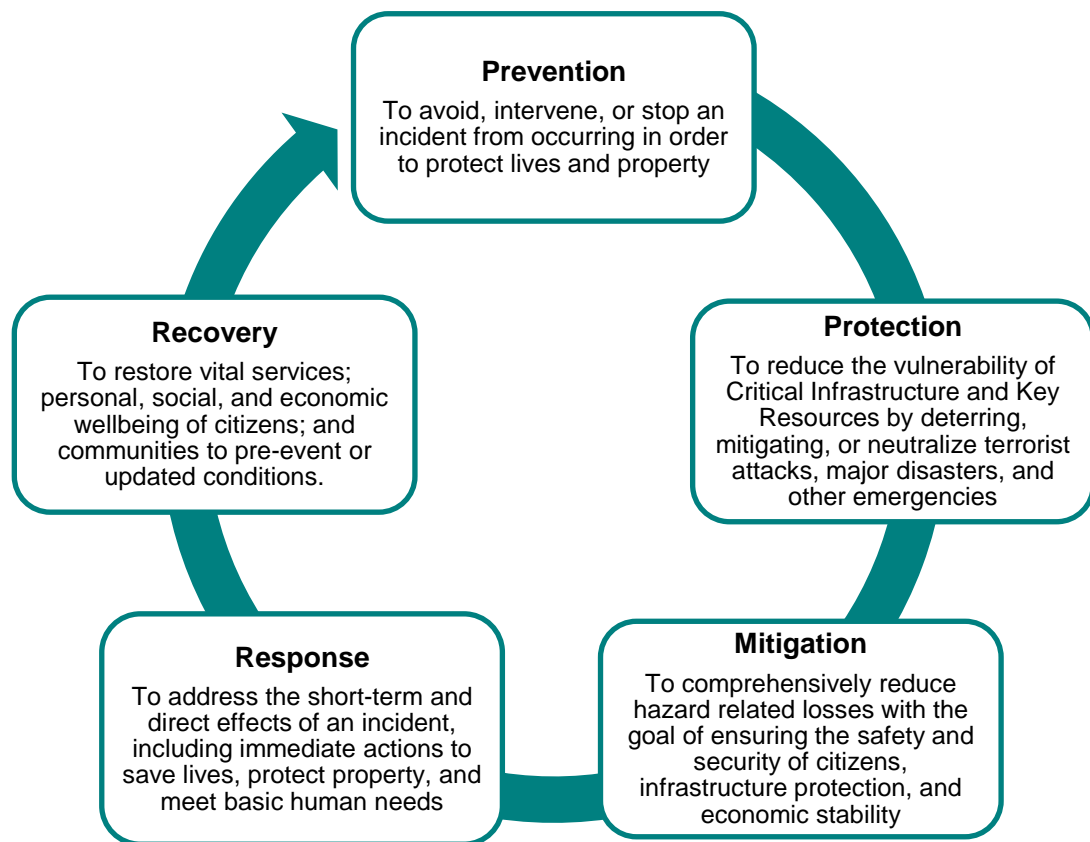
The City of Lincoln City is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the City or individual emergency response agencies are reaching or have exceeded their routine capabilities to respond to an emergency. It 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 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 City of Lincoln City Emergency Management Mission Areas**



### 4.3 Response and Recovery Priorities

#### 4.3.1 Response

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

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

#### 4.3.2 Recovery

Recovery activities will begin as soon as conditions permit during or 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

## 4. Concept of Operations

government services, 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 the life safety and emergency protective actions are completed.

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

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

### 4.4 Incident Levels

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

#### 4.4.1 Level 1

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

#### 4.4.2 Level 2

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

#### 4.4.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc.

## 4. Concept of Operations

Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

### 4.4.4 NIMS Incident Levels

The City uses incident levels that are consistent with the County and State EOPs; incident types at the federal level are based on 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 U.S.), requiring response from federal agencies

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

Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> <li>■ The incident can be handled with one or two single resources with up to six personnel.</li> <li>■ Command and General Staff positions (other than the Incident Commander) are not activated.</li> <li>■ No written Incident Action Plan (IAP) is required.</li> <li>■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>■ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>
Type 4	<ul style="list-style-type: none"> <li>■ Command staff and general staff functions are activated only if needed.</li> <li>■ Several resources are required to mitigate the incident.</li> <li>■ The incident is usually limited to one operational period in the control phase.</li> <li>■ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li> <li>■ No written Incident Action Plan ( IAP) is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>■ The agency administrator develops operational plans that include objectives and priorities.</li> </ul>



## 4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 3	<ul style="list-style-type: none"> <li>■ When capabilities exceed initial attack, the appropriate Incident Command System (ICS) positions should be added to match the complexity of the incident.</li> <li>■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>■ 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.</li> <li>■ The incident may extend into multiple operational periods.</li> <li>■ A written IAP may be required for each operational period.</li> </ul>
Type 2	<ul style="list-style-type: none"> <li>■ 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.</li> <li>■ Most or all of the Command and General Staff positions are filled.</li> <li>■ A written IAP is required for each operational period.</li> <li>■ Many of the functional units are needed and staffed.</li> <li>■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</li> <li>■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li> </ul>
Type 1	<ul style="list-style-type: none"> <li>■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>■ All Command and General Staff positions are activated.</li> <li>■ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li> <li>■ Branches need to be established.</li> <li>■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ Use of resource advisors at the incident base is recommended.</li> <li>■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>

**4. Concept of Operations****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 may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, the Emergency Manager may partially or fully activate and staff the City EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required in order to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved City emergency services will implement their respective plans and procedures, and provide the Emergency Manager with the following information:

Operational status

Readiness and availability of resources

Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.)

Significant concerns and issues dealing with potential or actual loss of life or property

Refer to the Immediate Actions Checklist at the beginning of this document 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 Initial Actions**

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

Inform Emergency Management Organization members of the incident and alert them to be prepared to activate the EOC if needed

Alert threatened populations and initiate evacuation as necessary.  
*See FA 1 – Emergency Services Annex for additional information.*

Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated.  
*See FA 2 – Human Services Annex for additional information.*

Instruct appropriate City emergency service providers to activate necessary resources.

## 4. Concept of Operations

Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.

Request the City Council to prepare and submit a formal Declaration of Emergency through County Emergency Management when it is determined that local resources will not meet the need of local emergency operations.

Prepare to staff the City EOC on 12-hour shifts.

City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency.

*See FA 4 – Recovery Strategy Annex for additional information.*

### 4.5.3 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by City personnel will be relayed to the Emergency Manager. City response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers, internet/e-mail, Everbridge notification 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. *See FA 1 – Emergency Services for more details.*

### 4.5.4 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 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. *FA 1 – Emergency Services* provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.

## 4. Concept of Operations

### 4.5.4.1 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.

### 4.5.5 Situational Awareness and Intelligence Gathering

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

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the 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.

- 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.

## 4. Concept of Operations

### 4.5.6 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 citizen appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.

Activate mutual aid agreements as necessary to supplement local resources.

When all local resources are committed or expended, issue a request to the County for County, State, and federal resources through an emergency declaration.

#### 4.5.6.1 Resource Typing

Resource typing is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. At this time, the City has not implemented formal 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.

#### 4.5.6.2 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

## 4. Concept of Operations

assistance from OEM and provide for documenting personnel and authenticating and verifying their qualifications.

### 4.5.6.3 Volunteer and Donations Management

The City should maintain a program that ensures the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents. The volunteer portion of this program is managed by the direction of the Human Resource Department. All cash and in-kind donations are managed via the Finance Department. Elements of the City's volunteer and donations management program may include:

Activation of a Volunteer and Donations Management Coordinator within the City's EMO to address volunteer and donations management.

Implementation of a system for tracking and utilizing volunteers and donations.

Coordination with the County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster groups,

Establishment of facilities such as a warehouse and volunteer reception center.

Communications support such as coordination of a call center.

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

### 4.5.7 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

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

- 1) Individuals who are deaf or hard of hearing
- 2) Individuals with limited English proficiency
- 3) Children and the elderly
- 4) Individuals without vehicles

## 4. Concept of Operations

- 5) Individuals with special dietary needs
- 6) Individuals who experience physical disabilities

Persons with access and functional needs, and their caretakers, within 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.

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

### 4.5.8 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by 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 County Emergency Management.

### 4.5.9 Demobilization

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

The following issues will be considered when demobilizing:

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

The Emergency Manager, with advice from the 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.

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## 4. Concept of Operations

### 4.5.10 Transition to Recovery

Once the immediate response phase has been completed, the City will turn towards recovery to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the City. Recovery plans are detailed in the City's Continuity of Operations Plan (COOP). Businesses are encouraged to plan for recovery with business continuity of operations plans.

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

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.

*See FA 4 – Recovery Strategy for more details.*



4. Concept of Operations

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# 5

## Command and Control

### 5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the Emergency Manager. The City Manager, acting as 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, Police Department, and/or Fire 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. Upon establishment of ICS, 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 Manager. The EOC and EOC Manager 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 Manager. 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

## 5. Command and Control

more complex incident, the Incident Commander may relocate to the City EOC to serve as part of the Unified Command or Multi-Agency Coordination Group, ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and used as an adjunct to existing City services, and then only when a situation threatens to expand beyond the City's response capabilities.

Upon activation of the City EOC, the EOC Manager 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 Manager may request an Emergency Declaration pursuant to the process outlined above in Section 1.7.2 (sample in Appendix A).

### 5.4 Emergency Operations Center

The EOC supports incident response activities including: tracking; management and allocation of appropriate resources including 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 seat of government for the duration of the crisis.

#### 5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the Emergency Manager who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing City resources in support of emergency operations.
- The EOC Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by 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 an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.

**5. Command and Control**

- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in FA-1 through FA-4.
- The EOC may, as appropriate, operate on a 24-hour basis.
- The Emergency Manager will immediately notify the County Emergency Management office upon activation of the City EOC. Periodic updates will be issued to the County for the duration of City EOC activation.

*See Appendix D - Incident Action Planning Cycle for more information on the activities that go on during an operational period and the development of an Incident Action Plan.*

**5.4.2 Emergency Operations Center Location**

The primary location for the City EOC is:

City Hall for Lincoln City, Northwest Conference Room  
801 SW Highway 101  
Lincoln City, Oregon 97367

In the event of a serious disaster, City Hall may not be functional and alternate EOC will be used:

Waste Water Collection Offices  
1655 SE East Devils Lake Road  
Lincoln City, Oregon 97367

If necessary, the second alternate location for the City EOC will be:

Lincoln City Community Center

For reference, the Lincoln County EOC is:

Board of Commissioners Conference Room  
Lincoln County Courthouse  
225 West Olive Street  
Newport, Oregon 97365-3811

## 5. Command and Control

Figure 5-1 Primary EOC Location



Figure 5-2 Alternate EOC Location

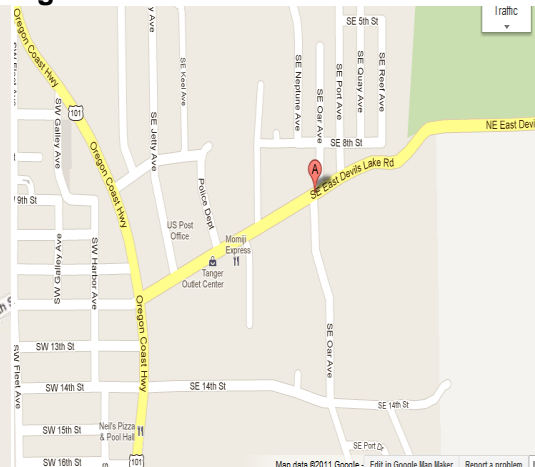
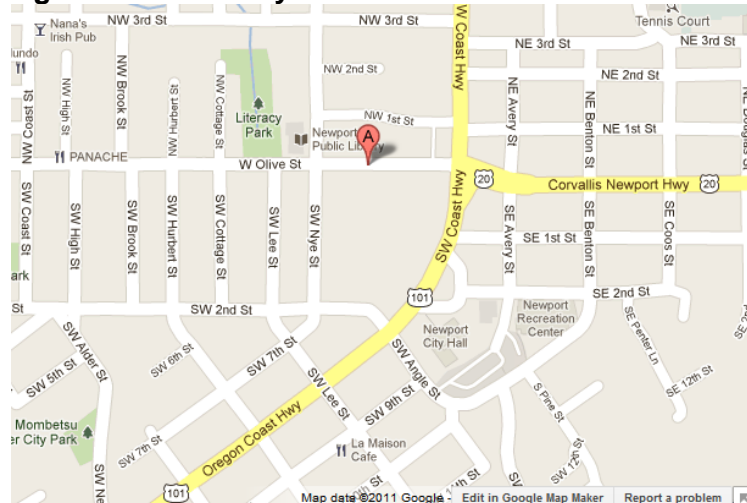


Figure 5-3 County EOC Location



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

### 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 County Emergency Management to support the EOC. At any time, if the incident expands or contracts, changes in

## 5. Command and Control

jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may modify the EOC to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain 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 Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place based primarily upon identification badges.

### 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 Manager, and Emergency Manager (if different than the EOC Manager).

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

The Emergency 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 (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager.

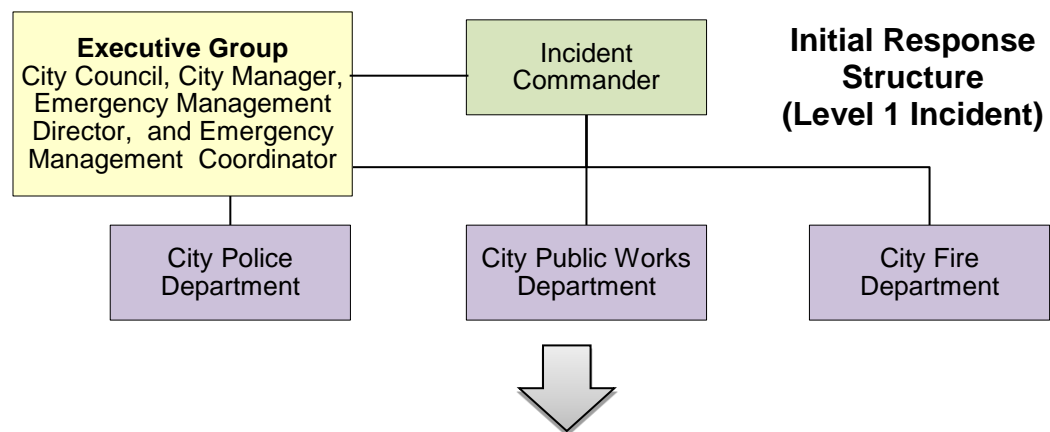
## 5. Command and Control

### 5.5 Incident Command System

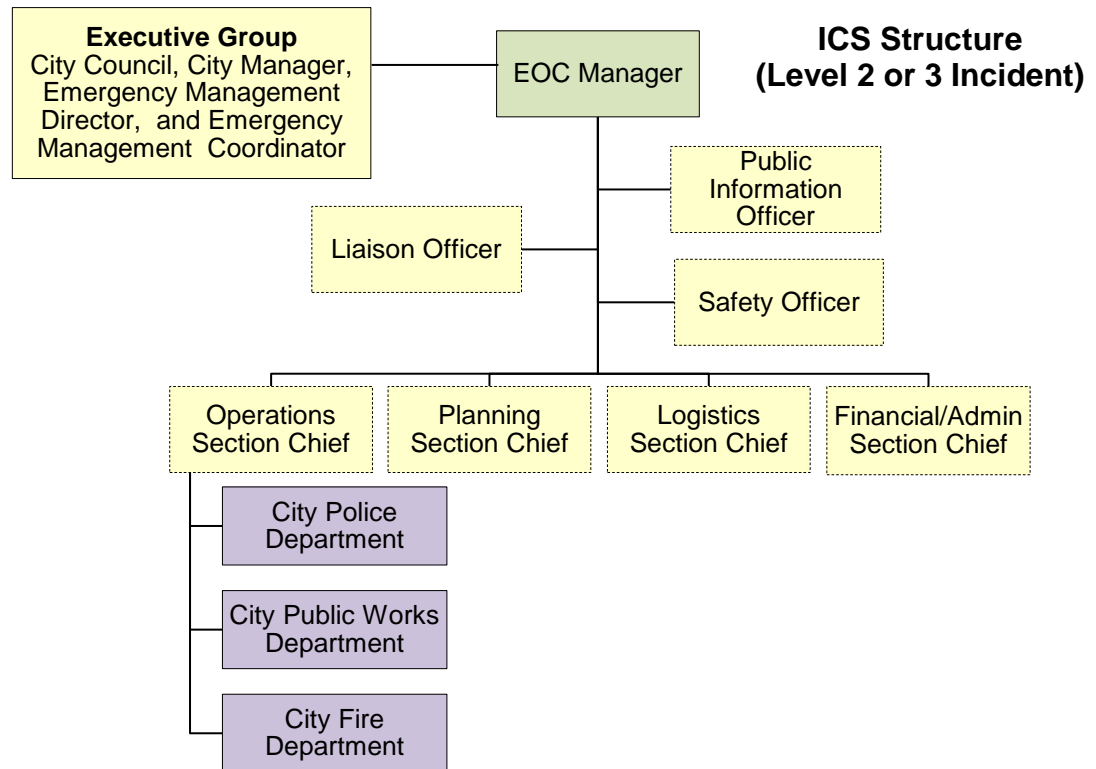
The Incident Command System (ICS) is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The City will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-3).

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. These checklists are appended to this Basic Plan (Appendix C); however, this document does not perform the full function of an EOC manual.

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



## 5. Command and Control



### 5.5.1 EOC Manager (Emergency Manager or Designee)

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

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

- Approving and supporting implementation of an Incident Action Plan (IAP).

- Coordinating activities in support of emergency operations.

- Approving release of information through the Public Information Officer (PIO).

- Performing the duties of the following Command Staff if no one is assigned to the position:

- Safety Officer

- PIO

- Liaison Officer



## 5. Command and Control

At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may modify the EOC to meet the needs of the incident.

### 5.5.2 Emergency Operations Center Command Staff

#### 5.5.2.1 Safety Officer

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

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.

- Implementing site and access control measures.

- Monitoring and assessing the health and safety of response personnel and support staff.

- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.

- Exercising emergency authority to prevent or stop unsafe acts.

#### 5.5.2.2 Public Information Officer

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

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

- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a Joint Information Center (JIC).

- Implementing information clearance processes with the EOC Manager.

- Conducting and/or managing media briefings and implementing media-monitoring activities.

#### 5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as the tribe, 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.

Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for 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 following agencies and organizations are typically included in the Operations Section:

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

**Law Enforcement-** incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.

**Public Health Officials-** contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.

**Public Works-** incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.

Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:

Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need

Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

Developing and coordinating tactical operations to carry out the IAP.

**5. Command and Control**

Managing field response activities

Directing implementation of unit operational plans

Requesting resources as needed

Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

**5.5.3.2 Planning Section Chief**

The Planning Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

Collecting and evaluating information, and distributing incident information through status summaries.

For terrorist incidents, liaise with the Oregon TITAN Fusion Center (OTFC).

Maintaining resource status.

Preparing and disseminating the IAP including developing alternatives for tactical operations

Conducting planning meetings.

**5.5.3.3 Logistics Section Chief**

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.

Coordinating with the Planning Section to estimate future support and resource requirements.

Assisting with development and preparation of the IAP.

**5.5.3.4 Finance/Administration**

The Finance/Administration Section is activated for large-scale incidents 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 (and Payroll). Conversely, during some incidents, responding agencies may not

## 5. Command and Control

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.

- Completing payroll process within established guidelines and as possible given the nature of the disaster

- Conducting cost analyses.

- Managing relevant documentation to assist in financial reimbursement after completion of event

### 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 Incident Action Plan. Each participating agency maintains its individual authority, responsibility, and accountability.

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

Table 5-1 Comparison of Single Incident Commander and Unified Commander	
Single Incident Commander	Unified Command
<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 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-

**5. Command and Control**

of-control, and does not have operational responsibilities. If activated, the Area Command:

**Sets overall incident-related priorities**

Reduce conflicts among 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.

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# 6

## Plan Development, Maintenance and Implementation

### 6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the City of Lincoln City Emergency Preparedness Coordinator, under the direction of 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.

- Evaluate the procedures outlined in the plan to ensure their continued viability.

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

#### **Recommended changes should be forwarded to:**

Emergency Manager  
City of Lincoln City  
801 SW Hwy 101  
Lincoln City, OR 97368

### 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.

## 6. Plan Development, Maintenance and Implementation

The City Emergency Preparedness Coordinator 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 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:

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

Table 6-1 Minimum Training Requirements Review	
Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100, -200 IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an Area Command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
Public Information Officers	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701



## 6. Plan Development, Maintenance and Implementation

Table 6-1 Minimum Training Requirements Review	
Emergency Personnel	Training Required
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 <a href="http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf">http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf</a>. Independent study courses can be found at <a href="http://training.fema.gov/IS/crslist.asp">http://training.fema.gov/IS/crslist.asp</a>.</i>	

### 6.3 Exercise Program

The City will conduct exercises annually 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 (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

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

### 6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Manager will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager will also coordinate an After Action Report (AAR), which will describe the objectives of the exercise, document the results of the evaluation, and improve the 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. Success stories and lessons learned should be submitted to the Lessons Learned Information Sharing website ([www.llis.gov](http://www.llis.gov)). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

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## 6. Plan Development, Maintenance and Implementation

### 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 citizen preparedness and education are vital components of the City's overall readiness.

### 6.6 Funding and Sustaining the EMO

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.
- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.

6. Plan Development, Maintenance and Implementation

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# **Sample Disaster Declaration Forms**

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## Appendix A. Declaration of State of Emergency

**DECLARATION OF STATE OF EMERGENCY**

To: \_\_\_\_\_,  
Lincoln County Office of Emergency Management

From: \_\_\_\_\_,  
Lincoln City, Oregon

At \_\_\_\_\_ (time) on \_\_\_\_\_ (date),

a/an \_\_\_\_\_ (description  
of emergency incident or event type) occurred in Lincoln City threatening life and  
property.

The current situation and conditions are:

---

---

---

The geographic boundaries of the emergency are:

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---

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

Signed: \_\_\_\_\_

Title: \_\_\_\_\_ Date & Time: \_\_\_\_\_

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

Appendix A. Declaration of State of Emergency

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# B

## Incident Command System Forms



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## Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

ICS Form No.	Form Title
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 206	Medical Plan
ICS Form 207	Organizational Chart
ICS Form 209	Incident Status Summary
ICS Form 210	Status Change Card
ICS Form 211	Check-in List
ICS Form 213	General Message
ICS Form 214	Unit Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 216	Radio Requirements Worksheet
ICS Form 217	Radio Frequency Assignment Worksheet
ICS Form 218	Support Vehicle Inventory
ICS Form 219-2	Green (Crew)
ICS Form 219-4	Blue (Helicopter)
ICS Form 219-6	Orange (Aircraft)
ICS Form 219-7	Yellow (Dozer)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 226	Individual Performance Rating
ICS Form 308-1	Resource Order Form (front)
ICS Form 308-2	Resource Order Form (back)
ICS Form 308-3	Resource Order Form (example)





## INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT					
1. Name:		2. Incident Name:		3. Incident Number:	
4. Home Unit Name and Address:			5. Incident Agency and Address:		
6. Position Held on Incident:		7. Date(s) of Assignment: From: Date To: Date		8. Incident Complexity Level: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5	
9. Incident Definition:					
10. Evaluation					
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	<input type="checkbox"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	<input type="checkbox"/>	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	<input type="checkbox"/>
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	<input type="checkbox"/>	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	<input type="checkbox"/>	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	<input type="checkbox"/>
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	<input type="checkbox"/>	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	<input type="checkbox"/>	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	<input type="checkbox"/>
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	<input type="checkbox"/>	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	<input type="checkbox"/>	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste.	<input type="checkbox"/>
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political	<input type="checkbox"/>	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in	<input type="checkbox"/>	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach.	<input type="checkbox"/>

## INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: <input type="text"/> Time: <input type="text"/>
<p><b>4. Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):</p> <div data-bbox="317 449 1339 1471" style="background-color: #e6f2ff; height: 629px; width: 100%;"></div>		
<p><b>5. Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.</p>		

## INCIDENT OBJECTIVES (ICS 202)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b>	Date From: <input type="text"/> Date Time From: <input type="text"/> HHMM	Date To: <input type="text"/> Date Time To: <input type="text"/> HHMM
<b>3. Objective(s):</b>			
<b>4. Operational Period Command Emphasis:</b>			
General Situational Awareness			
B-8			
<b>5. Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/> <b>Approved Site Safety Plan(s) Located at:</b> _____			

## ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b>		Date From: Date	Date To: Date
				Time From: HHMM	Time To: HHMM
<b>3. Incident Commander(s) and Command Staff:</b>		<b>7. Operations Section:</b>			
IC/UCs		Chief			
		Deputy			
Deputy		Staging Area			
Safety Officer		<b>Branch</b>			
Public Info. Officer		Branch Director			
Liaison Officer		Deputy			
<b>4. Agency/Organization Representatives:</b>		Division/Group			
Agency/Organization	Name	Division/Group			
		Division/Group			
		Division/Group			
		Division/Group			
		<b>Branch</b>			
		Branch Director			
		Deputy			
<b>5. Planning Section:</b>		Division/Group			
Chief		Division/Group			
Deputy		Division/Group			
Resources Unit		Division/Group			
Situation Unit		Division/Group			
Documentation Unit		<b>Branch</b>			
Demobilization Unit		Branch Director			
Technical Specialists		Deputy			
		Division/Group			
		Division/Group			
		Division/Group			
<b>6. Logistics Section:</b>		Division/Group			
Chief		Division/Group			
Deputy		<b>Air Operations Branch</b>			
<b>Support Branch</b>		Air Ops Branch Dir.			
Director					
Supply Unit					
Facilities Unit		<b>8. Finance/Administration Section:</b>			



### ASSIGNMENT LIST (ICS 204)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: <input type="text"/> Date To: <input type="text"/> Time From: <input type="text"/> Time To: <input type="text"/>		<b>3.</b>  Branch:  Division:  Group:  Staging Area:									
<b>4. Operations Personnel:</b>		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"><u>Name</u></td> <td style="width: 40%;"><u>Contact Number(s)</u></td> </tr> <tr> <td>Operations Section Chief: _____</td> <td>XXX-XXX-XXXX</td> </tr> <tr> <td>Branch Director: _____</td> <td>XXX-XXX-XXXX</td> </tr> <tr> <td>Division/Group Supervisor: _____</td> <td>XXX-XXX-XXXX</td> </tr> </table>		<u>Name</u>	<u>Contact Number(s)</u>	Operations Section Chief: _____	XXX-XXX-XXXX	Branch Director: _____	XXX-XXX-XXXX	Division/Group Supervisor: _____	XXX-XXX-XXXX	Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	
<u>Name</u>	<u>Contact Number(s)</u>												
Operations Section Chief: _____	XXX-XXX-XXXX												
Branch Director: _____	XXX-XXX-XXXX												
Division/Group Supervisor: _____	XXX-XXX-XXXX												
<b>5. Resources Assigned:</b>		Contact (e.g., phone, pager, radio frequency, etc.)											
Resource Identifier	Leader			# of Persons									
<b>6. Work Assignments:</b>				B-10									
<b>7. Special Instructions:</b>													

## INCIDENT RADIO COMMUNICATIONS PLAN (ICS 205)

[illegible]

## COMMUNICATIONS LIST (ICS 205A)

[illegible]

### MEDICAL PLAN (ICS 206)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b>		Date From: Date	Date To: Date
				Time From: HHMM	Time To: HHMM

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

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

<b>5. Hospitals:</b>							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
			B-13		<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: ____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

## INCIDENT ORGANIZATION CHART (ICS 207)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: <input type="text"/> Date <input type="text"/> Date To: <input type="text"/> Time From: <input type="text"/> HHMM Time To: <input type="text"/> HHMM				
<b>3. Organization Chart</b>					
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 10px; width: 30%;">Incident Commander</div> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Liaison Officer</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Safety Officer</div> <div style="border: 1px solid black; padding: 5px; margin: 5px;">Public Information Officer</div> </div> </div> <div style="display: flex; justify-content: space-between; margin-top: 20px;"> <div style="width: 22%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Operations Section Chief</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Staging Area Manager</div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> </div> <div style="width: 22%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Planning Section Chief</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Resource Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Situation Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Documentation Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Demobilization Unit Ldr</div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> </div> <div style="width: 22%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Logistics Section Chief</div> <div style="display: flex; justify-content: space-between; margin-top: 5px;"> <div style="width: 48%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Support Branch Dir.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Supply Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Facilities Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Ground Spt. Unit Ldr.</div> </div> <div style="width: 48%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Services Branch Dir.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Comm. Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Medical Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Food Unit Ldr.</div> </div> </div> </div> <div style="width: 22%;"> <div style="border: 1px solid black; padding: 5px; text-align: center;">Finance/Admin Section Chief</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Time Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Procurement Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Comp./Claims Unit Ldr.</div> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;">Cost Unit Ldr.</div> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div> </div> </div>					
ICS 207	IAP Page	<b>4. Prepared by:</b> Name: <input style="width: 80%;" type="text"/>	Position/Title: <input style="width: 90%;" type="text"/>	Signature: <input style="width: 90%;" type="text"/>	Date/Time: <input style="width: 90%;" type="text"/>

**SAFETY MESSAGE/PLAN (ICS 208)**

<b>1. Incident Name:</b>	<table> <tr> <td data-bbox="636 264 856 354"> <b>2. Operational Period:</b> </td> <td data-bbox="856 264 1203 354"> Date From: Date  Time From: HHMM </td> <td data-bbox="1203 264 1545 354"> Date To: Date  Time To: HHMM </td> </tr> </table>	<b>2. Operational Period:</b>	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM
<b>2. Operational Period:</b>	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM		
<b>3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:</b>				

## INCIDENT STATUS SUMMARY (ICS 209)

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

### Approval & Routing Information

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

### Incident Location Information

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

### Incident Summary

B-16

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

## RESOURCE STATUS CHANGE (ICS 210)

1. Incident Name:		2. Operational Period:	Date From: Date Time From: HHMM	Date To: Date Time To: HHMM
3. Resource Number	4. New Status (Available, Assigned, O/S)	5. From (Assignment and Status):	6. To (Assignment and Status):	7. Time and Date of Change:
			B-17	



## INCIDENT CHECK-IN LIST (ICS 211)

1. Incident Name:							2. Incident Number:			3. Check-In Location (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other						4. Start Date/Time: Date: _____ Time: HHMM		
Check-In Information (use reverse of form for remarks or comments)																		
5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:							6. Order Request #	7. Date/Time Check-In	8. Leader's Name	9. Total Number of Personnel	10. Incident Contact Information	11. Home Unit or Agency	12. Departure Point, Date and Time	13. Method of Travel	14. Incident Assignment	15. Other Qualifications	16. Data Provided to Resources Unit	
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF												
								B-18										
ICS 211		17. Prepared by:		Name:		Position/Title:		Signature: _____		Date/Time: _____								

## GENERAL MESSAGE (ICS 213)

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

## RESOURCE REQUEST (ICS 213 RR), Adapted for FDA

<b>1. Incident Name:</b>				<b>2. Date/Time</b>				<b>3. Resource Request Number:</b>			
<b>Requestor</b>	<b>4. Order</b> (Use additional forms when requesting different resource sources of supply.):										
	Qty.	Kind	Type	Detailed Item Description: (Vital characteristics, brand, specs, experience, size, etc.)	Cost	<b>5. Resource Status</b>					
						Received by	Date/Time	Assigned to	Released to	Date/Time	
<b>6. Requested Delivery/Reporting Location:</b>											
<b>7. Suitable Substitutes and/or Suggested Sources:</b>											
<b>8. Requested by Name/Position:</b>				<b>9. Priority:</b> <input type="checkbox"/> Urgent <input type="checkbox"/> Routine <input type="checkbox"/> Low			<b>10. Section Chief Approval:</b>				
<b>Logistics</b>	<b>11. Logistics Order Number:</b>					<b>12. Supplier Phone/Fax/Email:</b>					
	<b>13. Name of Supplier/POC:</b>										
	<b>14. Notes:</b>										
	<b>15. Approval Signature of Auth Logistics Rep:</b>					<b>16. Date/Time:</b>					
<b>17. Order placed by:</b>											
<b>Finance</b>	<b>18. Reply/Comments from Finance:</b>										
	<b>19. Finance Section Signature:</b>					<b>20. Date/Time:</b>					

## ACTIVITY LOG (ICS 214)

[illegible]

## OPERATIONAL PLANNING WORKSHEET (ICS 215)

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

## INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

[illegible]

## SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

[illegible]

## ICS 219 Resource Status Card (T-Card)

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

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

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

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

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

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

**Acronyms.** Abbreviations utilized on the cards are listed below:

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



### AIR OPERATIONS SUMMARY (ICS 220)

<b>1. Incident Name:</b>			<b>2. Operational Period:</b> Date From: Date      Date To: Date Time From: HHMM      Time To: HHMM			<b>3. Sunrise:</b> HHMM <b>Sunset:</b> HHMM	
<b>4. Remarks</b> (safety notes, hazards, air operations special equipment, etc.):			<b>5. Ready Alert Aircraft:</b> Medivac: New Incident:			<b>6. Temporary Flight Restriction Number:</b> Altitude: Center Point:	
			Air/Air Fixed-Wing		AM	FM	Air Tactical Group Supervisor Aircraft:
<b>7. Personnel:</b>	Name:	Phone Number:	Air/Air Rotary-Wing – Flight Following			Other Fixed-Wing Aircraft:	
Air Operations Branch Director		XXX-XXX-XXXX	Air/Ground				
Air Support Group Supervisor		XXX-XXX-XXXX	Command				
Air Tactical Group Supervisor		XXX-XXX-XXXX	Deck Coordinator				
Helicopter Coordinator		XXX-XXX-XXXX	Take-Off & Landing Coordinator				
Helibase Manager		XXX-XXX-XXXX	Air Guard				
<b>10. Helicopters</b> (use additional sheets as necessary):							
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks	
			B-26				
<b>11. Prepared by:</b> Name:			Position/Title:			Signature: _____	
ICS 220, Page 1			Date/Time: Date				

**DEMOBILIZATION CHECK-OUT (ICS 221)**

<b>1. Incident Name:</b>		<b>2. Incident Number:</b>	
<b>3. Planned Release Date/Time:</b> Date: <input type="text"/> Time: <input type="text"/>		<b>4. Resource or Personnel Released:</b>	<b>5. Order Request Number:</b>
<b>6. Resource or Personnel:</b> You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). <b>LOGISTICS SECTION</b>			
	<b>Unit/Manager</b>	<b>Remarks</b>	<b>Name                      Signature</b>
<input type="checkbox"/>	Supply Unit		
<input type="checkbox"/>	Communications Unit		
<input type="checkbox"/>	Facilities Unit		
<input type="checkbox"/>	Ground Support Unit		
<input type="checkbox"/>	Security Manager		
<input type="checkbox"/>			
<b>FINANCE/ADMINISTRATION SECTION</b>			
	<b>Unit/Leader</b>	<b>Remarks</b>	<b>Name                      Signature</b>
<input type="checkbox"/>	Time Unit		
<input type="checkbox"/>			
<input type="checkbox"/>			
<b>OTHER SECTION/STAFF</b>			
	<b>Unit/Other</b>	<b>Remarks</b>	<b>Name                      Signature</b>
<input type="checkbox"/>			
<input type="checkbox"/>			
<b>PLANNING SECTION</b>			
	<b>Unit/Leader</b>	<b>Remarks</b>	<b>Name                      Signature</b>
<input type="checkbox"/>			
<input type="checkbox"/>	Documentation Leader		
<input type="checkbox"/>	Demobilization Leader		
<b>7. Remarks:</b>			

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# **Emergency Operations Center Position Checklists**

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

The following checklists are included in this appendix.

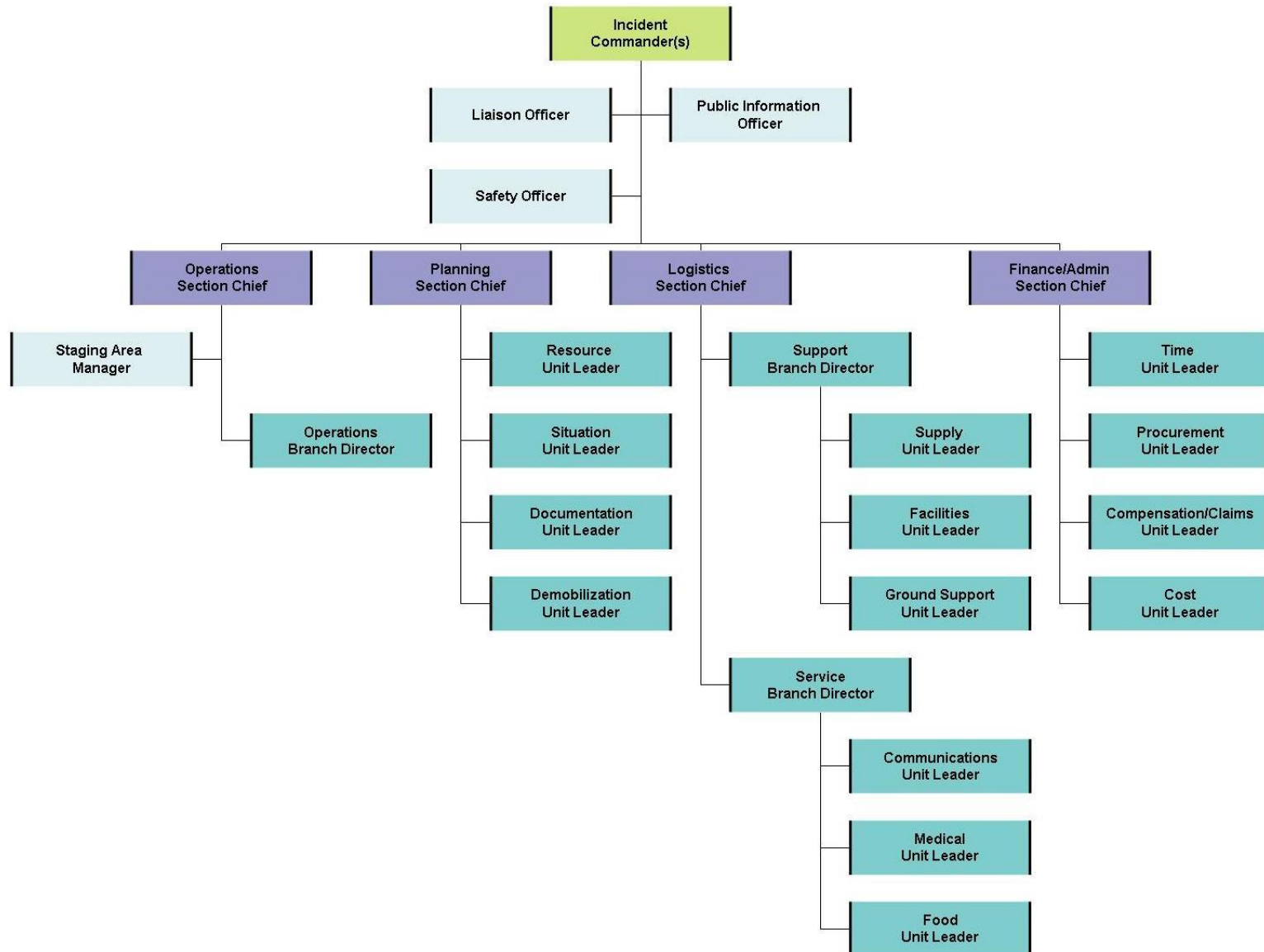
1. Communication Unit Leader Checklist
2. Compensation/Claims Unit Leader Checklist
3. Cost Unit Leader Checklist
4. Demobilization Unit Leader Checklist
5. Documentation Unit Leader Checklist
6. Facilities Unit Leader Checklist
7. Finance – Administration Section Chief Checklist
8. Food Unit Leader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

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Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart

## Appendix C. Emergency Operations Center Position Checklists





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**Appendix C. Emergency Operations Center Position Checklists**

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**Appendix C. Emergency Operations Center Position Checklists**

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**Appendix C. Emergency Operations Center Position Checklists**

**D**

## **Incident Action Planning Cycle**

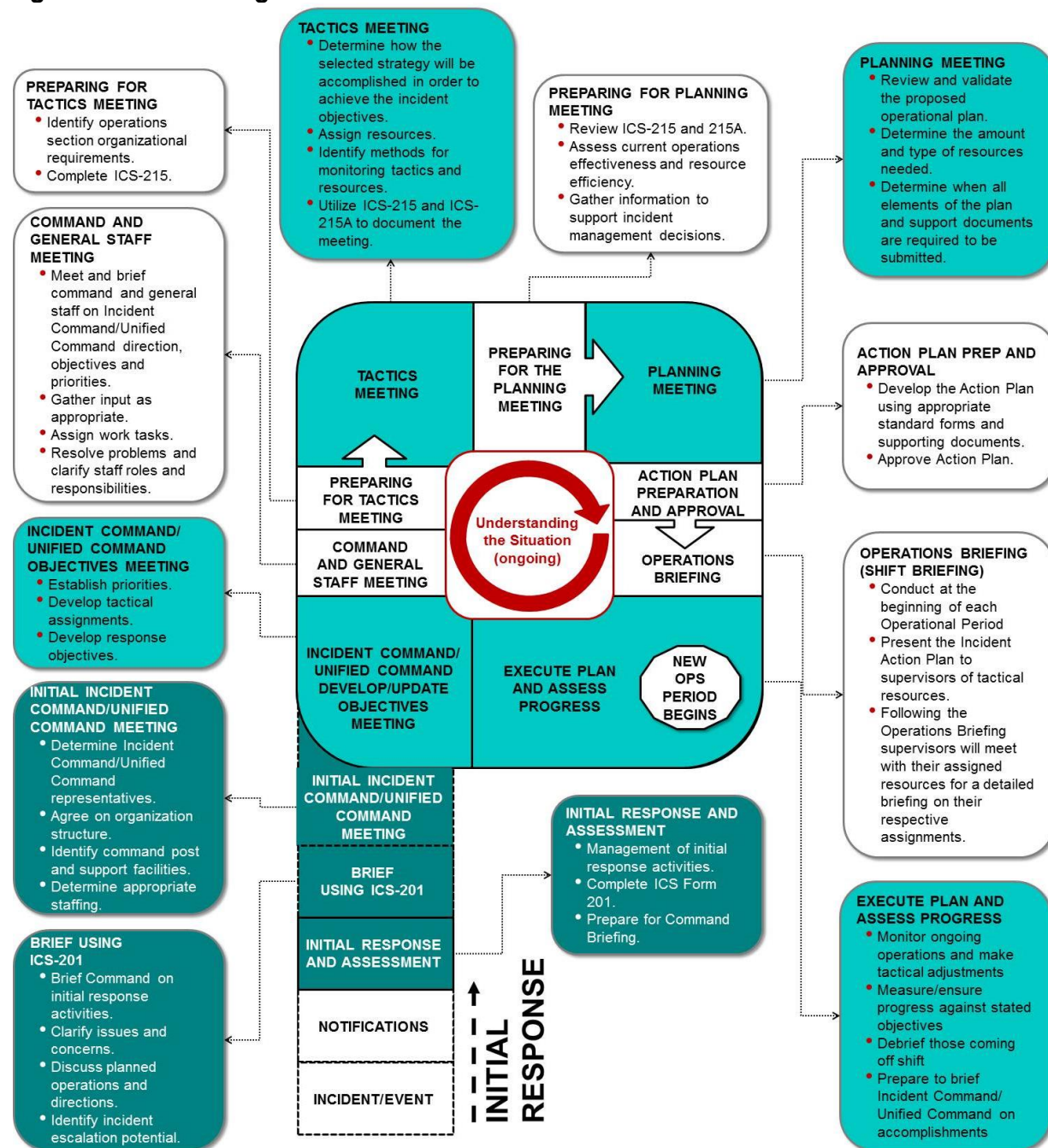
Appendix D. Incident Action Planning Cycle

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## Appendix D. 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 D-1 is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period whereas the top of the leg of the “P” is the beginning of the first operational planning period cycle.

Figure D-1 Planning “P”



## Appendix D. Incident Action Planning Cycle

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

Table D-1 Incident Action Plan Components and Sequence of Assembly				
Order	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 D. Incident Action Planning Cycle

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# E

## References

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## **Lincoln County**

Emergency Operations Plan, October, 2008

Memoranda of Agreement / Understanding

Lincoln County Multi-Jurisdictional Natural Hazard Mitigation Plan  
(2015)

**City of Lincoln City**

- Lincoln City Continuity of Operations Plan (2009)
- Lincoln County Multi-Jurisdictional Natural Hazard Mitigation Plan (2015)
- 

**Other**

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

# F

## Acronyms and Glossary

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## Appendix F. Acronyms and Glossary

**Acronyms**

AAR	After Action Report
ADA	Americans with Disabilities Act
ACS	Auxiliary Communication Services
CERT	Citizen Emergency Response Team
City	Lincoln City
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Lincoln County (governing body)
DSHS	Department of Social and Health Services
EAS	Emergency Alert System
ECC	Oregon Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
MAC	Multi-Agency Coordination
MACS	Multi-Agency Coordination System



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Appendix F. Acronyms and Glossary

MOU	Memorandum of Understanding
NIMS	National Incident Management System
NOAA	North American Oceanic and Atmospheric Administration
NRF	National Response Framework
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OSP	Oregon State Police
ORS	Oregon Revised Statutes
OTFC	Oregon TITAN Fusion Center
PAC	Public Assistance Coordinator
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
Red Cross	American Red Cross
SOP	Standard Operating Procedure
State	State of Oregon
TITAN	Terrorism Information Threat Assessment Network
USDA	United States Department of Agriculture
VA	Veterans Administration
VOIP	Voice-Over Internet Protocol

## Appendix F. Acronyms and Glossary

## Glossary of Key Terms

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

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

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

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

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

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

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

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

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility

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subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Equipment:** Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

**Exercise:** Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

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

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

**Organization:** Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. ( <http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Personnel:** Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Plans:** Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and

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activities in support of defined missions and tasks.  
(<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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



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**Incident Commander:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

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

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

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

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

**Initial Response:** Resources initially committed to an incident.

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

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

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**Interagency:** An organization or committee comprised of multiple agencies.

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

**Interstate:** A region comprised of multiple states.

**Intrastate:** A region within a single state.

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

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

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

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

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

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

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

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

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

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

**Logistics:** Providing resources and other services to support incident management.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Measure:** A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

**Metric:** Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.

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Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems:** A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit <http://www.fema.gov/emergency/nims/rm/ma.shtm>.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a

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core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Integration Center:** Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

**National Response Framework:** A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

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

**NIMS Adoption:** The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

**NIMS Baseline:** An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

**NIMS Compliance Assistance Tool:** The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

**NIMS Promotion and Encouragement:** Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

**NIMS Standard Curriculum:** A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training

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established to meet national credentialing standards.  
(<http://www.fema.gov/pdf/emergency/nims/nsctd.pdf>)

**Non-Governmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the American Red Cross.

**No-Notice Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

**Plain Language:** Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to [http://www.fema.gov/pdf/emergency/nims/plain\\_lang.pdf](http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf).

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Planning:** A method to developing objectives to be accomplished and incorporated into an EOP.



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**Preparedness Assistance Funding Streams:** Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preplanned Event:** A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Principle Coordinator:** The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

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**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

**Public Information Systems:** The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery Plan:** A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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



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Appendix F. Acronyms and Glossary

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information, please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm> .

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Response Asset Inventory:** An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

**Response Assets:** Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

**Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations

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Appendix F. Acronyms and Glossary

aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Scalability:** The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

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

**Self-certification:** Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

**Standard Equipment List:** A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the InterAgency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

**Standard Operating Procedures:** A complete reference document that details the procedures for performing a single function or a number of independent functions.

**Standardization:** A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

## Appendix F. Acronyms and Glossary

**Standardized Terminology:** Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

**State:** When capitalized, refers to the governing body of Oregon.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation, or the general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile home park design and hazardous material assessments).

**Territory:** A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States (U.S.) not included within any State but organized with a separate legislature.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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Appendix F. Acronyms and Glossary

**Threat:** An indication of possible violence, harm, or danger.

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

**Training Curriculum:** A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

**Training:** Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional (See Area Command).

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Source:** <https://nimcast.fema.gov/nimscast/index.jsp>

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## Functional Annexes

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## FA 1 – Emergency Services

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## FA 1. Emergency Services

FA 1 Tasked Agencies	
<b>Primary Agencies</b>	City Emergency Management Organization (EMO) Police Department Fire Department Lincoln City Dispatch Center Local Emergency Medical Service Providers
<b>Supporting Agencies</b>	Public Works Department Lincoln County Emergency Management Lincoln County Sheriff's Office Lincoln County Health and Human Services Department Ambulance Providers: Pacific West Ambulance and Central Coast Ambulance

## 1 Purpose and Scope

This annex outlines the basic City emergency services necessary to respond to a disaster. It outlines the main roles and responsibilities for primary agencies, provides a concept of operations to assist the City in coordinating emergency services, and references related authorities, agreements, and supporting plans. The City Emergency Management Organization (EMO), as outlined in the Basic Plan of this Emergency Operations Plan (EOP), is designed to provide support to local emergency services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. Nothing in this annex is meant to replace or supersede the standard operating procedures (SOPs) of local response agencies.

This annex covers the following functions:

- Emergency Communications
- Firefighting
- Search and Rescue
- Hazardous Materials Response
- Public Safety and Security (Law Enforcement)
- Emergency Public Information
- Evacuation and Population Protection

Emergency services information that is specific to a unique hazard (e.g., hazardous materials releases, terrorism, flood response, etc.) can be found in the appropriate Incident Annex.

**FA 1. Emergency Services****2 Policies and Agreements**

The following policies and agreements are currently in place to support emergency services for the City:

Agreement with North Lincoln Fire & Rescue Regarding Sirens and Beach Closings

**3 Situation and Assumptions****3.1 Situation**

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The primary emergency service agencies are the City Public Service Answering Point (Dispatch), Police Department, and the Fire Department. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

A listing of resources available for the City and neighboring jurisdictions can be found in the office of the City Manager and in the City Emergency Operations Center (EOC).

**3.2 Assumptions**

City emergency services agencies are able to handle routine and small-scale emergencies within their existing capabilities and response plans and procedures.

A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.

Emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).

Utilization of the City Emergency Operations Plan (EOP) does not require activation of the EOC. The need to activate the EOC will be determined at the time by the Emergency Manager or the on-scene Incident Commander.

In an emergency, the City may assume a Unified Command approach.

Due to limited City resources, and depending on the extent of the emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.

Both the media and the public will expect and demand that information regarding an emergency be provided in a timely manner.

The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public, both

**FA 1. Emergency Services**

through news bulletins and National Emergency Alert System (EAS) broadcasts, webpages, and social media sites.

The City will rely upon the Everbridge system, and other means, for public notification. Wherever possible, notifications will be made in English and Spanish.

Most of the public will receive and understand official information related to evacuation.

Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities or when an earthquake makes the need to evacuate obvious. However, some individuals may refuse to evacuate. In the event of a Cascadia Subduction Zone event, it is assumed evacuation will be by foot. During a distant tsunami warning and other emergencies, it is assumed that most evacuees will be able to shelter in place in their homes and those that need to evacuate will use private transportation means; however, transportation may have to be provided for some.

City staff/emergency responders will work to address the concerns of access and functional needs populations who may have trouble understanding or accessing official emergency information.

Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident. Note that while the City works very closely with the North Lincoln Fire District the Fire District is a separate jurisdiction.

### **4.1 Emergency Management**

The Emergency Manager may, depending on the size and scope of the incident, be responsible for the following actions in support of an emergency:

- Activating the EMO(Emergency Management Organization) and the EOC, if necessary.

- Reporting to the EOC to assume overall responsibility for City government activities.

- Regularly briefing the City Council on developments in the situation.

- Designating an alternative EOC location, if necessary.

- Assigning a representative of the City to the County EOC, if applicable.

**FA 1. Emergency Services**

Coordinating the flow of public information to ensure consistency and appropriateness.

**4.2 Public Safety Answering Point (9-1-1 Dispatch)**

The Public Safety Answering Point for the City is the Lincoln City Dispatch Center, which may be responsible for the following actions during an emergency:

Maintaining emergency contact lists for agencies and communities served.

Maintaining primary and backup equipment.

Notifying the Emergency Manager, EOC Members and other appropriate partner agencies of situations affecting the City.

Notifying the public through Everbridge LincolnAlerts

**4.3 North Lincoln Fire District**

The Fire District may be responsible for the following actions in support of an emergency:

Commanding firefighting forces and directing all responding support forces operating within the incident.

Calling on mutual aid resources as necessary.

Providing a qualified representative to the EOC to fill the role of Fire Branch Director in the Operations Section.

If necessary, providing for the safety of personnel and their families before they report to their duty stations. Any firefighters who are unable to get to their home departments should report to the closest fire stations and offer to be part of the staffing pool.

Relocating equipment as necessary.

Assisting law enforcement in traffic/crowd control as necessary.

Coordinating activities in coordination with the City EOC.

Specific departmental duties and responsibilities are contained in the Fire Department's response plans, policies, and procedures.

**4.4 Police Department**

The Police Department may be responsible for the following actions in support of an emergency:

Providing law enforcement and public safety support during an emergency.

Assisting in warning and evacuating the public as conditions require.

**FA 1. Emergency Services**

Providing a qualified representative to the EOC to fill the role of Law Enforcement Branch Director in the Operations Section.

Providing for the safety of personnel and their families before they report to their duty stations. Any Police Department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the staffing pool.

Relocating equipment as necessary.

Assisting in traffic/crowd control as necessary.

Specific departmental duties and responsibilities are contained in the Police Department's response plans, policies, and procedures.

**4.5 Public Works Department**

The City Public Works Department may be responsible for the following actions in support of an emergency:

Providing a qualified representative to report to the EOC to assume overall responsibility for Public Works activities under the direction of the Operations Chief.

Providing for the safety of personnel and their families prior to reporting to their duty stations. Any public works employees who are unable to get to their home departments should report to the closest public works department and offer to be part of the staffing pool.

Relocating equipment as necessary.

Assisting the Police Department in closing streets and/or rerouting traffic, as applicable.

Providing damage assessment information to the City EOC, as applicable.

Specific departmental duties and responsibilities are contained in the Public Works Department response plans and procedures.

**4.6 Other City Departments**

Providing support activities as outlined in the City EOP.

**4.7 County Emergency Management**

County Emergency Management may be responsible for the following actions in support of an emergency:

Coordinating with the City EMO in implementation of local emergency response operational priorities

**FA 1. Emergency Services**

Activating the County ECC, notifying lead agencies to report and coordinating County support agencies for local/County response activities.

Supporting ICS at the City level and providing resources as appropriate.

Supporting mutual aid activities.

Making recommendations to the City EMO on response activities including the issuance of a “State of Emergency” proclamation.

Preparing for recovery activities.

**4.8 Other Organizations**

Organizations such as the Oregon Department of Transportation, the Oregon State Police, local ambulance service, and local hospitals may assign liaisons as points of contact within the City EOC for coordination and communication.

**5 Concept of Operations****5.1 General**

The City has established this EOP in accordance with NIMS and has designated the City Manager as the EMO’s Emergency Manager. The Emergency Manager is responsible for developing, equipping and training an EMO capable of managing the response to and recovery from a major emergency in accordance with the provisions of this plan.

Oregon Revised Statutes 401.305 and 401.335 give the City responsibility and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The EOP may be implemented at the discretion of the Emergency Manager (or designee) or on-scene Incident Commander.

Day-to-day supervision of the EOP is the responsibility of the Emergency Manager. If the EOC is activated, the Emergency Manager (or designee) is responsible for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which communication services are interrupted, members of the EOC should first ensure the safety of their families and then report to the EOC.

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

Emergency contact information for the EOC staff is housed in the City Manager’s Office and in locked storage in the EOC.



**FA 1. Emergency Services****5.2 Emergency Communications**

The Lincoln City Dispatch Center serves as the formal alert and warning and emergency message distribution point for the City. Emergency messages may be received via multiple media including radio, telephone, or the Law Enforcement Data System and will be distributed according to pre-established 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. It is the responsibility of the Emergency Manager or on-scene Incident Commander to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the Lincoln City Dispatch Center will use the Emergency Contact List to contact key emergency representatives in the city. Once contact with the representative is made, it is the responsibility of that representative to determine and activate the appropriate response and any further contacts that must be made.

**5.2.1. Emergency Communications Systems**

Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be degraded by a particular hazard occurrence.

Equipment is available to provide communications necessary for emergency operations. To the greatest extent possible, landline and cellular telephones, SMS text, pagers, Everbridge LincolnAlerts and e-mail will be the primary systems for notification of key officials and critical workers.

Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.

**5.2.2 Alert and Warning**

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City's alert and warning system utilizes the local EAS, Everbridge LincolnAlerts public notification system, reverse dialing system, police and fire vehicle public address systems, and door-to-door contact. Police and fire vehicle public address systems and door-to-door contact are used either as a last resort or for highly localized hazards. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately or in combination to alert and warn the public of an emergency. In addition, special

**FA 1. Emergency Services**

facilities such as schools, healthcare facilities, utilities, and industrial facilities may need notification. Contact information for these facilities is housed in the EOC and in the office of the city manager.

***5.2.1.1 General Guidelines***

Upon detection of an emergency condition arising within the City, the on-scene Incident Commander will decide whether there is a need for immediate alert, will attempt to notify the Emergency Manager, and will direct emergency operations.

The City may also receive warning information from the County by telephone, email or Everbridge LincolnAlerts. Information may also be received from Oregon State Police, Fire Net, and Oregon Office of Emergency Management (OEM) through the Law Enforcement Data System. When warning information is received by telephone, the information should be confirmed by a return telephone call.

If the emergency is localized, City law enforcement may alert residents in the area by Everbridge LincolnAlert system, telephone, mobile public address systems, and door-to-door contact.

The City will educate residents about its alert and warning system.

A log of warnings issued during the incident shall be maintained by the assigned Public Information Officer (PIO).

***5.2.1.2 Emergency Alert System***

The EAS consists of linked broadcast stations and governmental communication systems to provide emergency alert and warning to the public. All participating television and radio stations rebroadcast the information given to the primary station.

Detailed instructions for the activation and use of the EAS are outlined in the Lincoln County EAS Plan. This plan can be activated by the Emergency Manager, EOC Manager, or on-scene Incident Commander by submitting a request to Lincoln County Emergency Management.

The City resides within the North Coast Operational Area and County Emergency Management is authorized to input emergency messages into the EAS system. A very high frequency (VHF) radio link is established between the County Emergency Management and the studios of KYTE-FM. EAS monitoring stations for Lincoln County are listed below:

Local Primary Station – KBCH-AM

State Primary Stations

KOGL, 89.3 Gleneden Beach, Oregon Public Broadcasting (OPB) Radio Network

**FA 1. Emergency Services**

KTMK, 91.1 Tillamook, OPB Radio Network

KWAX-FM, 91.3 Lincoln City, KWAX-FM Radio Network

Weather Radio Transmitters

KIH-33 162.550 MHZ, Newport

WWF-95 162.475, Tillamook

Sample EAS messages can be found in Appendix A-1 of this annex.

**5.2.1.3 Other Methods of Alert**

Most marked police vehicles and most fire vehicles are equipped with mobile or hand-held public address systems that may be used for alert and warning.

Door-to-door alert may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

Direction of these assets shall be the responsibility of the on-scene Incident Commander or City Emergency Manager through the Law Enforcement Branch Director, with input and support from the Planning, Logistics, and Operations Sections.

*See the Lincoln County EOP, Emergency Support Function (ESF)2 – Communications for more details.*

**5.3 Fire Services**

The primary fire services agency for the City is North Lincoln Fire and Rescue. Disaster operations for fire services will be an extension of normal agency and facility duties. Responsibilities include fire control, hazardous material and oil spill response, radiological protection operations and emergency medical services. During emergency situations, fire service teams may also be assigned to perform additional emergency tasks, including providing fire protection for temporary shelters, assisting law enforcement personnel in route alerting, or going door to door to warn citizens who cannot be reached by primary warning systems.

A designated representative shall serve as the EOC Fire Protection Branch Director, coordinating the flow of fire and rescue information and processing requests for additional fire and rescue resources, granting them as appropriate.

Fire service personnel are responsible for assessing threat hazards posed by fire, radiological materials, and other hazardous materials. They also recommend to the on-scene Incident Commander appropriate protective actions for emergency responders, including requirements for personal protective equipment. In addition, fire service personnel are responsible for recommending appropriate protective actions to ensure public safety in the immediate vicinity of a threat.

**FA 1. Emergency Services**

The Fire Department is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, and windy weather, additional public information briefings may be conducted.

*See the Lincoln County EOP, ESF 4 – Firefighting for more details.*

**5.4 Emergency Medical Services**

Lincoln City Fire Department, Pacific West Ambulance and Central Coast Ambulance are the primary agencies responsible for emergency medical services in the City.

Emergency Medical Services (EMS) is a type of emergency service dedicated to providing out-of-hospital acute medical care and/or transport to definitive care, to patients with illnesses and injuries that the patient or the medical practitioner, believes constitutes a medical emergency. Disaster operations for EMS will be an extension of normal agency and facility duties. Coordination between EMS, search and rescue, and fire service providers is necessary to ensure emergency operational readiness. EMS will provide field medical care as needed during emergency situations and coordinate necessary medical transportation. EMS in the City is provided by Pacific West Ambulance and Central Coast Ambulance.

**5.4.1 Mass Casualty Operations**

A Mass Casualty Incident is an incident that overwhelms the City's ability to provide emergency medical services to injured victims. This may include limited ambulance resources or hospital capacity.

In the event of a Mass Casualty Incident, local EMS providers and medical facilities will conduct operations to provide immediate resources, minimize the loss of life through prompt medical treatment in the field, and coordinate field medical services and activities with existing medical facilities and other support services and resources.

**5.4.2 Mass Fatality Operations**

A Mass Fatality Incident is an incident that results in multiple fatalities and overwhelms the City's ability to provide for appropriate body identification, removal, and related services.

In the event of an Mass Fatality Incident, the County Medical Examiner, in coordination with local law enforcement, will be the primary agency and will be responsible for removal and examination of the deceased, notification of next of kin, and determination of the need for investigation and/or autopsy or the release and disposition of remains.

**FA 1. Emergency Services**

*See the Lincoln County Ambulance Service Area Plan and the Lincoln County EOP, ESF 8 – Public Health and Medical Services for more details.*

**5.5 Search and Rescue**

Search and rescue for the City will be conducted by the North Lincoln Fire and Rescue and the Lincoln County Sheriff's Office in coordination with the Lincoln City Police Department.

Search and rescue operations can involve several different scenarios, including:

Rescuing survivors or recovering bodies from debris following a disaster such as a severe weather event or earthquake.

Rescuing survivors or recovering the bodies of lost hunters or hikers in remote portions of the area.

Rescuing survivors or recovering bodies involved in plane crashes.

Rescuing survivors or recovering bodies involved in accidents on waterways.

Regardless of the situation, search and rescue operations will likely be a multi-agency event involving responders from a number of local emergency response agencies, local volunteer organizations, and possibly State agencies.

*See the Lincoln County Search and Rescue Plan and the County EOP, ESF 9 – Search and Rescue for more details.*

**5.6 Hazardous Materials Response**

Hazardous materials response includes ensuring that actions are taken to mitigate, clean up, and dispose of hazardous materials and minimize the impacts of incidents. In the first instance, the Fire Department is the primary agency responsible for hazardous materials operations in the City. However, the Fire Department is only trained and equipped to the operations level, and response will be limited to site assessment and basic containment. Additional support will be requested through the following process.

The local first responder (fire or police) will arrive on scene and size up the incident. If it is determined that the incident is beyond their level of training and equipment, the on-scene Incident Commander will request a team through the Oregon Emergency Response System (OERS) at 1-800-452-0311.

OERS will notify the Oregon State Fire Marshal(OSFM) duty officer and other appropriate agencies. NOTE: The Fire Department may contact OSFM directly to request a response. However, even if they contact the team directly, the local responder will still need to contact OERS so that other appropriate notifications are made. All teams are authorized to respond to incidents meeting State response criteria without authorization from the OSFM duty officer.

**FA 1. Emergency Services**

When a Regional Hazardous Materials Team arrives on scene, its role is to provide technical resources to the on-scene Incident Commander. The local first responder retains Incident Command. If the incident is large enough to require a Unified Command, the team leader becomes a part of that structure. The regional teams are responsible for mitigating and containing the incident. They do not become involved in clean-up operations. Once the situation is stable, the Department of Environmental Quality is responsible for working with the responsible party to ensure that cleanup of the incident is completed appropriately. A full team may not respond in every instance. The system provides for a tiered response, ranging from technical advice over the phone to on-site reconnaissance, to a full team response.

Planning related to hazardous materials is conducted through the area's Local Emergency Planning Committee (LEPC) which consists of members representing City and County response partners, local industry, and other response partners.

*See the County Hazardous Materials Response Plan and the County EOP, ESF 10 – Oil and Hazardous Materials for more details.*

**5.7 Law Enforcement Services**

The City's primary law enforcement agency is the Police Department.

Disaster operations for law enforcement will be an extension of normal agency and facility duties. Responsibilities include maintenance of law and order, traffic control, and crowd control.

The City Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement Branch Chief, coordinating the flow of law enforcement information, processing requests for additional law enforcement resources, and allocating them, as appropriate.

Law enforcement agencies will establish inner and outer perimeters to secure a disaster scene. A strict policy of limited access to the disaster area will be rigidly enforced to ensure the safety and well-being of the community. All movement into and out of the area will be requested through the established command post.

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

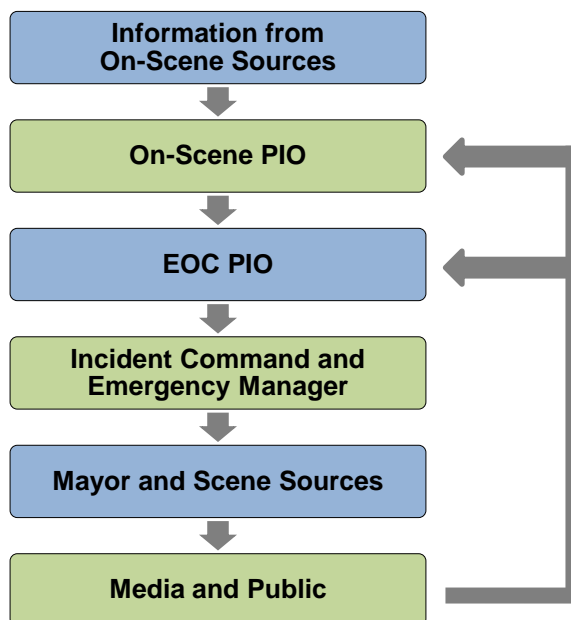
**5.8 Emergency Public Information**

The City's Public Information Officer (PIO) function is coordinated by the City Manager. 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, with news releases approved by the Emergency Manager. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

## FA 1. Emergency Services

**5.8.1 Information Flow**

Incident information flow shall be routed as follows.



*Appendix A-2 of this annex contains guidelines for the release of information to the media.*

**5.8.2 Joint Information System**

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. During a large event, a Joint Information System will be implemented consistent with ICS, and a local and/or regional Joint Information Center(JIC) will be established under Unified Command. During a regional or Statewide event, the City will ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.

- Develop and distribute materials to the general public and media partners.

- Implement information clearance processes set by the Incident Commander/EOC Manager.

- Schedule media briefings in a designated location away from the EOC and other emergency operations.



**FA 1. Emergency Services****5.8.3 Media Briefing Facilities**

During an emergency, media briefing areas may be established in the closest available facility that is capable of handling them.

**5.8.4 Media Access to the Scene**

In cooperation with the Emergency Manager 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.

Victims and families should be provided access to public officials without having to face media, as appropriate.

The media may be allowed access to response personnel, at the discretion of the on-scene Incident Commander, only if such an interview does not interfere with the response effort.

Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

**5.9 Evacuation and Population Protection**

The City Council, City Manager, or the on-scene Incident Commander may order an evacuation. The City Council must approve and sign the evacuation order after considering both the legal and social implications of this action. If, however, for the health and safety of citizens, time does not permit access to the City Council, the City Manager or on-scene Incident Commander may order an evacuation and notify the City Council as soon as practical. See Appendix B-1 of this annex for a sample evacuation order.

Overall, evacuation operations fall under the direction of the City Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation will be conducted by the Fire Department. See Appendix B of this annex for further details regarding evacuation protocol. Alert and warning functions notify affected persons of impending evacuations.



**FA 1. Emergency Services****5.9.1 Identification of Need**

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The City Manager and on-scene Incident Commander must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

Identify high-hazard areas, including those that may be impacted if the incident escalates or conditions change.

Identify potential evacuation routes, their capacities, and their vulnerability to the hazard (see Appendix B-3 of this annex for the City's evacuation traffic policy).

Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

**5.9.2 Determination of Time Needed for Evacuation**

To determine evacuation time requirements, the following factors should be considered:

Time from response to decision to evacuate.

Time needed to alert and instruct the public, depending upon the time of day and other factors.

Time needed to mobilize the population, once warned.

Time required to evacuate the hazard area.

**5.9.3 Sheltering in Place**

If evacuation is not required or if sufficient time is not available to evacuate and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix A-1 of this annex for EAS message format).

**6 Annex Development and Maintenance**

The Emergency Manager in coordination with identified primary and supporting agencies, is responsible for regular review and maintenance of this annex. To ensure that City staff are familiar with their roles in providing emergency services, the City will incorporate elements of emergency services into its training and exercise program.

**7 Supporting Plans and Procedures**

The following documents support emergency services for the City:

FA 1. Emergency Services

**City of Lincoln City**

Lincoln City Debris Management Plan

**Lincoln County**

Lincoln County Emergency Operations Plan

ESF 2 – Communications

ESF 4 – Firefighting

ESF 9 – Search and Rescue

ESF 10 – Oil and Hazardous Materials

ESF 13 – Public Safety and Security

ESF 15 – External Affairs

County Search and Rescue Plan

County Ambulance Service Area Plan

County Hazardous Materials Response Plan

**State of Oregon**

State of Oregon Emergency Operations Plan and ESFs

State of Oregon Fire Services Mobilization Plan, 2010.

**Federal**

National Response Framework and ESFs

Northwest Area Contingency Plan, 2010.

**8 Appendices**

Appendix A Emergency Public Information Templates

A-1 Emergency Alert System Templates

A-2 Guidelines for Release of Information to the Media

A-3 Sample Media Statement Format

Appendix B Evacuation

B-1 Sample Evacuation Order

B-2 Evacuation Checklist

B-3 Evacuation Traffic Policy



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## **Appendix A      Emergency Public Information Materials**

- A-1    Emergency Alert System Templates
- A-2    Guidelines for Release of Information to the Media
- A-3    Sample Media Statement Format

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## FA 1. Emergency Services

**Appendix A-1      Emergency Alert System Templates****EVACUATION:**

The City of Lincoln City is managing a(n) \_\_\_\_\_ emergency. A State of Emergency has been declared. The Incident Command and Lincoln City City Council are requesting the immediate evacuation of the area between \_\_\_\_\_ on the east, \_\_\_\_\_ on the west, \_\_\_\_\_ on the north, and \_\_\_\_\_ on the south due to \_\_\_\_\_. Please take medications and personal hygiene supplies with you and evacuate to (a point) \_\_\_\_\_ by traveling \_\_\_\_\_. Failure to evacuate may result in life endangerment. The American Red Cross is opening shelters for those affected by the evacuation at \_\_\_\_\_. If you need help evacuating your home, please signal emergency workers by placing a white cloth on your front door or calling the City at \_\_\_\_\_.

**SHELTER IN PLACE:**

The Incident Command and Lincoln City City Council are urging citizens for the area between \_\_\_\_\_ on the east, \_\_\_\_\_ on the west, \_\_\_\_\_ on the north, and \_\_\_\_\_ on the south to take the following protective actions due to \_\_\_\_\_. Stay indoors with all windows closed. If you must go outdoors for any reason, \_\_\_\_\_. Failure to follow these instructions may result in damage to \_\_\_\_\_. Please stay tuned to this station for further details.

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## FA 1. Emergency Services

**Appendix A-2      Guidelines for Release of Information to the Media**

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. Accurate information will be provided to the media. Facts that can be confirmed should be released as soon as possible. If little information is available, the following statement should be issued:

*“We are aware that an (incident/accident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will alert the media at least 1/2 hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.”*

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the incident and should include:
  - a. Nature and extent of emergency occurrence.
  - b. Impacted or potentially affected areas of the City.
  - c. Advice on emergency safety procedures, if any.
  - d. Activities being conducted by the City to combat the hazardous conditions or mitigate the effects.
  - e. Procedures for reporting emergency conditions to the EOC.
3. Information concerning the incident should be consistent for all members of the media.
4. Information should be presented in an objective manner.
5. Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

*“We will not confirm \_\_\_\_\_ until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time.”*

**FA 1. Emergency Services**

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

# MEDIA RELEASE

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Press Release #: \_\_\_\_\_

**TYPE OF INCIDENT:** \_\_\_\_\_

Location: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Narrative details about incident: \_\_\_\_\_

[illegible]

For further information, please contact \_\_\_\_\_

at \_\_\_\_\_.

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## **Appendix B      Evacuation**

B-1      Sample Evacuation Order

B-2      Evacuation Checklist

B-3      Evacuation Traffic Policy

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## FA 1. Emergency Services

**Appendix B-1      Sample Evacuation Order**

1. An emergency condition, as a result of \_\_\_\_\_, exists in the City of Lincoln City, and the City has declared a State of Emergency.
2. The City has determined that there is a need to evacuate portions of the City.
3. Such evacuation is needed to ensure the safety of the public. Therefore:  
\_\_\_\_\_  
\_\_\_\_\_
4. The City of Lincoln City is requesting the immediate evacuation of:  
\_\_\_\_\_  
\_\_\_\_\_
5. The City of Lincoln City requests that those needing special assistance call \_\_\_\_\_ or place a white flag, (towel, rag, paper, etc.) on the front door knob or in the front window. The above number has been established to respond to evacuation assistance requests.
6. The City of Lincoln City is restricting all entry into the hazard area. No one will be allowed to re-enter the area after \_\_\_\_\_am/pm.
7. Information and instructions from the City of Lincoln City will be transmitted by broadcast radio. Public information will also be available from American Red Cross representatives at shelters now being opened to the public for emergency housing.
8. As resources allow, a reception area or American Red Cross shelter is located at:  
\_\_\_\_\_
9. The City of Lincoln City will advise the public of the lifting of this order when public safety is assured.

Date \_\_\_\_\_ Signed \_\_\_\_\_

Mayor

Date \_\_\_\_\_ Signed \_\_\_\_\_

Incident Commander

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## Appendix B-2 Evacuation Checklist

✓	Action Item	Assigned
	<b>PLANNING:</b>	
	1. Determine area(s) at risk: <ul style="list-style-type: none"> <li>▪ Determine population of risk area(s)</li> <li>▪ Identify any special facilities and functional needs populations in risk area(s).</li> </ul>	
	2. Determine evacuation routes for risk area(s) and check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements and determine pickup points.	
	5. Determine temporary shelter requirements and select preferred shelter locations.	
	<b>ADVANCE WARNING:</b>	
	6. Provide advance warning to special facilities and advise them to activate evacuation, transportation, and reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk.	
	8. Develop traffic control plans and stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. Ready temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure that vehicles and drivers will be available when and where needed.	
	12. Coordinate with school districts regarding closure of schools.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	<b>EVACUATION:</b>	
	14. Advise neighboring jurisdictions that an evacuation recommendation or order will be issued.	
	15. Disseminate the evacuation recommendation or order to special facilities and functional needs populations. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation or order to the public through available warning systems, clearly identifying areas to be evacuated.	

## FA 2. Human Services

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: <ul style="list-style-type: none"> <li>What should be done to secure buildings being evacuated</li> <li>What evacuees should take with them</li> <li>Where evacuees should go and how they should get there</li> <li>Provisions for functional needs population and those without transportation</li> </ul>	
	18. Staff and open temporary shelters	
	19. Provide traffic control along evacuation routes and establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide situation reports on evacuation to the County.	
	<b>RETURN OF EVACUEES</b>	
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, and conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	
	25. Determine requirements for and coordinate provision of transportation for return of evacuees.	
	26. Advise neighboring jurisdictions that return of evacuees will begin.	
	27. Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public information that addresses: <ul style="list-style-type: none"> <li>Documenting damage and making expedient repairs</li> <li>Caution in reactivating utilities and damaged appliances</li> <li>Cleanup and removal/disposal of debris</li> <li>Recovery programs</li> </ul>	
	32. Terminate temporary shelter and mass care operations.	
	33. Maintain access controls for areas that cannot be safely reoccupied.	

**Appendix B-3      Evacuation Traffic Policy**

In the event of an evacuation in the City:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.
2. The City has the authority to close local roads and to restrict access to and from all areas of the City.
3. Roads under the jurisdiction of the Oregon Department of Transportation (ODOT) would be authorized for closure by the ODOT District Manager; in the case of a crime or fire, the authority includes the Oregon State Police.
4. The Lincoln City Police Department has the authority to remove stalled and parked vehicles that impede the flow of traffic.
5. Traffic flow direction may be altered, reversed, etc. at the direction of the on-scene Incident Commander when the situation warrants.
6. Changes in traffic flow will be coordinated with the County Sheriff, Oregon State Police, ODOT, and Lincoln City Public Works.

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## FA 2 – Human Services

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## FA 2. Human Services

FA 2 Tasked Agencies	
<b>Primary Agencies</b>	City Manager
<b>Supporting Agencies</b>	American Red Cross Salvation Army Pacific West Ambulance Service North Lincoln Samaritan Hospital Lincoln City Police Department Lincoln County Sheriff's Office North Lincoln Fire District Lincoln County School District Lincoln County Emergency Management Lincoln County Health Department

## ■ 1 Purpose and Scope

The Human Services Functional Annex provides information regarding the City's response to the needs for **non-emergency medical** mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters.

This annex covers the following functions:

Mass Care

Emergency Assistance

Housing

Human Services

Public Health Services

Evacuation and Population Protection

Volunteer and Donations Management

Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff

For larger events that may require short- or long-term housing for disaster victims, County Emergency Management will coordinate this need with the Lincoln City Emergency Manager. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary.

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass

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care/sheltering facilities. Bulk distribution of emergency relief items such as food, water, and ice is managed and coordinated via established sites within the City. Some situations may require coordination and management of volunteer services and donated goods to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate assistance for Access and Functional Needs Populations (also called Special Needs and Vulnerable Populations) within the impacted area. Access and Functional Needs Populations describes members of the community who experience physical, mental, or medical care needs who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

## ■ 2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

Although a formal agreement has not been developed between the Red Cross and the City, Human Services will be primarily implemented by the Red Cross when activated by County request. The agreement provides for shelter and mass care provisions, if requested by Lincoln County.

## ■ 3 Situation and Assumptions

### ● 3.1 Situation

Emergencies or disasters can necessitate evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short or long term. When the need arises, it is the responsibility of the City to work with the various human service agencies to meet those needs.

### ● 3.2 Assumptions

Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

The Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local Red Cross representative. These shelters may be used for specific events associated with the City and County, as well as housing evacuees from neighboring counties if the need should arise.

**FA 2. Human Services**

Permission to use Red Cross–approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.

City government and other available response agencies will manage and coordinate all shelter and mass care activities until the Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.

Assistance will be available through mutual aid agreements with the County, other counties, regions, and State and Federal emergency agencies and organizations.

Unique demands will be placed upon the delivery of human services, including crisis counseling, emergency assistance, and the care of access and functional needs groups. As a consequence, the clientele groups of both local and State human service organizations will increase.

Under localized emergency conditions, a high percentage of evacuees will seek lodging with friends or relatives rather than go to established facilities.

If the threat of an evacuation is due to a visible hazard, or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order. Therefore, mass care operations may have to commence early in any disaster period.

## ■ **4 Roles and Responsibilities**

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

### ● **4.1 City Manager**

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

Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.

Assess the situation and issue appropriate notifications to activate and staff the EOC, including notification of the Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.

Assess the situation and, if appropriate, activate city shelter(s) including the Community Center

**FA 2. Human Services**

Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.

Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.

Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identify long-term temporary emergency housing options.

Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.

Continue to assist in restoration of normal services and operations, as appropriate.

Conduct an after action debriefing/evaluation regarding the overall effectiveness of the City's efforts in providing emergency food and shelter.

- **4.2 American Red Cross**

Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.

Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.

Participate in the annual training exercises conducted by the City Emergency Management Organization to test the Emergency Operations Plan (EOP).

Implement the response actions outlined in the MOU with the City, as necessary.

Evaluate the direct or indirect effects of the hazard on available shelter resources.

Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.

Coordinate activities with voluntary organizations active in disaster; faith-based organizations; other social service agencies; and local, State, and Federal government to provide emergency food and shelter.

Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.

**FA 2. Human Services**

Prepare a report on the condition of shelter facilities and make arrangements for returning them to normal use.

Compile a record of emergency expenditures.

Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

- **4.3 North Lincoln Fire District**

Provide personnel, supplies, materials, and facilities as available in support of this function.

Establish a shelter emergency medical services response plan

Provide fire and line safety inspections, as appropriate.

- **5 Concept of Operations**

- **5.1 General**

The City Council has overall responsibility for ensuring the welfare of citizens and visitors within the City during an emergency or disaster. In cooperation with available volunteer disaster assistance organizations, the City Emergency Manager will ensure the provision of basic human services. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City will assist and coordinate the post-disaster housing needs of the homeless. While coordinated City/Red Cross decision-making is desirable, the Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

In the case of unmet needs, the Emergency Manager will make requests for County assistance via the EOC to County Emergency Management. Not all emergencies will entail mass care assistance; however, a limited amount of emergency food and clothing will be needed and provided.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (e.g., senior citizens and the handicapped). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be alerted; pre-positioned material resources (cots, blankets, food, etc.) will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase,

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the human needs of victims should be continually assessed and met as necessary via one or more Disaster Recovery Center.

- **5.2 Direction and Control**

The City will seek the assistance of the American Red Cross (ARC) and other similar agencies in implementing this section of the EOP. A liaison from the ARC will be requested to report to the City EOC to assist in coordinating emergency housing, sheltering, and feeding activities; however, depending upon the size and scope of the disaster, this coordination may occur at the County EOC through the City EOC's 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 to ensure the welfare of its citizens in times of emergencies, as outlined in Chapter 401 of the Oregon Revised Statutes.

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

- **6 Lincoln City Human Services Functions**

- **6.1 Mass Care**

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in Red Cross shelters.

- **6.1.1 Shelter**

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities in local Red Cross sheltering plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far

**FA 2. Human Services**

enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the Red Cross. The City Manager will obtain permission from owners to use other facilities as needed. When Red Cross facilities are opened, the Red Cross will be responsible for maintaining all functions and staffing according to Red Cross policy. The Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

Predetermined sheltering sites and supplies available through the Red Cross.

General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management.

If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The Red Cross will coordinate all mass feeding and other services needed at open Red Cross shelters within the City's jurisdiction with City Emergency Management via the City EOC.

□ **6.1.2 Sheltering Service and Companion Animals**

The City, the Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, with the facility owners' limitations, and with County and State of Oregon Health Code requirements.

However, pets are not allowed in Red Cross shelters. Depending on the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals to a pet care facility at their own direction and expense.



**FA 2. Human Services****□ 6.1.3 Bulk Distribution**

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and nongovernmental organizations is coordinated at these sites. The Red Cross will coordinate bulk distribution activities needed within the City's jurisdiction with the Emergency Manager via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

City Manager's Office

Red Cross

Salvation Army

Private-sector partners

Disaster assistance personnel, as well as paid and volunteer staff.

**● 6.2 Emergency Assistance****□ 6.2.1 Disaster Welfare Information**

The Disaster Welfare Information section collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. The Lincoln County Auxiliary Communication Services provides support to the Red Cross and City Emergency Management in gathering, disseminating, and managing disaster welfare information.

**□ 6.2.2 Disaster Resource Center(s)**

Upon a Presidential disaster declaration, a Disaster Resource Center may be established. In addition to numerous grant and assistance programs available through the Disaster Resource Center, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a Disaster Resource Center. The Federal Emergency Management Agency (FEMA) is responsible for operating Disaster Recovery Centers, which are often located in facilities such as schools, churches, and community centers. A DRC provides a location where citizens can



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meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer (PIO) through the Joint Information Center (JIC), located in the Federal/State disaster field office. Federal, State, local, and volunteer agencies may provide or accept applications for the following services through the DRC:

Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.

Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.

Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.

Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.

Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.

Information regarding the availability of and eligibility requirements for food stamps.

Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.

Legal counseling to low-income families and individuals.

Tax counseling concerning various disaster-related benefits.

Consumer counseling and assistance in obtaining insurance benefits.

Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.

Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.

Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.

Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and Federal damage assessment teams.

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If Federal mobile homes are to be supplied for use as emergency shelter, the Logistics section may assist in site choice and preparation consistent with the City's local comprehensive land use plan.

- **6.3 Long-Term Housing**

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through the Lincoln County Emergency Manager via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends, or in commercial facilities. To the greatest extent possible, local and County government will coordinate post-disaster housing needs for the homeless population.

- **6.4 Human Services**

- **6.4.1 Behavioral Health**

Agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and Access and Functional Needs Populations include:

Area hospitals

County and regional volunteer organizations

Local nursing homes and care facilities

*The Lincoln County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details on the provision of human services.*

- **6.4.2 Access and Functional Needs Populations**

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and Federal regulations and guidance. The City will seek the assistance of the County Health Department and other human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed description of the types of support that individuals within each functional need category may require:

**Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.

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**Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.

**Transportation.** Individuals who cannot drive or who do not have a vehicle may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., vehicles with lift equipment or oxygen facilities) or information about how and where to access mass transportation during an evacuation.

**Supervision.** Before, during, and after an emergency, individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions such as schizophrenia or intense anxiety). If separated from their caregivers, young children may be unable to identify themselves, and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.

**Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with managing unstable, terminal or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require the support of trained medical professionals. At this time, the City does not have a specific plan in place, nor the resources to support, the provision of medical care in times of disaster. It is the responsibility of each citizen to develop an emergency plan to facilitate medical needs during a disaster.

▪ **6.4.2.1 Children and Disasters**

While it is of the utmost concern to the City to plan and prepare for the unique needs of children, at this time the City does not have a specific plan in place, nor the resources to support, provision of assistance to children in times of disaster. It is the responsibility of each citizen to develop family emergency plans to facilitate family safety and self-sufficiency. However, as resources allow, the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children. Such issues may include:

**Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community familiar with children's issues.

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**Evacuation.** Identifying where children are located (schools, daycares) and how they will be evacuated.

**Shelter.** Identifying resources for diapers, formula, and food appropriate for all ages, portable cribs and playpens, and staffing resources needed to supervise unaccompanied children.

**Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

▪ **6.4.2.2**      *Household Pets and Service Animals*

While the City recognizes the challenges surrounding household pet and service animal safety during an emergency, at this time the City does not have a specific plan in place, nor the resources to support, provision of services relating to household pets and service animals in times of disaster. It is the responsibility of each citizen to develop emergency plans to facilitate pet and service animal safety. However, as resources allow, the City will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

**Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community familiar with pet and service animal issues.

**Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.

**Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

▪ **6.4.2.3**      *Managing, Transportation and Communicating*

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

Area hospitals

Private clinics and care facilities

Red Cross and other volunteer agencies

School districts

Local radio stations serving the City

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

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▪ **6.4.2.4 Programs in Place**

Currently, the City does not have any programs in place for populations with access and functional needs. As programs are developed by the City, they will be included here for reference.

• **6.5 Public Health Services**

Available emergency medical resources for the City consist of Pacific West Ambulance service and the North Lincoln Samaritan Hospital.

The Lincoln County Health Department will direct the County's response to medical and health emergency issues.

*See the Lincoln County EOP, ESF 8 – Public Health and Medical Services for more details.*

• **6.6 Volunteer and Donations Management**

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

• **6.7 Care of Response Personnel and Emergency Operations Center 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 at the EOC. Sleeping areas may also be set up in other facilities.

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

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

■ **7 Supporting Documents**

The following documents support human services for the City:

Lincoln City Potential Evacuation sites and Assembly Areas. The main sites are the City's Community Center and the Assembly Areas listed on the City's Tsunami Evacuation Maps (FA 1, Appendix B), including three church parking lots: the Evangelical Church, Episcopal Church, and St. Peter the Fisherman Lutheran Church

**FA 2. Human Services**

County Emergency Operations Plan

ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services

ESF 8 – Public Health and Medical Services

ESF 11 – Agriculture and Natural Resources

ESF 14 – Long-Term Community Recovery

■ **8 Appendices**

- **Appendix A Shelter Materials**

A-1 Shelter Survey Form

A-2 Sample Shelter Agreement

A-3 Shelter Supplies

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☐ **Appendix A-1 Shelter Survey Form**

*This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.*

**Directions:**

**Please print all information.** Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer "not applicable" (N/A).

<b>General Facility Information</b>	
<b>Facility Information</b>	
Facility Name:	
Name/Description of area in this facility being surveyed for use as a shelter (e.g., Gymnasium):	
Are there other areas in this facility being surveyed? If yes, name them.	
Governing Agency/Owner:	
Street Address:	
Town/City:	Zip Code:
Latitude:	Longitude:
Map Locator Information (map name, page, grid):	
Mailing Address (if different):	
Business Phone Number: (     )     -	Fax Number: (     )     -
Email Address (if applicable):	
<b>Primary Contact to Authorize Facility Use:</b> Name: _____ Day Phone: (_____) _____ - _____ After Hours/Emergency Phone: (_____) _____ - _____ Mobile Phone: (_____) _____ - _____ Email: _____	<b>Alternate Contact to Authorize Facility Use:</b> Name: _____ Day Phone: (_____) _____ - _____ After Hours/Emergency Phone: (_____) _____ - _____ Mobile Phone: (_____) _____ - _____ Email: _____

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<b>Primary Contact to Open Facility:</b> Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ Email: _____	<b>Alternate Contact to Open Facility:</b> Name: _____ Day Phone: (____) _____ - _____ After Hours/Emergency Phone: (____) _____ - _____ Mobile Phone: (____) _____ - _____ Email: _____
<b>Facility Physical Information</b> <b>***Attach a sketch or copy of the facility floor plan.***</b>	
<b>Availability for Use/Use Restrictions</b>	
Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.	
<input type="checkbox"/> Facility available for use at any time of the year	
<input type="checkbox"/> Facility is <b>only</b> available for use during the following time periods: From: _____ to _____ From: _____ to _____	
<input type="checkbox"/> Facility <b>is not</b> available for use during the following time periods: From: _____ to _____ From: _____ to _____	
Is the facility within 5 miles of an evacuation route? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Are there trees, towers, or other potential hazards that could impact the safety of the facility or block access to it after a disaster? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please describe: _____	
Is smoking allowed in the facility buildings? <input type="checkbox"/> Yes <input type="checkbox"/> No Is smoking allowed on the facility grounds? <input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>Capacity</b>	
<b><u>Shelter Capacity</u> - How many persons can be accommodated for sleeping?</b> Area available for shelter use: Length: _____ x Width: _____ = Total Area: _____ <b>Record only useable space.</b> For example, if a room is 600 square feet, but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.	
The area listed above <input type="checkbox"/> is <input type="checkbox"/> is not <input type="checkbox"/> is partially disabled accessible.	
<b>Calculation of Shelter Capacity</b> (Total Area ÷ Square feet per person = Capacity) Recommended range of square feet per person by shelter type: Evacuation shelter: 15 to 30 square feet per person General shelter: 40 to 60 square feet per person Access and Functional Needs shelter: 80 square feet per person	

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Type of Shelter	Total Area	Square Feet/ per person	Capacity *
<input type="checkbox"/> Evacuation			
<input type="checkbox"/> General			
<input type="checkbox"/> Access and Functional Needs			
* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.			
<b>Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?</b>			
<input type="checkbox"/> Bench	Measured Linear Feet of Bench _____ ÷ 16 ft <sup>2</sup> /person = Bench Seating Capacity _____		
<input type="checkbox"/> Chairs	Number of Chairs Counted = _____ = Seating Capacity _____		
<input type="checkbox"/> Not applicable			
<b>Parking</b>			
Number of on-site parking spaces (do not include on-street parking in this figure):			
Number of handicapped parking spaces:			
Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? <input type="checkbox"/> Yes <input type="checkbox"/> No			
When the facility <b>is</b> in normal use (e.g., school in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g., on streets around the school): _____ <input type="checkbox"/> There is <b>not</b> adequate on-site or off-site parking available		When the facility <b>is not</b> in normal use (e.g., school not in session): <input type="checkbox"/> On-site parking is adequate for shelter residents <input type="checkbox"/> Off-site parking is available as noted below (e.g., on streets around the school): _____ <input type="checkbox"/> There is <b>not</b> adequate on-site or off-site parking available	
<b>General Facility Construction</b>			
Facility Construction <input type="checkbox"/> Wood frame <input type="checkbox"/> Prefabricated <input type="checkbox"/> Concrete <input type="checkbox"/> Trailer <input type="checkbox"/> Masonry <input type="checkbox"/> Bungalow <input type="checkbox"/> Metal <input type="checkbox"/> Pod <input type="checkbox"/> Portable Classroom <input type="checkbox"/> Other If 'Other,' describe:		Number of stories:  Elevator: <input type="checkbox"/> Yes <input type="checkbox"/> No  Where, in relation to shelter area?	Approximate year of construction:  Chair Lift: <input type="checkbox"/> Yes <input type="checkbox"/> No  Quantity:

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<input type="checkbox"/> Accessible doorways (minimum 35 inches wide)	<input type="checkbox"/> Ramps ( minimum 35 inches wide): <input type="checkbox"/> Fixed <input type="checkbox"/> Portable <input type="checkbox"/> Level Landings																																																						
<input type="checkbox"/> Automatic doors or appropriate door handles																																																							
Open Space: Indicate quantity and size (square feet) <input type="checkbox"/> Athletic Field(s): <input type="checkbox"/> Fenced Court(s): <input type="checkbox"/> Secured Playground Area <input type="checkbox"/> Other:																																																							
<b>Fire Safety</b>																																																							
<i>Some facilities are that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.</i>																																																							
Does the facility have inspected fire extinguishers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have functional fire sprinklers? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have a fire alarm? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, choose one: <input type="checkbox"/> Manual (pull down) <input type="checkbox"/> Automatic Does the fire alarm directly alert the fire department? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have an internal fire hose system? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
Does the facility have smoke detectors in/near the shelter area? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							
<b>Sanitation Facilities</b>																																																							
Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.																																																							
<b>Standards for ADA-compliant accessible features for people with disabilities:</b>																																																							
<u>Toilets:</u> Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)																																																							
<u>Showers:</u> Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower head (48 inches in height) or Hand-held spray unit with hose Accessible for people with disabilities:																																																							
<u>Sinks:</u> Sink (34 inches in height); Towel dispenser (39 inches in height)																																																							
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 25%;"></th> <th colspan="2" style="width: 25%;">Urinals</th> <th colspan="2" style="width: 25%;">Toilets</th> <th colspan="2" style="width: 25%;">Showers</th> <th colspan="2" style="width: 25%;">Sinks</th> </tr> <tr> <th></th> <th style="font-size: small;">ADA compliant</th> <th style="font-size: small;">Not compliant</th> <th style="font-size: small;">ADA compliant</th> <th style="font-size: small;">Not compliant</th> <th style="font-size: small;">ADA compliant</th> <th style="font-size: small;">Not compliant</th> <th style="font-size: small;">ADA compliant</th> <th style="font-size: small;">Not compliant</th> </tr> <tr> <td><b>Men's</b></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>Women's</b></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>Unisex</b></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td><b>Total</b></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>		Urinals		Toilets		Showers		Sinks			ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	<b>Men's</b>									<b>Women's</b>									<b>Unisex</b>									<b>Total</b>								
	Urinals		Toilets		Showers		Sinks																																																
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant																																															
<b>Men's</b>																																																							
<b>Women's</b>																																																							
<b>Unisex</b>																																																							
<b>Total</b>																																																							
Are there any limitations on the availability of these facilities? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, describe limitations (only during specific time blocks, etc.):																																																							
Are there baby diaper changing tables in any of the restroom facilities? <input type="checkbox"/> Yes <input type="checkbox"/> No																																																							

Food Preparation Facilities		
<input type="checkbox"/> There are no food preparation or food service capabilities at this facility		
<input type="checkbox"/> Full-Service Kitchen: food is stored, prepared and served on site. If full-serviced, number of meals that can be produced: _____		
<input type="checkbox"/> Food is prepared off-site by a central kitchen and served on-site Central Kitchen Contact: _____ Phone Number: (     )		
<input type="checkbox"/> Warming oven kitchen		
<b>Appliances/Equipment:</b> Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in refrigerators:	Industrial refrigerators:
Freezers:	Walk-in freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection ovens:	Microwaves:
Steamers:	Steam kettles:	Food processors:
Ice machines:	Sinks:	Number of sink compartments:
Commercial dishwasher ( <i>approved sanitation levels</i> ):		Non-commercial dishwasher:
Location of equipment if in area other than kitchen:		
Dining Facilities		
Dining area on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Location:	
Snack Bar: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Cafeteria: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, seating capacity:	
Other indoor seating: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, describe, include size and seating capacity:	
Total estimated seating capacity for eating:		
<b>Standards for accessible for people with disabilities</b> Tables (28–34 inches in height); Serving line/counter (28–34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number:	Are serving line/counters accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are aisles accessible? <input type="checkbox"/> Yes <input type="checkbox"/> No

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Additional comments related to food preparation or dining areas:		
<b>Health Service Facilities</b>		
Number of private rooms available:	Access to locked refrigeration? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Total square footage of available space for health care needs:		
Location of health service area:		
<b>Laundry Facilities</b>		
Number of clothes washers:	Number of clothes dryers:	
Availability to shelter operator	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Are laundry facilities coin operated?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Special conditions or restrictions:		
<b><u>Facility Services Information</u></b>		
<b>Electricity</b>		
Emergency (generator power) on site: <input type="checkbox"/> Yes <input type="checkbox"/> No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? <input type="checkbox"/> Yes <input type="checkbox"/> No		
This generator powers: <input type="checkbox"/> Throughout the shelter area. <input type="checkbox"/> Only emergency lights and other critical circuits in shelter area. <input type="checkbox"/> No generator serves the shelter area.		
Estimated run-time without refueling (in hours):	<input type="checkbox"/> Auto start <input type="checkbox"/> Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, quantity (in gallons):	
Utility company/vendor:	Emergency phone number: (   )   -	
Generator fuel vendor:	Emergency phone number: (   )   -	
Generator repair contact:	Emergency phone number: (   )   -	
<b>Heating</b>		
Source of heat: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane <input type="checkbox"/> Oil <input type="checkbox"/> Gasoline <input type="checkbox"/> Diesel		
Shelter area is heated: <input type="checkbox"/> Yes <input type="checkbox"/> No		

## FA 2. Human Services

Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b>Cooling</b>	
Source of cooling: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane	
Shelter area is air conditioned: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b>Water</b>	
Source of water: <input type="checkbox"/> Municipal <input type="checkbox"/> Well(s) <input type="checkbox"/> Trapped Water	
If trapped, potable ( <i>drinkable</i> ) storage capacity in gallons:	Non-potable ( <i>undrinkable</i> ) storage capacity in gallons:
Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b>Cooking: *refer to Food Preparation Facilities for additional information on facility cooking capacities.</b>	
Source of cooking energy: <input type="checkbox"/> Electric <input type="checkbox"/> Natural Gas <input type="checkbox"/> Propane	
Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b><u>Communications Information</u></b>	
<b>Radio:</b>	
Is there a NOAA Weather Radio at this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where is it located?	
Is there an emergency communications (ham) radio at this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, where is it located? Who is trained/authorized to operate it? Name: _____ Contact #: (   )	
<b>Telephone/fax machines:</b>	
Telephone service: <input type="checkbox"/> Traditional land-line <input type="checkbox"/> VOIP (internet line)	

## FA 2. Human Services

Are there business telephone available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Business telephone available to shelter occupants: <input type="checkbox"/> Yes <input type="checkbox"/> No	If yes, list any restrictions:
Are there accessible (49 inches from floor) telephones? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? <input type="checkbox"/> Yes <input type="checkbox"/> No
Are there Earpiece telephones (volume adjustable)? <input type="checkbox"/> Yes <input type="checkbox"/> No	Are there Fax machines available to shelter staff? <input type="checkbox"/> Yes <input type="checkbox"/> No
Is there speaker telephone/conference availability? <input type="checkbox"/> Yes <input type="checkbox"/> No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b>Computers:</b>	
Type of internet service connection: <input type="checkbox"/> Dial-up <input type="checkbox"/> High-Speed <input type="checkbox"/> Cable <input type="checkbox"/> Wireless	
Computers available to shelter staff: <input type="checkbox"/> Yes <input type="checkbox"/> No	Is there public access to computers? <input type="checkbox"/> Yes <input type="checkbox"/> No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: (   )   -
Repair company:	Emergency phone number: (   )   -
<b>Television:</b>	
Is there a TV available for shelter use?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Location of cable TV drop for shelter area:	
<b><u>Shelter Management Information</u></b>	
This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.	
<b>Shelter Management</b>	
Location of shelter registration:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> No



## FA 2. Human Services

Location of office for shelter management team:	Is there a computer network drop in this area? <input type="checkbox"/> Yes <input type="checkbox"/> No
	Phone number in this office:
Shelter supply kit is located:	
Key for kit is located:	
<b>Pet Care Capacity:</b> if applicable	
Pets could be housed: <input type="checkbox"/> On-site in existing facility Capacity: _____ <input type="checkbox"/> On-site using additional resources (Tents/Trailers) Capacity: _____ <input type="checkbox"/> Combination of existing facility and additional resources <input type="checkbox"/> Off-Site	
Location of pet intake area:	Location of pet shelter area:
Is the space used for the pet shelter area near chemicals: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Location of outdoor pet walking area:	
<b>Facility Staff</b>	
Facility personnel required when using facility:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Facility kitchen staff required when using facility kitchen:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Voluntary organizations ( <i>such as church or fire auxiliaries</i> ) required when using the facility:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Sanitation/maintenance staff required:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will any of the above groups be experienced or trained in shelter management?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Shelter Agreement Information</b>	
Does the facility/owner have a current agreement for use as emergency shelter?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Date:	Updated:
Additional information about agreement, if applicable:	
Additional Notes (use additional page as needed):	

<b>Survey completed/updated by:</b>		<b>Date:</b>
<i>Printed name and title of authorized facility personnel:</i>		<i>Signature of authorized personnel:</i>
<i>Agency/Organization of authorized facility personnel:</i>		
<i>Printed name and title of shelter surveyor:</i>		<i>Signature of shelter surveyor</i>
<i>Agency/Organization of surveyor:</i>		
<b>Shelter Determination:</b> <input type="checkbox"/> Facility can be used as general emergency shelter. <input type="checkbox"/> Facility can be used as an evacuation shelter. <input type="checkbox"/> Facility can be used as access and functional needs shelter. <input type="checkbox"/> Facility can be used as a pet-friendly shelter <input type="checkbox"/> Facility will not be used as a shelter.  Facility is ADA Compliant: <input type="checkbox"/> Partially <input type="checkbox"/> Fully <input type="checkbox"/> Not ADA Accessible  Is this shelter entered in the National Shelter System (NSS)? <input type="checkbox"/> Yes <input type="checkbox"/> No NSS ID: _____		

□ **Appendix A-2      Sample Shelter Agreement**

Lincoln City coordinates the provision of mass care services to individuals, families, and communities impacted by a disaster. Certain disaster relief activities are supported by private facility owners who permit their buildings to be used as a temporary shelter for disaster victims and designated community organizations, like the American Red Cross or Salvation Army, who support relief activities. This agreement is between Lincoln City Emergency Management and a facility owner (“Owner”) so that the City can use the facility as an emergency shelter during a disaster that directly or indirectly impacts the City.

**Parties and Facility**

**Owner:**

Legal name: \_\_\_\_\_

Chapter: \_\_\_\_\_

**24-Hour Point of Contact:**

Name and  
title: \_\_\_\_\_

Work phone: \_\_\_\_\_ Cell phone/pager: \_\_\_\_\_

**Address for Legal Notices:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Lincoln City  
Department/Agency: \_\_\_\_\_

**24-Hour Point of Contact:**

Name and title: \_\_\_\_\_

Work phone: \_\_\_\_\_ Cell phone/pager: \_\_\_\_\_

**Address for Legal Notices:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*Copies of legal notices must also be sent to:*

[insert contracts/procurement department information]

**FA 3. Infrastructure Services****Shelter Facility:**

(Insert name and complete street address of building or, if multiple buildings, write “See attached Facility List” and attach a Facility List including complete street address of each building that is part of this Agreement).

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**Terms and Conditions**

Use of Facility: Upon request and if feasible, the Owner will permit Lincoln City to use the facility on a temporary basis as an emergency public shelter.

Shelter Management: Lincoln City will have primary responsibility for the operation of the shelter and will designate a member of the relief organization personnel member as Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the Facility by Lincoln City.

Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the facility before it is turned over to Lincoln City to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that Lincoln City should not use while sheltering in the facility. Lincoln City will exercise reasonable care while using the facility as a shelter and will make no modifications to the facility without the express written approval of the Owner.

Food Services: Upon request by Lincoln City, or Shelter Manager, and if such resources exist and are available, the Owner will make the food service resources of the facility, including food, supplies, equipment and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the facility before it is turned over to Lincoln City.

Custodial Services: Upon request by Lincoln City and if such resources exist and are available, the Owner will make the facility’s custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.

## FA 3. Infrastructure Services

**Security:** In coordination with the Facility Coordinator, the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the shelter.

**Signage and Publicity:** Lincoln City may post signs identifying the shelter as a Lincoln City emergency shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.

**Closing the Shelter:** Lincoln City will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the County vacates the facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey, to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.

**Reimbursement:** Lincoln City will reimburse the Owner for the following:

*Damage to the facility or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of Lincoln City. Reimbursement for facility damage will be based on replacement at actual cash value. Lincoln City will select from among bids from at least three reputable contractors. Lincoln City is not responsible for storm damage or other damage caused by the disaster.

*Reasonable costs associated with custodial and food service personnel* that would not have been incurred but for the Lincoln City's use of the facility for sheltering. The Lincoln City will reimburse at per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.

*Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such costs would not have been incurred but for Lincoln City's use of the premises (both parties must initial all utilities to be reimbursed by Lincoln City):

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

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

**FA 3. Infrastructure Services**

list of the personnel with the dates and hours worked at the shelter.

Insurance: Lincoln City and designated relief organizations support mass care activities, shall carry insurance coverage in the amounts of at least \$1,000,000 per occurrence for Commercial General Liability and Automobile Liability. Lincoln City shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction within which the facility is located and \$1,000,000 in Employers' Liability.

Indemnification: Lincoln City shall defend, hold harmless, and indemnify the Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of Lincoln City during the use of the Premises.

Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

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

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## FA 3 – Infrastructure Services

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### FA 3 Tasked Agencies

<b>Primary Agencies</b>	Lincoln City Public Works Department
<b>Supporting Agencies</b>	Lincoln County Department of Public Works/Road Department Oregon Department of Transportation Water: City of Lincoln City Devils Lake Water Improvement District Sewer: City of Lincoln City Electricity: Pacific Power and Light Gas: Northwest Natural Gas Telephone(s): Century Link

## 1 Purpose and Scope

The Infrastructure Services Functional Annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. Public works resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the City Public Works Department or the City Emergency Operations Center (EOC) (depending on the situation) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. This support function contains various sub-functions, outlined below.

The annex covers the following functions:

Transportation

Infrastructure Repair and Restoration

Energy and Utilities

Debris Management

## 2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

*The City is currently working to develop formal agreements with private contractors for debris removal. These agreements will be referenced here when completed.*

## 3 Situation and Assumptions

### 3.1 Situation

The City has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster, to the greatest extent possible. During an emergency situation, the protection of human lives will take

**FA 4. Recovery Strategy**

precedence during all facets of response, and essential services within the City will be maintained as long as conditions permit.

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While a failure may result from natural or human-causes, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

**3.2 Assumptions**

Response operations for the City Public Works Department will include assisting police and fire services in traffic control and rescue operations, and clearing and maintaining critical lifeline routes.

In a natural hazards event such as flood, windstorm, or earthquake response, the Public Works Department will generally assume or be assigned \ the lead agency role.

**4 Roles and Responsibilities****4.1 General Responsibilities**

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

**4.1.1 Emergency Manager**

Regularly brief the Mayor and City Council on situational developments.

Collect resource requirement information from all City departments and the North Lincoln Fire District.

Evaluate the situation and determine whether the Emergency Operations Plan (EOP) needs to be implemented.

Assess developing conditions and evaluate their potential impact.

Research sources of needed resources.

Establish and maintain contact with the County; provide updates on conditions.

Consider activating the EOC.

Document actions taken and costs incurred.

Facilitate post-incident analysis.

**4.1.2 Public Works**

Public Works is responsible for:

**FA 4. Recovery Strategy**

Developing and maintaining an emergency notification list of department personnel.

Opening emergency response routes for rescue and life-saving operations.

Restoring streets and managing street traffic, including traffic control devices.

Restoring wastewater (sanitary sewer) and storm water system capacities.

Restoring and operating sanitary sewer pump stations and pressure mains.

Interfacing with utility providers to ensure timely restoration of services.

Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.

Maintaining storm water flow.

Administering existing contracts and developing new ones to restore infrastructure and services.

Keeping the City's fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well-being; this will be given top priority during an emergency.

Keeping the City's emergency generators operational.

Coordinating with the Police to assist in traffic control.

Developing and maintaining operating procedures for disaster response.

Establishing contracts and relationships with contractors and vendors who may play key roles in repair and restoration of County infrastructure.

Requesting assistance through the County, if necessary.

Documenting incident-related actions and costs incurred.

Notifying regulating agency(s), as appropriate.

**4.1.3 North Lincoln Fire District**

The North Lincoln Fire District is responsible for:

Notifying appropriate personnel of the developing situation.

Assessing the department's minimum resource needs to maintain operations.

Evaluating potential safety issues and making recommendations to the Safety Officer.

Providing communication resources and support as needed.

**FA 4. Recovery Strategy**

Providing fire suppression personnel and equipment to support public works response and recovery activities.

**4.1.4 Lincoln City Police Department**

The City Police Department is responsible for:

Alerting personnel of developing conditions.

Assessing the department's minimum resource needs to maintain operations.

Evaluating potential security and safety issues, and making recommendations to the Safety Officer.

Providing police personnel and equipment to support public works response and recovery activities.

Providing communication resources and support as needed.

**4.1.5 Utilities**

Coordinating response activities with City Public Works Department regarding restoration of services.

Making repairs and restoring services as soon as possible.

Supporting the City with equipment, personnel, etc., as appropriate.

**5 Concept of Operations**

When the EOP is implemented, all activities and resources in support of infrastructure services will be coordinated by the City EOC staff, as identified and managed using the Incident Command System (ICS). The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue services with evacuation and traffic control capabilities. Other operational priorities include:

Damage assessment.

Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.

Identification and labeling of uninhabitable/unsafe structures.

Coordination of the closure and repair of transportation-related infrastructure.

**FA 4. Recovery Strategy**

Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).

Coordination with utility restoration operations (power, gas, and telecommunications).

Prioritization of efforts to restore, repair, and mitigate infrastructure owned by the City and County.

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

The Lincoln County Department of Public Works will address larger debris management issues for the County. If needed, the City will request the following infrastructure services from County Emergency Management:

Identification and labeling of uninhabitable/unsafe structures.

Establishment of priorities and processes for issuing demolition and building permits.

Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.

Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.

## **6 City Infrastructure Services Functions**

### **6.1 Transportation**

Monitor and report on the status of and damage to the transportation system and infrastructure as a result of an emergency incident.

Identify temporary alternative transportation solutions that can be implemented.

Coordinate with County and State transportation agencies to implement the restoration and recovery of transportation systems and infrastructure.

Transportation systems available in the City include:

Lincoln County Transit, public transportation to various cities within Lincoln County

*See Lincoln County EOP, ESF 1 – Transportation for more details.*

### **6.2 Infrastructure Repair and Restoration**

City Public Works actions may include:

**FA 4. Recovery Strategy**

Conducting pre- and post-incident assessments of public works and infrastructure.

Executing emergency contract support for life-saving and life-sustaining services.

Coordinating technical assistance, including engineering expertise, construction management, and contracting and real estate services.

Providing emergency repair of damaged public infrastructure and critical facilities.

*See Lincoln County EOP, ESF 3 – Public Works and Engineering for more details.*

**6.3 Energy and Utilities**

Energy- and utility-related actions may include:

Collecting, evaluating, and sharing information regarding energy/utility system damage and estimations of the impact of outages/failures within affected areas.

Coordinating restoration of service in impacted areas.

Ensuring backup power and utility sources for critical facilities.

*See Lincoln County EOP, ESF12 – Energy for more details.*

**6.4 Debris Management**

A Debris Management Plan defines the roles, responsibilities, and procedures and provides guidance for development and implementation of all elements involved in managing debris removal operations in the response and recovery phases of a disaster. The City has not developed a debris management plan; City debris management activities would be coordinated by the City Public Works Department in coordination with Lincoln County Department of Public Works.

*The City is currently in the process of developing formal agreements with private contractors to provide debris management assistance.*

**7 Supporting Documents**

The following documents support infrastructure services for the City:

City of Lincoln City Resource/Key Facilities List (available internally only)

Lincoln County Emergency Operations Plan

ESF 1 – Transportation

ESF 3 – Public Works and Engineering



ESF 12 – Energy

Lincoln County Debris Management Plan, December 2008

## **8 Appendices**

None at this time.

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## FA 4 – Recovery Strategy

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**FA 4. Recovery Strategy**

<b>FA 4 Tasked Agencies</b>	
<b>Primary Agencies</b>	Emergency Management
<b>Supporting Agencies</b>	Lincoln City Public Works Department

## **1 Purpose and Scope**

The Recovery Strategy Functional Annex outlines the basic City services and resources necessary to recover from a disaster.

This annex covers the following functions:

Damage Assessment

Public Assistance

Individual Assistance

Continuity of City Operations

## **2 Policies and Agreements**

The following policies and agreements are currently in place to support recovery efforts for the City:

The City is currently working to develop formal agreements with private contractors for debris removal and damage assessment. These agreements will be referenced here when completed.

## **3 Situation and Assumptions**

The recovery phase of an emergency is the period of time following the response period, when actions are taken to help citizens return to a normal, or safer, life as soon as possible after an emergency.

Recovery is both a short- and long-term process. In the short term, emphasis is placed on restoring vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state, or better. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

Local, County, and Federal government are responsible for assisting the public and private sectors in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is a function undertaken during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community. The purpose of this Recovery Strategy annex is to provide a strategy for the City to coordinate its recovery efforts with its partners at the State and Federal levels.

**FA 4. Recovery Strategy**

In most cases, recovery begins during an event's response phase, when damage is identified and assessed. Damages are classified as being in the private or public sector. The extent of damages in dollars will determine what, if any, State or Federal assistance may be available during the recovery phase. To request this assistance, a local proclamation of emergency must be made and communicated to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private nonprofit organizations support recoveries as well. The Red Cross and Salvation Army are examples of those involved in such efforts. The Governor can also request direct assistance from selected Federal agencies without a formal presidential declaration.

A comprehensive guide to Community Recovery in the State of Oregon can be found at the Oregon Emergency Management site:

<http://www.oregon.gov/OMD/OEM/>

## **4 Roles and Responsibilities**

### **4.1 Emergency Operations Center Staff**

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus. These responsibilities are described below.

#### **4.1.1 Emergency Management**

Activate the disaster assessment team or process. Ensure that damage information is received from private nonprofit organizations.

Receive and compile disaster information to:

Share the information with the appropriate County and municipal agencies

Prioritize response and recovery activities

Determine whether additional resources are needed

Submit forms to County Emergency Management as needed.

Coordinate with appropriate agencies to address unmet needs.

Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for State or Federal assistance.

Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.



**FA 4. Recovery Strategy**

Assist County, State, and Federal agencies with conducting PDAs.

Ensure that documentation of disaster-related response and recovery costs is completed.

Coordinate with local officials to identify and recommend mitigation projects.

**4.1.2 Operations Section**

Coordinate restoration of roads, bridges, and essential services facilities, and work on long-term reconstruction.

Coordinate temporary housing and long-term shelter operations for displaced individuals..

Coordinate initial damage assessments.

**4.1.3 Planning Section**

Demobilize resources.

Document emergency activities.

Create situation status reports.

Coordinate resource management with the Logistics Section and Incident Commander.

Create incident-specific maps to assist in damage assessment and recovery efforts.

**4.1.4 Logistics Section**

Make arrangements for a Disaster Recovery Center for the Federal Emergency Management Agency (FEMA).

Document emergency activities.

Coordinate resource management with the Planning and Finance Sections.

**4.1.5 Finance Section**

Keep records of all costs incurred.

Document emergency activities.

Prepare documents for submission to State and Federal government.

Coordinate and document damage assessment.

**FA 4. Recovery Strategy****4.1.6 Public Information Officer**

Disseminate public information.

Document all emergency activities.

**4.2 City Departments****4.2.1 Key Service Departments**

When appropriate begin the implementation of the City Continuity of Operations Plan (COOP) for restoration of key city services.

**4.2.2 Other City Agencies**

Assist with the damage assessment and disaster declaration processes as requested.

Document disaster-related response and recovery costs.

Coordinate with local officials to identify and recommend mitigation projects.

**5 Concept of Operations****5.1 Short-Term Recovery Activities**

During the recovery phase of an emergency, the City Emergency Manager or Incident Commander has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized. Short-term recovery activities may include:

Damage assessment and posting of unsafe and unusable buildings, roads, or bridges.

Assessment of victims' needs.

Removal of disaster debris.

Removal of human and animal remains.

Testing of drinking water and, if necessary, establishing new or additional drinking water supplies.

Emergency repairs of sanitary, sewer, and storm drainage systems.

Repair of utility lines, e.g., electricity and natural gas.

Establishment of security in affected areas.

**FA 4. Recovery Strategy****5.2 Long-Term Recovery Activities**

Long-term recovery activities are generally conducted by the same resources used for similar activities during non-emergency times. These activities include:

- Restoration of non-vital government services.

- Demolition and reconstruction of damaged areas.

- Monitoring restoration activities.

Establishing, in coordination with the Federal government, a Disaster Recovery Center, if necessary (*see FA 2– Human Services for more details*).

Identifying areas to improve and implement changes (such as building codes, emergency plan, training deficiencies, etc.) that could mitigate damage in future emergencies.

**5.3 Requests for State and Federal Assistance****5.3.1 Local Emergency Declaration**

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the City Council may decide to declare a local emergency. If the City Council is not available to meet then the City Manager may issue an emergency declaration.

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

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

**5.3.2 Local Request for State Assistance**

If an emergency has occurred wholly within the boundaries of the City, a request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

- The type of emergency or disaster.

- The location(s) affected.

**FA 4. Recovery Strategy**

Deaths, injuries, population still at risk.

The current emergency conditions or threat.

An initial estimate of the damage and impacts.

Actions taken and resources committed by local governments.

Specific information about the assistance being requested.

**5.3.3 County and Federal Recovery Efforts**

Community recovery assistance from the County and Federal levels comes in the form of activating Emergency Support Function (ESF) 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments; nongovernmental organizations; and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County EOP. For information at the Federal level, ESF 14 can be found at <http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf>.

*NOTE: Detailed information regarding local and state recovery processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.*

**6 City Recovery Functions****6.1 Damage Assessment**

Damage assessment is conducted in two phases: initial damage assessment (IDA) and secondary damage assessment. The IDA, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the Red Cross.

**6.1.1 Windshield Surveys**

During the initial phase of an event with widespread property damage (such as windstorm, earthquake, etc.), normal communication links may not exist. It will be important to get an account of the damage as soon as possible in order to prioritize resource assignments.

As appropriate after an event, units from appropriate agencies may begin a process called “windshield surveys.” Windshield Surveys consist of response agency units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to

## FA 4. Recovery Strategy

be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

### 6.1.2 Initial Damage Assessment

During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The City Emergency Manager coordinates this assessment and usually assigns some IDA responsibilities to other local government departments.

The IDA evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or volunteer agency programs might be able to provide needed assistance. With respect to Federal assistance, a determination during the IDA of the extent of affected homes, businesses, and public facilities assists State officials in determining whether they need to follow up with other damage or impact assessments, including perhaps a PDA for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the Initial Damage Assessment Summary Report Form and forward it to the County. Counties should forward the completed form to OEM.

Table 6.1 outlines the City's priorities for damage assessment.

**Table 6.1 – City of Lincoln City Damage Assessment Priorities**

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	Emergency Operations Center City Hall North Lincoln Fire District Lincoln City Police Department Lincoln County Sheriff's Office
Hazardous Industries	Hazardous occupancy industry Natural gas pipelines Electrical power stations and other like facilities
Utilities & Transportation Infrastructure	Sanitary sewer Storm and water lines Bridges and overpasses
Medical Facilities	Mass care and shelter facilities Medical clinics
Other Vital Public Services	Schools and other public facilities Food suppliers Other major businesses
<i>Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.</i>	
Priority #2	Assessment of Damage to Support Emergency

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**Table 6.1 – City of Lincoln City Damage Assessment Priorities**

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

**6.1.3 Secondary Damage Assessment**

The IDA should provide the basis for secondary assessment activities. Secondary damage assessments most often occur during the recovery phase after initial response activities have taken place. Finance Section personnel should be able to perform the tasks outlined below.

Identify damaged facilities and lead State and Federal damage assessment teams to them.

Document expenditures in response to events for which a declaration has been requested. The State of Oregon standard for cost estimating is contained in the State Forestry Fire Plan. If the City can document actual costs, these should be used to develop accurate cost estimates.

In the event that the Finance Section is not staffed, the City Manager (or designee) will coordinate this activity.

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

*See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.*

**6.2 Public Assistance**

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

**6.2.1 Eligible Entities and Projects**

Eligible applicants under the Public Assistance Program are units of local government, State agencies, organizations and agencies of native peoples, and private nonprofit organizations that meet certain criteria.

To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, must lie within the designated disaster area, must be the responsibility of an eligible applicant and must not fall within the authority of another Federal agency.

**FA 4. Recovery Strategy****6.2.2 Request for Public Assistance**

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance form. This request indicates applicants' official notification to FEMA of their intent to apply for Public Assistance. The form outlines general information identifying the applicant, including name, address, and primary and secondary contacts. If the applicant is unable to submit the request to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date of designation of the County for Public Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each request to ensure the applicant's eligibility. Once a request has been submitted, the project formulation process can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

**6.3.3 Steps to Obtain Disaster Assistance**

There are five primary steps to obtaining public disaster assistance:

1. A request is submitted by the applicant.
2. A Public Assistance Coordinator (PAC) is assigned to each applicant.
3. The applicant presents a list of damages to the PAC at the kickoff meeting. This list serves as the basis for completing Project Worksheets. The applicant then has 60 days from the date of the kickoff meeting to report or identify damages to FEMA.
4. The PAC and State staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and ensure that the scope-of-work on Project Worksheets is eligible and complete.
5. Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval, and Federal funds for large projects will be disbursed as work is accomplished.

*See the State Disaster Recovery Guidebook, Part IV – Programs Which Assist Public Agencies for more detailed information on public assistance.*

**6.3 Individual Assistance**

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance through a sequence of programs. Those with serious unmet disaster-related needs

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proceed through each step until all avenues, public and private, have been explored to meet those needs.

**6.3.1 Insurance**

Claims should be made in accordance with the appropriate insurance policies in effect for the hazard that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as comprehensive as that provided by insurance policies. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in the vast majority of cases, insurance and voluntary agency assistance are the only avenues for helping families and individuals recover.

**6.3.2 Voluntary Agency Assistance**

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources that are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration, access to some voluntary agency assistance may be gained at or through Disaster Recovery Centers. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care (including counseling and mental health assistance), essential household furnishings, bedding, transportation, and sometimes temporary assistance to rent housing.

*See Appendix D, Typical Individual Assistance Programs for additional individual assistance programs.*

**6.3.3 Disaster Recovery Centers**

Local, State, and Federal entities will:

If individual assistance is authorized, establish a local disaster recovery assistance center to assist qualified citizens with filing claims for financial or housing assistance.

If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs.

Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate.

Coordinate public information and assistance activities with the EOC Public Information Officer (PIO), and keep local authorities informed of assistance provided to local residents, businesses, and local entities.

Identify and coordinate with State and Federal agencies regarding a location for the Disaster Recovery Center.



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*See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.*

**6.4 Lincoln City Continuity of Operations Plan (COOP)**

## **7 Supporting Documents**

The following documents support recovery for the City:

County Emergency Operations Plan

ESF 14 – Long-Term Recovery

State of Oregon Disaster Recovery Guidebook

National Disaster Recovery Framework

## **8 Appendices**

Appendix A Damage Assessment Materials

A-1 Initial Damage Assessment Checklist

A-2 Preliminary Damage Assessment Checklist

A-3 Initial Damage Assessment Summary Report Form

Appendix B Public Assistance Materials

Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA DRC Requirements Worksheet

Appendix D Typical Individual Assistance Programs

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**Appendix A      Damage Assessment Materials**

- A-1    Initial Damage Assessment Checklist**
- A-2    Preliminary Damage Assessment Checklist**
- A-3    Initial Damage Assessment Summary Report Form**

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**Appendix A-1 Initial Damage Assessment Checklist**

As its name suggests, an Initial Damage Assessment (IDA) is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

**General**

The following guidelines should be followed when conducting an IDA:

Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.

Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint Preliminary Damage Assessment (PDA).

*Note: An exception to this rule is “small disasters,” which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration (SBA) “damage survey.”*

The Individual Assistance IDA Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.

The Infrastructure (Public Assistance) IDA Data Collection Form may assist you in conducting the IDA for public sector damages.

Analyze IDA data based on the following questions:

Is the damage such that only immediate personal needs exist? If so, these needs can probably be met by volunteer organizations such as the Red Cross, Salvation Army, Mennonite Disaster Service, and others.

Is the damage primarily to the agricultural sector? If so, you may want to ask the State to look into U.S. Department of Agriculture assistance.

Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to look into SBA programs.

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Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.

Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

**Whom to Involve**

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

Red Cross officials: depending on the capabilities of the Red Cross branch that serves your area, you may want to ask the Red Cross to coordinate the IDA effort with respect to homes and to assess the number of persons significantly impacted by the disaster. In some cases, the Red Cross will have already done so; you may be able to utilize information they have already gathered.

Building inspectors and tax assessors from local governments, and appraisers from lending institutions or insurance companies, to evaluate buildings, manufactured homes, and businesses.

City/County engineers, public works officials, utility officials, etc. to assess damages to roads, bridges, other public facilities, and utility systems.

Hospital and urgent care facility officials for information on injuries and fatalities.

School district officials to provide school damage figures.

County health officials to assess of disaster effects on community health.

Officials in charge of levees, drainage systems, private nonprofit, recreational facilities, etc.

County agent for farm and ranch damage assessment.

**Collecting Initial Damage Assessment Data by Telephone Bank**

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected individuals, families, and businesses. For each, try to collect at least the following:

Name of individual, family, or business.

Address of the damaged or impacted structure.

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Mailing address if different.

Telephone numbers where the person reporting the damage or impacts can be reached.

If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both the tenant and owner.

Is the loss/damage insured?

Obtain a brief description of, and, if possible, estimated cost associated with, the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting these criteria should be noted as “affected habitable”; businesses as “interrupted.”



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**Appendix A-2 Preliminary Damage Assessment Checklist**

To prepare for the arrival of State and Federal joint Preliminary Damage Assessment (PDA) officials, local jurisdictions should do as much of the following as time permits.

**General**

The local representative should coordinate the PDA or designate a PDA Coordinator. The person in this position should have a working knowledge of the PDA process and forms and thorough familiarity with local geography, government officials, and public facilities.

Line up appropriate officials who will become the local government representatives on the joint PDA Teams. For Individual Assistance, consider assessors, building department inspectors, etc. For Public Assistance, consider building department inspectors, road department engineers and technicians, bridge engineers, etc.

Prepare maps that note the locations and nature of the damage.

Delineate any areas where the damage is primarily to homes, businesses, and agricultural land.

Indicate the location of each damaged public facility and the government agency responsible for its care.

Mark the location of sites where disaster-related costs were incurred.

If possible, all damage sites should be identified by local officials before State/Federal inspectors arrive.

On the same maps, indicate the best routes of travel, accounting for roads and bridges that are out of service due to the disaster and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA Teams.

Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.

If possible, have photographs of damage sites available for State and Federal inspectors.

Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to include the time commitment, overtime, etc. of the City staff who have been involved.

Ask everyone involved in the joint PDA to look for ways of rebuilding so there is less damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.

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Set up a joint PDA Team support facility that includes:

Tables and chairs

Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.

Telephones and telephone directories

Copies of the Oregon Blue Book

One or more photocopiers

Availability of drinking water, coffee, etc.

Restrooms

If available and appropriate, your Emergency Operations Center can serve as the joint PDA Team support facility.

Make arrangements for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium, lecture hall, etc.

Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.

If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

**Individual Assistance**

Develop a written summary of the impacts of the disaster, including the following information:

Have there been injuries or deaths? Are persons missing?

Are families isolated due to the disaster?

Is public health and safety significantly compromised?

Is debris on private property a health and safety hazard? Does it prevent access to homes?

Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?

Are utilities (electric, gas, water, sewer, drainage systems, dikes, etc.) out of service? When will service be restored? Are outages widespread or concentrated in one area?

Have many private vehicles been destroyed?

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Is there increased unemployment due to the disaster?

Gather and assemble the following information about the area(s) affected by the disaster:

Which affected areas are urban, suburban, and rural? Commercial? Industrial? Delineate these areas on the teams' maps.

What was the economic base and condition prior to the disaster?

What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.

Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.

Work with Oregon Emergency Management and the Federal Emergency Management Agency to find out what you can about insurance coverage in force in the disaster areas. FEMA will conduct some of this research from its regional office.

What resources are available in the area to provide temporary housing for displaced persons? Are there vacant rental homes, mobile homes, or apartments?

If flooding has occurred, make estimates for the team regarding the duration of flooding, as well as water depths and velocities. Was the water contaminated with chemicals? Sewage? Other?

Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.

Dispatch teams to their areas; have each team report back to the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, one or more geographic areas may be assigned to a team or teams likely to finish before others.

**Public Assistance**

Develop a written description of the impacts of the disaster on local government, including:

Population served by the local government.

Budget balance before and after the disaster.

Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and loss of public facilities, equipment, materials, etc.

Public service impacts that will continue without Federal assistance, including deferral of permanent repairs, reductions in ongoing services, delays in

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planned capital improvements, continued isolation of families or communities, etc.

If the time the joint PDA will begin has been well established, make appointments for the team at sites where the damage or the impact of the damage is greatest.

In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers, and times when they are easiest to reach.

Ensure that local government representatives designated to serve on joint PDA Teams have a knowledge of repairs already completed and repairs needing to be made, as well as a knowledge of the location of damage sites.

Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document who, what, when, where, and how.

Be prepared to describe which sites will be repaired or reconstructed by contract, and which will be repaired by local forces. If a contractor's estimate has been received, have it available for the State and Federal inspectors.

If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with copies of the specifications, local resolutions, ordinances, etc. that require upgrading of the facilities.

Time permitting: Using as many "Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Forms" as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include work that has and has not been completed. Organize the information by category of work.

Assign local, State, and Federal officials to each team; have each team cover a geographic area.

Dispatch the teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so one or more geographic areas may be assigned to a team or teams likely to finish before the others.

**Hazard Mitigation**

Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.

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Talk with the people who helped you to accomplish the Initial Damage Assessment about hazard mitigation opportunities they discovered during this process; provide this information to the State and Federal inspectors (Federal Emergency Management Agency and Small Business Administration).

Resources permitting, assign a local representative to join Federal Emergency Management Agency and Oregon Emergency Management hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as appropriate and as resources permit; often there will be only one hazard mitigation PDA team per local jurisdiction.

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**Appendix A-3      Initial Damage Assessment Summary Report Form**

Electronic copies of the following damage assessment forms can be found at [http://www.oregon.gov/OMD/OEM/fin\\_rec/section\\_b\\_form.shtml](http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml).

Electronic copies of the following damage assessment forms can be found at [http://www.oregon.gov/OMD/OEM/fin\\_rec/section\\_b\\_form.shtml](http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml).

Individual Assistance Initial Damage Assessment Field Data Collection Form

Estimated Disaster Economic Injury Worksheet For Businesses

Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)

Individual Assistance Initial Damage Assessment and Preliminary Damage Assessment Calculation and Summary Form

Initial Damage Assessment Summary Report Form (Excel Spreadsheet)

Individual Assistance Joint Preliminary Damage Assessment Team Assignments

Joint Preliminary Damage Assessment Individual Assistance Field Form (Adapted from FEMA Form 76-39)

Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)

Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)



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**Appendix B      Public Assistance Materials**

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

Request for Public Assistance (FF90-49)

Hazard Mitigation Proposal (FF90-61)

Project Worksheet (FF90-91)

PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)

PW-Cost Estimate Continuation sheet (FF90-91B)

PW-Maps and Sketches Sheet (FF90-91C)

PW-Photo Sheet (FF90-91D)

Validation Worksheet (FF90-118)

Project Validation Form (FF90-119)

Special Considerations Questionnaire (FF90-120)

PNP Facility Questionnaire (FF90-121)

Historic Review For Determination of Adverse Effect (FF90-122)

Force Account Labor Summary Record (FF90-123)

Materials Summary Record (FF90-124)

Rented Equipment Summary Record (FF90-125)

Contract Work Summary Record (FF90-126)

Force Account Equipment Summary Record (FF90-127)

Applicant's Benefit Calculation (FF90-128)

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## **Appendix C      Individual Assistance Materials**

**C-1    Disaster Recovery Center Requirements Checklist**

**C-2    FEMA DRC Requirements Worksheet**

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**FA 4. Recovery Strategy****Appendix C-1      Disaster Recovery Center Requirements Checklist**  
**General Information**

Disaster Recovery Centers are sited only in jurisdictions where the need exists and local officials request them. There are no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. Disaster Recovery Centers may be open for as short as a few days, and as long as a few weeks. Site selection for Disaster Recovery Centers is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as Disaster Recovery Centers.

**Required**

The following should be considered in identifying possible facilities to serve as Disaster Recovery Centers:

The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the Disaster Recovery Center). This may vary from as few as 1200 to more than 4500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.

Sufficient tables and chairs for the needs of the situation should be readily available (either in the facility or easily moved to the facility). Each agency working at the facility will need at least one table and five chairs.

The building must have heat, electricity, good lighting, potable water, rest rooms, and adequate parking.

Appropriate emergency medical support should be quickly available to the building.

Appropriate fire protection should be readily available.

Access to and through the building must be barrier-free for disabled persons. (Disaster Recovery Centers must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)

The building owner must be willing to allow the Federal Emergency Management Agency and the Small Business Administration to install telephone lines.

**Preferred**

**FA 4. Recovery Strategy**

The public should generally be familiar with the building.

The building should be proximate to most of the affected population.  
Travel time should be reasonable for most of the people affected by the disaster.  
Public transportation should be available, if possible.

Custodial support should be available at the facility.

An indoor waiting area near the entrance to the building is helpful.

Bilingual support should be available, if appropriate.

Child care is a useful addition if it can be provided at the facility.

Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

## Appendix C-2 FEMA DRC Site Requirements List

## FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

<b>Date site evaluated:</b>	<b>Primary or secondary site (circle one)</b>	
<b>Site address:</b>	<b>County name:</b>	
<b>Site contact/telephone number:</b>	<b>City name:</b>	
<b>After hours contact/telephone:</b>	<b>County E.M. Director/telephone:</b>	
<b>Site accessible hrs:</b> <b>days:</b>	<b>Site keys: location and who has them?</b>	
<b>DRC SITE REQUIREMENTS</b>	<b>YES/NO</b>	<b>COMMENTS</b>
<b>Proximate to affected area(s)?</b>		
<b>Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)</b>		
<b>Electricity, water, lighting adequate?</b> <ul style="list-style-type: none"> <li>- adequate power available for fax machines and computers?</li> <li>- water system functioning?</li> <li>- emergency lighting system available?</li> <li>- exterior lighting available?</li> </ul>		
<b>Secure, safe, and sanitary facility?</b> <ul style="list-style-type: none"> <li>- building sound, of good construction, and non-leaking condition?</li> <li>- electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles)</li> <li>- sprinkler system operating or fire extinguishers available?</li> <li>- dry floors with no holes or other obstructions?</li> <li>- heating and/or cooling system(s) verified as inspected and functioning properly?</li> <li>- restrooms functional or portable units available?</li> <li>- adequate ventilation of working area?</li> <li>- can doors be locked?</li> <li>- are windows secure?</li> <li>- parking lot lighted/safe for staff and clients to walk to their cars?</li> </ul>		
<b>Lease or use agreement?</b>		
<b>Agreement between county/city officials?</b>		
<b>Building is handicap accessible?</b> <ul style="list-style-type: none"> <li>- adequate handicap parking?</li> <li>- ramp for wheelchair (if necessary)?</li> <li>- doorways wide enough to accommodate wheelchair?</li> <li>- restrooms handicapped accessible, including wheelchair?</li> </ul>		
<b>Space required: (1,200 sq. ft. minimum)</b>		
<b>Existing telephones available to FEMA? Number?</b>		
<b>Incoming telephone cable capacity?</b> <ul style="list-style-type: none"> <li>- number of pairs feeding the facility and cable type?</li> <li>- pre-existing service and telephone or circuit numbers?</li> <li>- contact local telephone company to verify availability of circuits to support minimum of 16 phone lines</li> <li>- Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available.</li> </ul>		
<b>Tables and chairs available to FEMA? Number?</b> (minimum 15 tables, 60-75 chairs)		
<b>Fax available to FEMA?</b> <ul style="list-style-type: none"> <li>- number of faxes: _____</li> <li>- make/model #: _____</li> <li>(identify for each in comments)</li> </ul>		
<b>Janitorial and trash pickup services? Frequency?</b>		
<b>Crowd control devices such as ropes, cones, etc.?</b>		



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## Appendix D      Typical Individual Assistance Programs

### Typical Individual Assistance Programs

#### **HUMANITARIAN SERVICE GROUPS**

(e.g., American Red Cross, Church Groups, Voluntary Organizations, Community Service Groups)

**Funded by:** Agency or group

**Administered by:** Agency or group at temporary or permanent locations

**Details:** These services can be requested by individuals or by local or state officials. Services provided include immediate emergency aid, such as clothing, food, medical assistance, shelter, cleanup help, transportation, furniture, and medical supplies

#### **EMERGENCY FOOD STAMP PROGRAM**

**Funded by:** Food and Nutrition Services (U.S. Department of Agriculture [USDA])

**Administered by:** State Department of Social and Health Services (DSHS)

**Details:** Provides food coupons to qualified disaster victims. Requires a request to the USDA by the DSHS, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.

#### **INSURANCE ASSISTANCE**

**Administered by:** American Insurance Association, FEMA, and National Flood Insurance Program

**Details:** Provide counseling regarding insurance problems or questions.

#### **CONSUMER PROTECTION**

**Administered by:** State Attorney General's Office

**Details:** Provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordination with the Insurance Commissioner and/or legal counsel.

## Typical Individual Assistance Programs

### CRISIS COUNSELING

**Administered by:** Lincoln County Health Department

**Details:** Available only after a special request by the Governor and approved by the Federal Emergency Management Agency (FEMA). Provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

### INDIVIDUAL AND FAMILY GRANT PROGRAM

**Funded by:** 75% Federal, 25% State

**Administered by:** State Emergency Management

Provides assistance to individuals and families to permit them to meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.

### TEMPORARY HOUSING PROGRAM

**Funded by:** 100% Federal

**Administered by:** Federal Emergency Management Agency

**Details:** Provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.

### DISASTER LOANS

**Funded by:** U.S. Small Business Administration

**Administered by:** U.S. Small Business Administration

**Physical Disaster Loans** - Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

**Business Loans (Physical Disaster Loans)** - Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property.

**Economic Injury Disaster Loans** - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is \$500,000. Funds can be used for indebtedness and operating expenses.

## Typical Individual Assistance Programs

### EMERGENCY LOANS, FARMERS HOME ADMINISTRATION

**Administered by:** U.S. Department of Agriculture (USDA)

**Details:** Provides low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. Loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. Loans may also be available if approved by the USDA, following a governor's request

### DISASTER UNEMPLOYMENT ASSISTANCE

**Funded by:** Federal Emergency Management Agency

**Administered by:** U.S. Department of Labor through the State Employment Security Department

**Details:** Provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.

### TAX ASSISTANCE

**Administered by:** Internal Revenue Service and Tax Information for Indian Tribal Governments

**Details:** Provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.

### SOCIAL SECURITY BENEFITS

**Funded by:** Social Security Administration

**Administered by:** Social Security Administration

**Details:** Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

## Typical Individual Assistance Programs

### VETERAN'S BENEFITS

**Funded by:** Veterans Administration (VA)

**Administered by:** Veterans Administration

**Details:** Assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.

### LEGAL SERVICES

**Administered by:** Federal Emergency Management Agency

**Details:** Free legal counseling to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

## **Incident Annexes**

# 1

## IA 1 – Drought

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Note:  
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Ultimate responsibility for providing water service to the citizens lies with the water districts. Each jurisdiction is responsible for its own water supplies and maintenance of facilities. Assistance from the County and State will be provided form of personnel and equipment, as requested by the affected area.

Drought Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the City and County Emergency Operations Plans and supporting procedures and plans.	
<input type="checkbox"/> Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
<input type="checkbox"/> Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
<input type="checkbox"/> Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
<input type="checkbox"/> Prepare radio messaging to be used by local radio stations for emergency broadcast.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by The Emergency Management Director or Coordinator.	
<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the Emergency Operations Center.	
<input type="checkbox"/> Identify local contractors and vendors that could assist during a drought and develop Memorandum of Understandings with those private businesses.	
<input type="checkbox"/> Inform the Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
<input type="checkbox"/> Ensure that city maps of water mains, valves, and public sewer systems are up to date and accessible.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

Drought Incident Checklist	
Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> When deemed necessary, implement the Emergency Operations Plan when drought and other water shortage incidents pose a threat.	
<input type="checkbox"/> Activate the appropriate Emergency Operations Centers and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The Tribal and/or the County Emergency Operations Centers may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Notify supporting agencies.	
<input type="checkbox"/> Identify local, regional, State, and federal agencies/entities that may be able to mobilize resources to support local response efforts and Emergency Operations Center staffing.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209 – Incident Status Summary.</i>
<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, Emergency Support Function leads/coordinators, and liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
<input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among local and county Emergency Operations Centers, other Agency Operation Centers, and the State Emergency Communications Center. Confirm operable phone numbers and verify the functionality of alternate communications resources.	

Drought Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and federal agencies/entities that may be affected by the incident. Notify them of the status.	
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
<input type="checkbox"/> Implement local plans and procedures for drought and/or water shortage operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and Standard Operating Procedures.	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
<input type="checkbox"/> Repair and restore essential services and vital systems as required.	
<input type="checkbox"/> Secure assistance from private contractors/vendors as needed.	
<input type="checkbox"/> Provide emergency power as needed to maintain service to the community.	
<input type="checkbox"/> Initiate curtailment procedures if shortages or overload conditions appear imminent.	
<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Participate in a Joint Information Center and designate a lead Public Information Officer for the jurisdiction.	

Drought Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
<input type="checkbox"/> Public information will be reviewed by the Incident Commander (or designee). Information will be approved for release by the Incident Commander and lead Public Information Officer, with support from Tribal liaison(s) prior to dissemination to the public.	
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/Emergency Operations Center manager and staff will assemble a situation report.	
<input type="checkbox"/> Develop and update the Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	

Drought Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Make recommendations to city and county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize Emergency Operations Centers, Agency Operation Centers, and command posts.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 2 – Earthquake



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NOTE:

This annex also includes landslides as a secondary hazard.

An  
damage,  
to better

earthquake of 5 or greater on the Richter Scale may or may not cause widespread but it is a situation that would warrant activating the Emergency Operations Center coordinate the flow of information and damage assessment.

Initially,  
Fire  
and loss  
the fire  
deceased

the lead agencies for earthquake response will be the Police Department and the Department. After the initial assessment to determine the extent of damage, injury, of life, the Incident Command System/Operations Section lead may transition to service. As emergency response transitions from rescuing casualties to recovery of victims, other City departments may be expected to assume the role of lead department in the Incident Command System/Operations Section for the City's earthquake response. The Public Works Department's efforts in this response and recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

early

Earthquake Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the Emergency Operations Plan and supporting procedures and plans.	
<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as needed.	
<input type="checkbox"/> Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the County and City Emergency Operations Center.	
<input type="checkbox"/> Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
<input type="checkbox"/> Inform Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with the Planning Department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	

Earthquake Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Activate the Emergency Operations Plan when earthquake and/or seismic incidents pose threats.	
<input type="checkbox"/> Activate the appropriate Emergency Operations Center and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The City and/or the County Emergency Operations Center may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Notify supporting agencies.	
- Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and Emergency Operations Center staffing.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
- Notify Command Staff, support agencies, adjacent jurisdictions, County Emergency Support Function leads/coordinators, and liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among local and County Emergency Operations Center, other Agency Operations Centers, and the State Emergency Communications Center. Confirm operable phone numbers and verify functionality of alternate communications resources.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, tribal, State, and federal agencies/entities that may be affected by the incident. Notify them of the status.	

Earthquake Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
<input type="checkbox"/> Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and Standard Operating Procedures	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ). Evacuation activities will be coordinated among County Emergency Support Function (ESF) 1 – Transportation; Emergency Support Function 5 – Emergency Management; Emergency Support Function 6 – Mass Care, Emergency Assistance, Housing, and Human Services; and Emergency Support Function 15 – Public Information and External Affairs.	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Participate in a Joint Information Center and designate a lead Public Information Officer for the jurisdiction.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	

## IA 3. Major Fire

Earthquake Incident Checklist	
Action Items	Supplemental Information
- Public information will be reviewed by the Incident Commander (or designee). Information will be approved for release by the Incident Commander and lead Public Information Officer prior to dissemination to the public.	
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/Emergency Operations Center Manager and staff will assemble a situation report.	
<input type="checkbox"/> Develop and update the Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	

Earthquake Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 – Demobilization Plan</i>
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize Emergency Operations Center, Agency Operations Centers, and command posts.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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# IA 3 – Major Fire

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## IA 4. Flood (including Dam Failure)

Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by Emergency Management Director and/or Emergency Management Coordinator.	
<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City Emergency Operations Center.	
<input type="checkbox"/> Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the City Emergency Operations Center and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	<i>Basic Plan of the City Emergency Operations Plan and agency/company-specific plans</i>
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>Incident Command System Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Notify supporting fire services agencies.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City Emergency Operations Center for support.	
<input type="checkbox"/> Determine the scope and extent of the fire ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among City Emergency Operations Center, County Emergency Operations Center, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>

## IA 4. Flood (including Dam Failure)

Major Fire Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Fire Chief directs resources for fires within the City. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County Emergency Operations Center.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
<input type="checkbox"/> Implement local plans and procedures for fire operations.	<i>Agency-specific Standard Operating Procedures</i>
<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the fire ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Submit a request for a local or Countywide disaster/emergency declaration, as applicable.	<i>Basic Plan of the City Emergency Operations Plan</i>
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both current and potential needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
<input type="checkbox"/> Participate in a Joint Information Center. Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief (or designee). Information will be approved for release by the Incident Commander and Lead Public Information Officer prior to dissemination to the public.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>

## IA 4. Flood (including Dam Failure)

Major Fire Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the Emergency Operations Center Manager and staff will assemble a Situation Report.	
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with the private-sector partners as needed.	
<b>RECOVERY/DEMOBILIZATION</b>	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>Functional Annex 1 of the City Emergency Operations Plan and agency recovery plans</i>
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the City Emergency Operations Center.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Implement revisions to the City Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

IA 4. Flood (including Dam Failure)

# IA 4 – Flood (including Dam Failure)



IA 4. Flood (including Dam Failure)

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## IA 4. Flood (including Dam Failure)

Flood Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
<input type="checkbox"/> Coordinate the City's preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City Emergency Operations Center.	
<input type="checkbox"/> Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Annually review and update the Emergency Operations Plan and Standard Operating Procedures, as needed.	<i>City Emergency Operations Plan, Annexes, and agency-specific Standard Operating Procedures</i>
<input type="checkbox"/> Review flood-prone areas.	
<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, Federal Emergency Management Agency guidance, and Oregon Emergency Management Plan</i>
<input type="checkbox"/> Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Identify and review local contractor lists to see who may provide support specific to flood response.	
<input type="checkbox"/> Review, revise, and, where necessary, establish mutual aid agreements with other City agencies and private contractors relevant to multiple agency response to floods.	

## IA 4. Flood (including Dam Failure)

Flood Incident Checklist	
Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> The Emergency Management Director and/or Emergency Management Coordinator will provide overall guidance for the deployment of resources.	
<input type="checkbox"/> Activate mutual aid agreements.	
<input type="checkbox"/> Activate the City Emergency Operations Center and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the Emergency Operations Center for coordination of specific response activities.	<i>City Basic Plan, agency and company-specific plans</i>
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>Standard Operating Procedures and command structure for City Emergency Operations Center, Incident Action Plan</i>
<input type="checkbox"/> Submit request for disaster/emergency declaration, as applicable.	<i>City Basic Plan</i>
<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City Emergency Operations Center, as the situation requires.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
<input type="checkbox"/> Participate in a Joint Information Center. Formulate emergency public information messages and media responses using “one voice, one message” concepts.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Record all Emergency Operations Center activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in Emergency Operations Center logbooks.	<i>Existing ICS and Emergency Operations Center forms, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Begin damage assessments in coordination with the Public Works Department and County/local government.	<i>Functional Annex 3 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Assist with in coordinating Public Works activities, such as debris removal from: Storm drains	<i>Functional Annex 3 of the City Emergency Operations Plan</i>

## IA 4. Flood (including Dam Failure)

Flood Incident Checklist	
Action Items	Supplemental Information
Bridge viaducts Main arterial routes Public rights-of-way Dams (via established liaisons at the City Emergency Operations Center) Other structures, as needed	
<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	
<input type="checkbox"/> Coordinate with City Police Departments, County Sheriff's Office, and other local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY PHASE	
<input type="checkbox"/> Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
<input type="checkbox"/> Deactivate/demobilize the City Emergency Operations Center. Deactivate mutual aid resources as soon as possible.	<i>Functional Annex 1 of the City Emergency Operations Plan, ICS Form 221 – Demobilization Plan</i>
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>Functional Annex 1 of the City Emergency Operations Plan and agency-specific recovery plans</i>
<input type="checkbox"/> Implement revisions to the City Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
<input type="checkbox"/> Participate in After Action Reports and critiques.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> ).	

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# IA 5 – Severe Weather (including Landslides)

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	<b>Severe Weather Incident Checklist</b>
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## IA 6. Tsunami

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	<input type="checkbox"/> Monitor weather and flood reports.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	<input type="checkbox"/> Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
	<input type="checkbox"/> Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management in coordination with lead agencies and coordinators.	
	<input type="checkbox"/> Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	<input type="checkbox"/> Ensure that landslide and flood response equipment and personnel inventories are current for the City. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform City and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the County Planning Department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<input type="checkbox"/> Activate the City EOP when severe weather and/or landslides incidents pose threats to the City.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies, as well as the Mayor and City Council.	
	<input type="checkbox"/> Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.	<i>ICS Form 201: Incident Briefing</i>
	<input type="checkbox"/> Confirm or establish communications links among local and County EOCs and other Agency Operations Centers. Confirm operable phone numbers and verify the functionality of alternate communications resources.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists maintained at the EOC</i>

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	<i>FA1 of the City EOP</i>
	<input type="checkbox"/> Determine the need for additional resources, and request them as necessary through appropriate channels (recurring).	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Section 1 of the City EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; FA 1 of the City EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the City.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information will be reviewed by the Incident Commander (or designee). Information will be approved for release by the Incident Commander and Lead PIO before dissemination to the public.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	
	<input type="checkbox"/> Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
	<input type="checkbox"/> Coordinate with private sector-partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>FA 1 of the City EOP</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the EOCs, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 6. Tsunami

# IA 6 – Tsunami



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## IA 7 Tasked Agencies

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<b>Primary Agencies</b>	Fire Department Emergency Management Director/Coordinator
<b>Supporting Agencies</b>	Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Service (RACES) American Red Cross (Red Cross) City Public Works Department] Community Emergency Response Team (CERT) Volunteers County Sheriff's Office County Emergency Management

## 1 Purpose and Scope

A tsunami is a series of waves generated when geologic events cause large, rapid movements in the seafloor that displace the water column above. Locations nearest to the source of the tsunami can be impacted in minutes. On average, Oregon receives one distant tsunami warning, advisory, or watch per year.

The purpose of this incident annex is to provide guidelines for the City of Lincoln City's warning and response to a tsunami. In the event of a distant tsunami, a warning will be issued by one of the National Oceanic and Atmospheric Administration (NOAA) Tsunami Warning Centers. The City emergency management organization, as outlined in the Basic Plan of this EOP, is designed to provide support to local emergency services agencies through assistance in accessing needed resources and coordination in more complex incidents and events. In the event of a tsunami, command and control would be established as it is outlined in the Basic Plan. Nothing in this annex is meant to replace or supersede the standard operating procedures (SOPs) of local response agencies. This annex establishes guidelines for:

The provision of emergency warning in the event of a local tsunami or a credible tsunami warning issued from a Tsunami Warning Center;

Action levels for areas that are likely to be affected by flooding; and

Additional preparedness, response and recovery actions that may be required of the City in the event of a tsunami.

*Emergency services information that is specific to an earthquake can be found in Incident Annex (IA) 2 – Earthquake.*

## 2 Policies and Agreements

None at this time

## 3 Situation and Assumptions

### 3.1 Situation

Due to its geography and location in relation to the Cascadia Subduction Zone fault, the City may be affected by a tsunami. Damage from a tsunami can range from minor to major property

## IA. 7 Volcano

loss and death. The City may also be affected if roadways to and from the City become impassable and/or bridges become damaged due to an earthquake or tsunami in a neighboring jurisdiction. The tsunami threat is based upon two possible events: a local generated tsunami and a distant generated tsunami.

A tsunami could be generated by a Cascadia Subduction Zone earthquake. Due to the location of the Cascadia Subduction Zone (approximately 200 miles off the Oregon coastline), a local generated tsunami would have little warning time (5 to 15 minutes). The second type of tsunami event, a distant generated tsunami, could be caused by an earthquake on a subduction zone elsewhere in the Pacific Ocean. An earthquake off the coast of China or Japan could result in a tsunami that would reach the Oregon coastline in approximately 7 to 10 hours.

## 3.2 Assumptions

### 3.2.1 General

Areas within the inundation zone as mapped for Senate Bill 379 by Oregon Department of Geology and Mineral Industries are most susceptible should a tsunami reach the City.

### 3.2.2 Local Generated Tsunami

The earthquake or seismic event may be felt by the City and result in damage (refer to IA 2 – Earthquake). Secondary hazards such as fire, building collapse, and search and rescue or hazardous materials release may occur.

The City will activate the EOP, issue emergency alerts, and notify responders until a Tsunami Warning Center issues a bulletin as conditions warrant continuing, expanding, restricting, or ending the warning.

The first surge of a locally generated tsunami will reach the City within minutes following an earthquake and may have a wave run-up that exceeds 100 feet.

Warning from official sources will be too late, and citizens will need to react spontaneously following an earthquake to evacuate to safe locations.

### 3.2.3 Distant Generated Tsunami

Tsunami warning time will be dependent on the distance from the earthquake or seismic event to the City. The closest distant source is a tsunami generated in the Gulf of Alaska

The first surge of a distantly generated tsunami may reach the City within 4 or more hours following an earthquake and may have a wave run-up of approximately 30 feet.

A Tsunami Warning Center will issue a tsunami warning, watch, advisory, or information bulletin.

Due to limited resources and the warning time available the City may be required to prioritize warning resources to the most vulnerable locations.

Damage will be limited to coastal areas within the inundation zone.

## 4 Pre-Incident Phase

This section identifies emergency guidelines for the pre-incident phase of a distant generated tsunami. Refer to Section 5 for actions that may be required of the City emergency management organization during response and recovery phases.

### 4.1 General Concept of Operations

<b>Threat Notification</b>	<ul style="list-style-type: none"><li>• Determine credibility of threat</li><li>• The Governor may declare a State of Emergency</li><li>• Activate the Emergency Operations Center</li><li>• Consider an evacuation order</li><li>• Identify area to be evacuated</li><li>• Assess consequences</li><li>• Deploy first responders to evacuation points</li></ul>
<b>Partial or Full Activation of the Emergency Operations Center</b>	<ul style="list-style-type: none"><li>• Establish Incident Command and consider implementing Unified Command with a command post at the evacuation point</li></ul>
<b>Alerting First Responders</b>	<ul style="list-style-type: none"><li>• Stage emergency responders and equipment outside of the vulnerable area</li><li>• Continue to monitor the threat</li></ul>
<b>Issue Public Information</b>	<ul style="list-style-type: none"><li>• Issue public information messages</li><li>• Alerts and warning effectiveness may be greatly reduced at night or due to poor weather</li></ul>

### 4.2 Alert and Warning

The National Weather Service operates several Tsunami Warning Centers with the objective of detecting, locating, and determining the magnitude of potential tsunamis generated by earthquakes. If the location and magnitude of an earthquake meet the known criteria for generation of a tsunami, a tsunami warning, watch, advisory, or information bulletin may be issued for the City. Refer to Appendix A of this IA for further information on the Tsunami Warning System.

#### 4.2.1 Action Levels

Refer to the table below for suggested actions for each Tsunami Warning System message. The City will consider these action levels in conjunction with historical records and event-specific projected models to aid in making decisions at the time a Tsunami Warning System message is issued.

Tsunami Warning System Message	Meaning	Suggested Action
<b>Warning</b>	Inundating wave possible	Full evacuation suggested <sup>1</sup>
<b>Watch</b>	Danger level not yet known	Stay alert for more information activate emergency responders
<b>Advisory</b>	Strong currents are likely	Alert population to stay away from the shore and advise emergency responders
<b>Information Bulletin: No Tsunami</b>	Minor waves at most or an event in another ocean basin	No action suggested
<sup>1</sup> At a minimum, evacuate inundation zone as mapped for Senate Bill 379 by the Oregon Department of Geology and Mineral Industries. See Appendix C of this IA		

#### 4.2.2 Tsunami Warning Times

For the purpose of guiding City response actions, tsunami warning times are divided into the following general categories. During the tsunami travel time, the Tsunami Warning Center may adjust the arrival time, wave heights, or warning locations.

0–1 Hour – A locally generated tsunami. All locations may be alerted by general methods, including the Emergency Alert System (EAS), broadcast TV and radio, and warning sirens. Command and Control are decentralized, and warning occurs as time and resources are available. If time permits, the Emergency Management Director and/or Coordinator should coordinate messages with neighboring jurisdictions. For safety, emergency responders should minimize travel.

3–5 Hours. All locations may be alerted by general methods; targeted locations may be warned by vehicle public address systems and sirens, as well as limited City department and volunteer support. Area command and control are initiated. The Emergency Management Director and/or Emergency Management Coordinator coordinates volunteers, amateur radio, and external requests. For safety, emergency responders should limit travel at night or in poor weather; if at all possible, use of volunteers should be limited due to risk.

7–10 Hours. All locations may be alerted by general methods; targeted locations may be warned by vehicle public address systems and sirens, as well as on-site expanded City department and volunteer support. Initiate area command and control. The Emergency Management Director and/or Emergency Management Coordinator activate the Emergency Operations Center (EOC) and coordinates volunteers, amateur radio, and external requests. For safety, emergency responders should use caution when traveling at night or in poor weather; use of volunteers in unfamiliar areas should be limited.

More than 10 Hours. All locations may be alerted by general methods: vehicle public address systems and sirens, as well as on-site expanded City department and volunteer support. Area Command and Control are initiated. The Emergency Management Director and/or Emergency Management Coordinator activates the EOC, coordinates volunteers, amateur radio, external requests, and the Red Cross. For safety, emergency responders should use caution when traveling at night or in poor weather; use of volunteers in unfamiliar areas should be limited.

### 4.3 Recommended Tsunami Assembly Areas

Evacuations may occur spontaneously following an earthquake or may become necessary if tsunami related information is received. Individuals located within an area designated for evacuation will most likely be recommended to evacuate to a pre-designated assembly area. All individuals on beaches, at ocean vista points, or traveling next to the coast in low lying areas will be recommended to go to high ground.

**[City Action Item:** Please designate local evacuation routes and assembly areas for all locations that may be affected by flooding. If applicable, identify routes that are likely to become impassable in the event of an earthquake or otherwise should not be used as a tsunami evacuation route.]

## 5 Response and Recovery Phase Checklist

Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the Emergency Operations Plan, if not activated during the Pre-Incident Response Phase.	
<input type="checkbox"/> Activate the Emergency Operations Center and establish Incident Command, if not previously activated during the Pre-Incident Response Phase. For tsunamis affecting multiple jurisdictions, establish a Unified Command with neighboring jurisdictions. <ul style="list-style-type: none"> <li>▪ Notify supporting agencies and appropriate officials</li> <li>▪ Estimate emergency staffing levels and request personnel support.</li> <li>▪ Develop work assignments for Incident Command System positions (<i>recurring</i>)</li> <li>▪ Establish communications links between the Emergency Operations Centers for the City, County, and other jurisdictions.</li> </ul>	<i>Functional Annex 1 – Emergency Services, ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by high water.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Initiate a phone bank to process requests for assistance as well as receive situation reports from the public	
<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, Emergency Support Function leads/ coordinators, and liaisons of any situational changes.	

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Action Items	Supplemental Information
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes. <ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to preparing for shift change briefings</li> </ul>	<i>ICS Form 201 – Incident Briefing</i>
<input type="checkbox"/> Implement plans and procedures to handle water inundation and agency-specific protocols and Standard Operating Procedures	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
<input type="checkbox"/> Conduct emergency inspections of all bridges	<i>See Appendix B of this Incident Annex</i>
<input type="checkbox"/> Determine the need to conduct an evacuation ( <i>recurring</i> ) <ul style="list-style-type: none"> <li>▪ Determine the time it takes to fully evacuate. At minimum, 4 hours should be allowed to evacuate the affected population</li> <li>▪ Evacuate and keep beaches clear (if applicable lock gates at beach access points)</li> <li>▪ Evacuation should be completed 1 hour prior to the estimated arrival time of the initial wave to ensure that all emergency personnel are clear of the area.</li> <li>▪ If time permits public messaging should be coordinated between neighboring counties and communities</li> <li>▪ Initiate and notify the public of reception and care centers</li> </ul>	
<input type="checkbox"/> Determine the need for additional resources and request as necessary. <ul style="list-style-type: none"> <li>▪ Consider activating mutual aid agreements.</li> <li>▪ Coordinate with private-sector partners as needed.</li> <li>▪ Access to County resources will require a Declaration of Emergency</li> </ul>	<i>See Appendix A of the Basic Plan, Sample Declaration of Emergency</i>
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area including equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	
<input type="checkbox"/> Establish a Joint Information Center or coordinate with Joint Information Center established by other jurisdictions.	

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Action Items	Supplemental Information
<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts ( <i>recurring</i> ). Message content may include expected magnitude of tsunami, expected duration, instructions for public protection, planned activities to address the emergency, and protection orders such as an advisory to boil water. <ul style="list-style-type: none"> <li>Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and Lead Public Information Officer before dissemination to the public.</li> </ul>	
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, persons responsible, and actions taken should be documented in logbooks.	<i>Federal Emergency Management Agency Emergency Operations Center Planning Section job action guide</i>
<input type="checkbox"/> Develop and update the Incident Action Plan ( <i>recurring</i> ). The Incident Action Plan is developed by the Planning Section and approved by the on-scene Incident Commander/Emergency Operations Center Manager. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes. <ul style="list-style-type: none"> <li>Implement objectives and tasks outlined in the Incident Action Plan (<i>recurring</i>).</li> </ul>	<i>ICS Form 202 – Incident Objectives</i>
<input type="checkbox"/> Ensure that reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the on-scene Incident Commander/Emergency Operations Center Manager and/or the Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure orderly demobilization of emergency operations. <ul style="list-style-type: none"> <li>Release mutual aid and private resources as soon as possible.</li> </ul>	
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
<input type="checkbox"/> Damaged structures will need to be inspected to determine if they are safe for public re-entry or if they should be condemned or demolished.	<i>Personnel may be obtained through the Oregon Emergency Management mutual aid system</i>
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/ Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the Emergency Operations Center.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	



Action Items	Supplemental Information
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

## 6 Public Education and Outreach

Due to the severity of the tsunami hazard, the City will undertake ongoing public education and outreach. Outreach includes establishing relationships with local news media during non-emergency times to build trust and cooperation. The City may utilize pre-recorded public service announcements, press releases, interviews and guest appearances to educate the public on tsunami hazards and warning and evacuation procedures. For example, it is important not to return to the beach for many hours after the first tsunami wave arrives because the first run-up of a tsunami is often not the largest. Turn-key programs such as Tsunami Ready/Tsunami Prepared may be used to assist the City in developing effective grassroots public education and outreach programs.

During an emergency, depending on the level of the incident and potential danger to the public, immediate notification of people in tsunami inundation zones may be needed. If necessary, the City will utilize coastal warning sirens, emergency vehicle public address systems, door-to-door contact, and the EAS in order to issue public alerts. To avoid confusion and conflicting information, all public warning information for all participating agencies should be coordinated, approved by the Incident Commander, and disseminated through one primary information officer. Refer to Appendix D for further information Tsunami Crisis Communication Guidelines.

## 7 Supporting Plans and Procedures

City of Lincoln City

IA 2 – Earthquake

Lincoln County

Emergency Operations Plan

IA 5 – Earthquake/Tsunami

State of Oregon

Local Planning Guidance on Distant Tsunami Response, Oregon Tsunami Working Group, 2012

Emergency Operations Plan

IA 2 – Earthquake

IA 4 – Tsunami

## **8 Appendices**

Appendix A – Overview of Tsunami Warning System

Appendix B – Guidelines for Emergency Level 1 Bridge Inspections

Appendix C – Map of Tsunami Inundation Zone

Appendix D – Tsunami Crisis Communication Guidelines

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## **Appendix A Overview of Tsunami Warning System**

As part of an international cooperative effort to save lives and protect property, the National Oceanic and Atmospheric Administration's (NOAA) National Weather Service operates the Alaska Tsunami Warning Center (ATWC). The ATWC is responsible for tsunami bulletins in Oregon.

### **Tsunami Advisory, Watch, and Warning Determination**

The objective of the Pacific Tsunami Warning System (PTWS) is to detect, locate, and determine the magnitude of potential tsunamis generated by earthquakes occurring in the Pacific Basin or its immediate margins. If the location and magnitude of an earthquake meet the known criteria for generation of a tsunami, a tsunami warning is issued to warn of an imminent tsunami hazard.

The advisory bulletin is issued to areas not currently in either warning or watch status when a tsunami warning has been issued for another region of the Pacific. An advisory indicates that an area is either outside the current warning and watch regions or that the tsunami poses no danger to that area. The ATWC will continue to monitor the event, issuing updates at least hourly. As conditions warrant, the advisory will be continued, upgraded to a watch or warning, or ended. A tsunami advisory indicates that a tsunami, which may produce strong currents and is dangerous to those in or very near the water, is expected. Large inundations are not expected in areas under advisory status. Advisories are issued when the expected tsunami amplitude is in the range of 0.3 to 1 meter.

The warning includes predicted tsunami arrival times at selected coastal communities within the geographic area defined by the maximum distance the tsunami could travel in a few hours. A tsunami watch with additional predicted tsunami arrival times is issued for a geographic area defined by the distance the tsunami could travel in a subsequent time period. If a significant tsunami is detected by sea-level monitoring instrumentation, the tsunami warning may be extended to the entire Pacific Basin.

### **Tsunami Warning Dissemination**

Tsunami warning, watch, advisory, and information bulletins are disseminated to appropriate emergency officials and the general public by a variety of communication methods.

Tsunami warning, watch, advisory, and information bulletins issued by the PTWC and ATWC are disseminated to local, state, national, and international users, as well as the media. These users, in turn, disseminate the tsunami information to the public, generally over commercial radio and television channels.

The NOAA Weather Radio System, based on a large number of very high frequency (VHF) transmitter sites, provides direct broadcast of tsunami information to the public.

The US Coast Guard also broadcasts urgent marine warnings and related tsunami information to coastal users equipped with VHF and medium frequency (MF) marine radios.

Local authorities are responsible for formulating and executing evacuation plans for areas under a tsunami warning. The public should stay tuned to the local media for evacuation orders

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should a tsunami warning be issued. Also, the public should not return to low-lying areas until the tsunami threat has passed and a “cautionary re-entry” is announced by the local authorities.

**How the System Works**

The Oregon Tsunami Warning Network consists of the National Weather Warning System (NAWAS), NOAA Weather Wire/Radio, Oregon Emergency Response System (OERS), and EAS. The tsunami warning/watch from the West Coast/Alaska Tsunami Warning Center (WC/ATWC) is received over NAWAS to the Primary State Warning Point (OERS) located in Salem. The NAWAS broadcast may also be accompanied by a Law Enforcement Data System teletype via NOAA Weather Wire or phone call to specific individuals. The warning/watch from the WC/ATWC is also retransmitted by the National Weather Service over NOAA weather radio along with a specific tone alert that triggers EAS.

OERS then sends out the warning/watch message over state NAWAS to the coastal public safety answering points. Clatsop, Tillamook, Lincoln, Lane, Douglas, Coos, and Curry Counties are considered County Warning Points. Upon receipt of a NAWAS message, County and local emergency managers are to disseminate the information to their own public officials according to agency policy.

**Message Definitions**

**Tsunami Warning:** Indicates that a tsunami is imminent and that coastal locations in the warned area should prepare for flooding. A tsunami warning bulletin, initially based only on seismic information without tsunami confirmation, is issued as a means of providing the earliest possible alert to at-risk populations. Warnings initially place a restricted area in a condition that requires all coastal areas in the region to be prepared for imminent flooding. Subsequent bulletins are issued every 30 minutes, or as conditions warrant, to continue, expand, restrict, or end the warning. The warning will be extended in the event that a tsunami has been confirmed that could cause damage outside the source region.

**Tsunami Watch:** An alert issued to areas outside the warned area. A tsunami watch bulletin, usually based only on seismic information without tsunami confirmation, is issued to alert the population located within 1 to 3 hours of tsunami travel time beyond the tsunami warning area of an earthquake with the potential to have generated a tsunami that may affect the watch area. Subsequent bulletins are issued every 30 minutes, or as conditions warrant, to expand the watch area, upgrade it to a warning, or cancel the watch and warning. A Tsunami Watch is normally included in the text of the message that disseminates a Tsunami Warning.

**Tsunami Advisory:** A message issued when the PTWS has issued a warning for an event outside the WC/ATWC area of responsibility that poses no imminent threat to the area of responsibility. A tsunami advisory bulletin issued to areas not currently in either warning or watch status when a tsunami warning has been issued for another region of an ocean. An advisory indicates that an area is either outside the current warning and watch regions, or that the tsunami poses no danger to that area. The WC/ATWC will continue to monitor the event, issuing updates at least hourly. As conditions warrant, the advisory will be continued, upgraded to a watch or warning, or ended.

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Tsunami Information Bulletin: Informational bulletins issued for earthquakes that are not likely to trigger a tsunami dangerous to the area of responsibility. A tsunami information bulletin is issued to advise participants that an earthquake has occurred that has not generated a potentially destructive tsunami, or that an earthquake has occurred outside the ATWCs area of responsibility and could potentially generate a tsunami. If the evaluation indicates the possible generation of a destructive or nondestructive tsunami, an investigation will be initiated and additional tsunami information bulletins will be issued as warranted until the investigation is concluded.

Tsunami Information Message: Information messages issued when smaller earthquakes (less than the warning threshold) may be felt near coastal areas. These messages are issued to assure coastal residents and first responders that there is no tsunami danger.

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## Appendix B      Emergency Bridge Inspections

### Purpose

During a major earthquake event, there will not be enough bridge inspectors available to meet the immediate need for emergency bridge inspections. Many bridges may be on evacuation routes people are using, or need to use, and a rapid judgment call will be necessary to keep them open or close them down. The purpose of this guideline is to establish a standardized process for all agencies to use to determine emergency-use bridge integrity.

### Guidelines for Emergency Level 1 Bridge Inspections

- ☐ Ensure safety of own family.
- ☐ Assess the area for scene safety, i.e., downed power lines, fuel spills, landslides, aftershocks.
- ☐ Control traffic hazards while inspecting.
- ☐ Look for obvious freshly broken/hanging concrete or wood on ground near/under structure.
- ☐ Look for structural misalignment, dips, or bows by sighting down hand-railing.
- ☐ Look along the deck and points of support for misalignment, cracks, splits, pulled apart, or crushed.
- ☐ Check footings for sinking; avoid walking under the structure.
- ☐ After inspection and actions, mark bridge facing in a visible location, as below:

*Red Color indicates closed, Green Color indicates open. If you do not have colored markers, use triage flagging (red or green) to clearly identify bridge status near your markings.*

<i>AGENCY</i>	<i>INITIALS</i>
DATE	TIME

- ☐ Report your findings/actions to the County EOC.



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## **Appendix C      Map of Tsunami Inundation Zone**

NOTE: Tsunami inundation maps for the City of Lincoln City are available through the State of Oregon Department of Geology and Mineral Industries for a minimal fee (\$10).

<http://www.oregongeology.org/tsuclearinghouse/pubs-inumaps.htm>

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## Appendix D      Tsunami Crisis Communication Guidelines

### Crisis Communication and Notification Methods for Local Communities

Incorporate layers of redundancy into any system for notifying public officials and first responders. Local jurisdictions can tailor the information to their needs.

Use mass notification technologies (email, text, and/or voice) to provide notification in as many channels as possible.

Pre-designate an email distribution list for various groups and make list easily editable.

Media

Visitor services

Motels

RV parks

Vulnerable populations groups

Public safety agencies

Elected officials

Prepare and update regularly a pre-designated call-down telephone list. Make sure to get primary and secondary numbers. Examples of telephone numbers to include:

Emergency Operations Center (EOC) staff

Utility companies

Public safety agencies

Elected officials

Support organizations

Bus companies

Schools

American Red Cross, etc.

Create a description of procedures in case a system breakdown impedes your ability to reach specific individuals, such as elected officials or other key decision makers. This may include physically dispatching law enforcement personnel to individuals' residences.

The Oregon Office of Emergency Management (OEM) will establish a schedule of teleconference calls as early as possible to relay information to locals. OEM conference calls will be used to gather impact information and tsunami observations and to disseminate

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information to County emergency operations. Situation reports will be distributed to the County EOCs and public safety answering points.

**Public Information and Dissemination**

Using the school closure system as a model, the City/County Emergency Management Organizations, in coordination with local emergency operations, will collect and distribute information on when/where evacuations are called for and when they are to be completed, and provide it to local media and community contacts.

Messages should be distributed in a media release (see Functional Annex 1 – Emergency Services, Appendix A). A pre-scripted media release can be tailored to specific emergency situations. Once it is tailored with relevant local information, it should be disseminated as widely as possible using many different channels, including:

- Call-in telephone line for the public

- Post on local community and media websites

- Mass public communication systems

Establish citizen information lines that offer prerecorded messages to the public by performing the following tasks:

- Establish public information call-in numbers

- Establish phone bank to manage calls with sufficient phone lines and operators and, where possible, provide non-English information.

- Post call-in numbers on appropriate electronic sites and printed materials.

- Use the 2-1-1 service, where available.

- Use the call-in line to disseminate locations of Tsunami Evacuation and Information Centers.

If the City uses mass notification technologies, adopt processes so that those within the distant tsunami inundation zone are contacted pursuant to information provided by the North American Oceanic and Atmospheric Administration (NOAA) warning statement and under the direction of the presiding local public safety official(s).

***Warning Sirens***

- Educate the public that tsunami sirens should not be their only means of notification of a distant tsunami event.

- Adopt a Uniform Tsunami Warning Signal.

- The timing for setting off sirens should be based on the readiness of the local public safety agency to assist the public and answer questions/phone calls. Possible schedule:

4 hours before

3 hours before

2 hours before

30 minutes before

15 minutes before

At estimated arrival times

Once an hour for the duration of the Tsunami Warning

⊗ Do not use the tsunami siren as a cautionary re-entry signal

### Public Information Officer Responsibilities

Meet regularly with the media to build relationships before an event occurs.

Offer regular briefings, which could include Command Staff or media.

Establish schedule and location early in the event.

Include OEM, adjacent counties, and communities' 9-1-1 Call Centers, Public Information Officers (PIOs) and Joint Information Centers (JICs) in any media distribution lists.

Create a pre-recorded message available to the media for download from your website.

### Marine / Harbor / Port Issues

Have someone from each individual US Coast Guard station and/or Port (if no US Geological Survey representation) participate in the County EOC as part of Incident Command Team to ensure that information is conveyed to the marine/harbor/port community.

Educate the marine community so boaters know that if they go out during a tsunami event, they need to be prepared to stay out to sea for an extended period of time or to find an alternative port of refuge.

⊗ Do not issue a directive that boats should go to sea. Instead, the PIO needs to provide information so that boaters can make their own decisions.

### Tsunami Evacuation and Information Centers

The Tsunami Evacuation and Information Centers may be co-located with assembly areas or a Red Cross Shelter. Use the chart below to evaluate potential site locations:

	Assembly Areas	Tsunami Evacuation Information Center	Red Cross Shelter
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	Assembly Areas	Tsunami Evacuation Information Center	Red Cross Shelter
<b>What (Facilities)</b>			
<b>When (Activated)</b>			
<b>Who Authorizes/Staffs</b>			
<b>Liability and Resources</b>			

Encourage local volunteer groups, such as the Community Emergency Response Team (CERT), faith-based organizations, and civic groups to be trained in Red Cross shelter operations and management. This will increase the number of Red Cross Volunteers available to open and run a shelter.

If you don't have enough Red Cross volunteers, you can open up Tsunami Evacuation and Information Centers with other volunteers (there are, however, liability issues with this option.)

This option requires pre-planning and training.

Consider discussion with Red Cross

### Tsunami Warning and Advisory Cancellation Process

NOAA will issue a cancellation of a warning or advisory. They will not issue an "all-clear." For planning purposes, the time that beaches and public access to marine facilities are closed should be a minimum of 12 hours or up to a full tidal cycle after cancellation of the Warning or Advisory Bulletin by the National Weather Service's West Coast and Alaska Tsunami Warning Center (WC/ATWC). NOAA recommends that public beaches and public access to marine facilities remain closed for 24 hours after the canceling of the Warning or Advisory by the WC/ATWC.

⊗ Do not use "All-Clear"

✓ Use the phrase "Cautionary re-entry."

The timing of when to issue a cautionary re-entry is a local decision and may or may not coincide with the cancellation of a Warning or Advisory for the community. Public safety personnel use this time to assess damage and identify and correct safety hazards. Develop a template for the PIO to use for disseminating information to the public, including a "why" section explaining that waves could be dangerous for up to 24 hours after the cancellation.





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	<b>Volcano Incident Checklist</b>
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## IA 8. Hazardous Materials (Accidental Release)

Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to volcanic events.	
<input type="checkbox"/> Provide information and training on volcano-hazard response to emergency workers and the public. Implement a public outreach program on volcano hazards. Review public education and awareness requirements.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
<input type="checkbox"/> Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City Emergency Operations Center.	
<input type="checkbox"/> Familiarize staff with requirements for requesting County, State and Federal Disaster Assistance.	<i>Stafford Act, Federal Emergency Management Agency guidance, and Oregon Emergency Management Plan</i>
<input type="checkbox"/> Inform the Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the City Emergency Operations Center and establish Incident or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the Emergency Operations Center for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response.	<i>Functional Annex 1 of the City Emergency Operations Plan, agency and company-specific plans</i>
<input type="checkbox"/> Implement the City Emergency Operations Plan.	
<input type="checkbox"/> Notify supporting agencies. Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City Emergency Operations Center for support	
<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Support a Regional Coordination Center, if necessary.	
<input type="checkbox"/> Establish a Joint Information Center. Provide a Public Information Officer for the Joint Information Center. Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>

## IA 8. Hazardous Materials (Accidental Release)

Volcano Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or Federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>ICS Form 209 – Incident Status Summary</i>
Dedicate time during each shift to prepare for shift change briefings.	
<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City Emergency Operations Center, County Emergency Operations Center, and State Emergency Coordination Center; confirm operable phone numbers and backup communication links.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and federal agencies that may be affected by the incident. Notify them of the status.	<i>Incident Action Plan</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases ( <i>recurring</i> ).	
<input type="checkbox"/> Determine need to conduct evacuations and sheltering activities ( <i>recurring</i> ). Request that the American Red Cross activate and implement local sheltering plans.	<i>Functional Annex 2 of the City Emergency Operations Plan and American Red Cross Shelter Plans</i>
<input type="checkbox"/> Coordinate evacuation of affected areas, if necessary. Assign appropriate Emergency Support Function liaisons to the City and/or County Emergency Operations Centers, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation: Emergency Support Function 1 – Transportation Emergency Support Function 2 – Emergency Telecommunications and Warning Emergency Support Function 13 – Public Safety and Security Emergency Support Function 15 – Emergency Public Information	<i>Functional Annex 1 of the City and County Emergency Operations Plans</i>
<input type="checkbox"/> Determine the need for additional resources and request as necessary through the City Emergency Operations Center ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>

## IA 8. Hazardous Materials (Accidental Release)

Volcano Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
<input type="checkbox"/> Record all Emergency Operations Center activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>ICS Resource Tracking forms and Emergency Operations Center forms</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending /receiving, them should be documented as part of the Emergency Operations Center log.	<i>Existing Emergency Operations Center forms/templates</i>
<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the Emergency Operations Center Director and staff will assemble a situation report.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at periodic intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement elements of the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the Incident Commander and/or Safety Officer.	

## IA 8. Hazardous Materials (Accidental Release)

Volcano Incident Checklist	
Action Items	Supplemental Information
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the City Emergency Operations Center.	<i>Functional Annex 1 of the City Emergency Operations Plan and agency-specific recovery</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Monitor secondary hazards associated with volcano eruption and/or significant activity (e.g., landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, and air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	



# IA 8 – Hazardous Materials (Accidental Release)

**IA 8. Hazardous Materials (Accidental Release)**

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	<b>Hazardous Materials Incident Checklist</b>
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## IA 9. Public Health Incident

Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Emergency Management Director and/or Emergency Management Coordinator, the Fire Protection District, and the County Emergency Support Function 10 Lead.	
<input type="checkbox"/> Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in hazardous materials scenarios.	
<input type="checkbox"/> Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City Emergency Operations Center.	
<input type="checkbox"/> Inform the Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> In most incidents, the local fire district will initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the Hazardous Materials Team.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Determine the type, scope, and extent of the hazardous materials incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209 – Incident Status Summary</i>
Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, Emergency Support Function coordinators, and liaisons of the situation.	
Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	<i>Northwest Area Contingency Plan</i>
<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until hazardous materials response teams arrive.	
<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	

## IA 9. Public Health Incident

Hazardous Materials Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> If the situation warrants, request activation of the City or County Emergency Operations Centers via the Incident Commander through the City Manager.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Activate the City Emergency Operations Center, coordinate response activities among Agency Operations Centers and Incident Command Posts, and establish Incident or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Notify hazardous materials supporting agencies.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
Identify local, regional, and/or State agencies that may be able to mobilize resources to the City Emergency Operations Center for support.	
<input type="checkbox"/> Contact the Oregon Emergency Response System at 1-800-452-0311 for technical assistance and support in requesting the regional Hazardous Materials Team.	<i>Oregon Emergency Response System is available 24 hours a day.</i>
<input type="checkbox"/> Assign liaisons to the City Emergency Operations Center representing government agencies, private entities (e.g., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City Emergency Operations Center, County Emergency Operations Center, and the State Emergency Communications Center. Confirm operable phone numbers and backup communication links.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, State, and federal agencies that may be affected by the incident. Notify them of the status.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified.	

## IA 9. Public Health Incident

Hazardous Materials Incident Checklist	
Action Items	Supplemental Information
Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	<i>Emergency Support Function 11 Annex of the County Emergency Operations Plan</i>
<input type="checkbox"/> A lead Public Information Officer will be designated by the City Manager. The Public Information Officer will issue information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and State agencies.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by incident.	
<input type="checkbox"/> Implement local plans and procedures for hazardous materials operations. Implement agency-specific protocols and Standard Operating Procedures. Ensure that copies of all documents are available to response personnel.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.	
<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the plume ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Based upon the incident's size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes.	
<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Establish a victim decontamination and treatment area(s).	
<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	<i>Functional Annex 1 of the City EOP</i>
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the City Emergency Operations Plan</i>
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	

## IA 9. Public Health Incident

Hazardous Materials Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Develop plans and procedures for registering regional Hazardous Materials Teams as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Establish the Joint Information Center, as needed.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
Public information will be reviewed and approved for release by the Incident Commander and the lead Public Information Officer before dissemination to the public and/or media partners.	
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages and names of those sending and receiving them should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/Emergency Operations Center Manager and staff will assemble a Situation Report.	
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to hazardous materials incidents are communicated to the Incident Commander and/or Safety Officer.	
<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City Emergency Operations Center, the responsible party (if known), and the Oregon Department of Environmental Quality.	

## IA 9. Public Health Incident

Hazardous Materials Incident Checklist	
Action Items	Supplemental Information
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>Functional Annex 1 of the City Emergency Operation Plan</i>
<input type="checkbox"/> Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the City Emergency Operations Center.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	



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# IA 9 – Public Health Incident

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	<b>Public Health Incident Checklist</b>
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Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Have personnel participate in training and exercises, as determined by the Emergency Management Director and/or Emergency Management Coordinator and/or the Public Health Department.	
<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
<input type="checkbox"/> Engage the other county public health departments, Oregon Department of Human Services, Centers for Disease Control and Prevention, and Federal Emergency Management Agency in public health planning and preparedness activities to ensure that lines of communication and roles/responsibilities are clear across the participating entities.	
<input type="checkbox"/> Inform the Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Monitor and report the presence of contagious infections within the City.	
<input type="checkbox"/> Evaluate the ability of existing health care facilities to handle public health emergencies.	
<input type="checkbox"/> Maintain medical supplies and equipment.	<i>Hospital Standard Operating Procedures</i>
<input type="checkbox"/> Coordinate with the Sanitarian to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>
<input type="checkbox"/> Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> The County Department of Health and Human Services will initially respond, assume initial Incident Commander responsibilities, and determine the level of Emergency Operations Center activation necessary to manage the public health threat.	
<input type="checkbox"/> Determine the type, scope, and extent of the public health incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, Emergency Support Function coordinators, and liaisons of the situation.	

Public Health Incident Checklist	
Action Items	Supplemental Information
<ul style="list-style-type: none"> <li>Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.</li> </ul>	
<input type="checkbox"/> Ensure that area hospitals have been notified.	<i>Hospital Capacity Web System (HOSCAP)</i>
<input type="checkbox"/> Once the public health threat has been characterized, determine the appropriate methods needed to minimize the spread of disease through collaboration with other County public health departments and the Oregon State Public Health Department.	
<ul style="list-style-type: none"> <li>If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.</li> </ul>	
<ul style="list-style-type: none"> <li>If animal health and vector control is required, these services are to be requested through the Emergency Management Director and/or Emergency Management Coordinator or from Extension Services.</li> </ul>	
<ul style="list-style-type: none"> <li>Coordinate sanitation activities and potable water supply provisions.</li> </ul>	
<ul style="list-style-type: none"> <li>Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.</li> </ul>	
<input type="checkbox"/> If a quarantine is in place, establish access control to the area through local law enforcement agencies.	
<input type="checkbox"/> Collect and report vital statistics.	
<input type="checkbox"/> Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
<ul style="list-style-type: none"> <li>Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.</li> </ul>	
<input type="checkbox"/> If necessary, conduct a damage assessment for public health facilities and systems.	
<input type="checkbox"/> Hospital conducts an inventory of its Health Resources and Services Administration cache. If more health resources are needed, requests for these supplies should be made through the County Emergency Operations Center.	<i>Hospital Capacity Web System (HOSCAP)</i>

Public Health Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Activate the County Emergency Operations Center, coordinate response activities among Agency Operations Centers and Incident Command Post, and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
<input type="checkbox"/> Identify local, regional, State, and federal agencies that may be able to mobilize resources to the County Emergency Operations Center for support.	
<input type="checkbox"/> Assign a liaison to other County Emergency Operations Centers to facilitate resource requests.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, other Emergency Operations Centers, and the State Emergency Communications Center. Confirm operable phone numbers and backup communication links.	
<input type="checkbox"/> The County Emergency Management Director, in collaboration with the County Department of Health and Human Services, designates a County Public Information Officer representative. The Public Information Officer will issue public health information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and State agencies.	
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
<input type="checkbox"/> Implement local plans and procedures for public health emergencies. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and Standard Operating Procedures.	

Public Health Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ). Evacuation assistance should be coordinated among Emergency Support Function 1 – Transportation, Emergency Support Function 5 –Emergency Management, Emergency Support Function 6 – Mass Care, Housing, and Human Services, and Emergency Support Function 15 – Public Information and External Affairs.	
<input type="checkbox"/> Establish treatment area(s).	
<input type="checkbox"/> Determine the need for additional resources, and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Establish a Joint Information Center, as needed.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
<ul style="list-style-type: none"> <li>▪ Public information will be reviewed and approved for release by the Incident Commander and the Public Information Officer prior to dissemination to the public and/or media partners.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Develop and disseminate public information programs regarding personal health and hygiene.</li> </ul>	
<input type="checkbox"/> Record all Emergency Operations Center activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	



Public Health Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Emergency Operations Center Manager and staff will assemble a situation report.	
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the County Emergency Operations Center for transmittal to the County Department of Health and Human Services as soon as it is available.	
<input type="checkbox"/> For handling of fatalities, coordination between the County Department of Health and Human Services and County Emergency Operations Center is needed for medical examiner services.	
RECOVERY/DEMOBILIZATION PHASE	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the County Emergency Operations Center.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 10 – Terrorism

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annex can be applied to incidents involving weapons of mass destruction and biological, radiological, nuclear, and explosive materials.

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enforcement agencies will normally take the lead role in crisis management. The Police Department has the lead role in terrorism crisis management within the City County Sheriff's Office has this role elsewhere in the County. The lead agencies State and federal government are Oregon State Police and the Federal Bureau of Investigations.

The laws  
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lead local  
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of the United States assign primary authority to State and local governments to to the consequences of terrorism; the Federal government provides assistance as The City and County Emergency Operations Centers typically will be activated the lead role in terrorism consequence management for most types of terrorist but the County Department of Health and Human Services will be assigned the role in terrorism consequence management for incidents involving biological The Oregon Office of Emergency Management and Federal Emergency Management Agency are the State and federal consequence management leads.

## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, the appropriate emergency response plans relating to terrorism response, including the City Emergency Operations Plan and annexes.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by City Emergency Management.	
<input type="checkbox"/> Participate in City, County, regional, State, and federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City Emergency Operations Center. Include appropriate regional, State, and federal emergency contacts for terrorism response.	
<input type="checkbox"/> Ensure that terrorism response equipment and personnel inventories for the City and for the regional teams are updated. This includes response to chemical, biological, radiological, nuclear, and explosive agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	
<input type="checkbox"/> Inform the Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Provide public safety information and educational programs for terrorism emergency preparedness and response.	
<b>SURVEILLANCE PHASE (BIO ONLY)</b>	
<input type="checkbox"/> Activate Incident/Unified Command upon recommendation from the City Police Department. Unified Command may consist of County, regional, State, and federal crisis management and consequence management agencies.	
<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When necessary, send fire, hazardous materials, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
<input type="checkbox"/> Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
<input type="checkbox"/> Assess the situation/confirm the weapons of mass destruction /chemical, biological, radiological, nuclear, or explosive incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard Incident Command System forms may be necessary.	<i>ICS Form 209 – Incident Status Summary</i>

## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.	
<input type="checkbox"/> Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
<input type="checkbox"/> Conduct a hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
<input type="checkbox"/> Draft an Incident Action Plan. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Maintain communication between field response crews, local/ County Emergency Operations Centers, Regional Emergency Operations Center, and State Emergency Coordination Center, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
<input type="checkbox"/> Gather additional information. Include photographs and video recording.	
<input type="checkbox"/> Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
<input type="checkbox"/> Determine whether any advisories should be issued to the public.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
Be cognizant of any secondary devices that may be on site.	
Be cognizant that chemical, radiological, biological, nuclear, or explosive agents may be present.	
<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
<input type="checkbox"/> Implement the City Emergency Operations Plan.	

## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Activate the appropriate Emergency Operations Centers and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County Emergency Operations Centers may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
Establish an Incident Command Post near the incident location. The Incident Command Post should be located uphill and upwind of the incident location.	
<input type="checkbox"/> Notify supporting agencies (dependent on the type of incident) and the City Council.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the Emergency Operations Center for support.	
<input type="checkbox"/> Determine the type, scope, and extent of the terrorism incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	<i>ICS Form 209 – Incident Status Summary</i>
Notify the regional Hazardous Materials Team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, federal agencies (including Federal Bureau of Investigation), and Emergency Support Function leads/coordinators of any situational changes.	
Verify that the hazard perimeter and hazard zone security have been established.	
Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
<input type="checkbox"/> Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
<input type="checkbox"/> Disseminate appropriate warnings to the public.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	



## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the City Emergency Operations Center, the County Emergency Operations Center, and State Emergency Coordination Center. Confirm operable phone numbers and backup communication links.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and federal agencies that may be affected by the incident. Notify them of the status.	
Notification to the Oregon State Police and Federal Bureau of Investigation is required for all terrorism incidents.	
If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified.	
Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), County Department of Health and Human Services, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.	<i>Emergency Support Function 11 Annex to the County Emergency Operations Plan</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
<input type="checkbox"/> Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and Standard Operating Procedures.	<i>County Terrorism Response Plan</i>
<input type="checkbox"/> Obtain current and forecasted weather to project potential Hazardous Materials vapor plumes ( <i>recurring</i> ). Note: Vapor plume modeling support may be obtained through regional Hazardous Materials Teams and/or through State and/or federal environmental protection agencies.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Determine the need to implement evacuations and sheltering activities ( <i>recurring</i> ). A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. Note: Refer to the United States Department of Transportation Emergency Response Guidebook for determining the appropriate evacuation distance from the source.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>

## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Determine the need for and activate emergency medical services ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the City Emergency Operations Plan</i>
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering regional hazardous materials or health and medical teams as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Participate in a Joint Information Center. Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
Public information will be reviewed and approved for release by the Incident Commander and lead Public Information Officer before dissemination to the public and/or media partners.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Record all Emergency Operations Center activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Emergency Operations Center Director and staff will assemble a situation report.	
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>

## IA 11. Transportation Accidents

Terrorism Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the Incident Commander and/or Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the Environmental Protection Agency may be necessary.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the Emergency Operations Center.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 11 – Transportation Accident

IA 11. Transportation Accidents

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Two and rail. normally	major types of transportation accidents are considered in this incident annex: air
fire	Motor vehicle accidents that occur on roadways within the City would not
involving	constitute a major emergency under the Emergency Operations Plan, unless
accidents.	hazardous materials or mass casualties/fatalities complicate the incident. Those
accident	contingencies are covered in other annexes. The Fire Department and City Police
Safety	Department will assume initial command if the transportation accident involves a
involving	and/or casualties and to secure the incident site. The Federal Aviation
	Administration has the authority and responsibility to investigate all accidents
	aircraft. The National Transportation Safety Board has the authority and
	responsibility to investigate accidents involving all aircraft and selected rail
	It is National Transportation Safety Board policy to be on the scene of a major
	as soon as possible. In minor aircraft accidents, the Federal Aviation
	Administration may respond to the scene instead of the National Transportation
	Board. The Department of Defense has the authority to investigate any accident
	military aircraft.

## IA 12. Utility Failure

Transportation Accidents	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Management Director and/or Emergency Management Coordinator.	
<input type="checkbox"/> Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City Emergency Operations Center.	
<input type="checkbox"/> Inform the Emergency Management Director and/or Emergency Management Coordinator of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager and Fire Department.	
<input type="checkbox"/> Assess the City's transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
<input type="checkbox"/> Develop alternate routes based on assessment of hazard threats to transportation infrastructure and based on input from the County Emergency Operations Center, Oregon Department of Transportation, and other road owners.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Notification of the occurrence of a transportation incident will come through the Lincoln City Dispatch Center or observance by field personnel.	
<input type="checkbox"/> 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.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Determine the type, scope, and extent of the hazardous materials incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>Incident Annex 4 – Hazardous Material Incident Annex</i>
<input type="checkbox"/> Develop alternate routes based on assessment of damages to City transportation infrastructure and based on input from the City Emergency Operations Center, Oregon Department of Transportation, and other road owners. Estimate emergency	



## IA 12. Utility Failure

Transportation Accidents	
Action Items	Supplemental Information
staffing levels and request personnel support.	
<input type="checkbox"/> City personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
<input type="checkbox"/> The City Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
<input type="checkbox"/> Contact the National Transportation Safety Board (Safety Office, 425-227-2000, 24 hours) prior to removing deceased victims or moving aircraft wreckage.	
<input type="checkbox"/> For railroad accidents, the Incident Commander should contact the railroad company's emergency response center, as well as the National Transportation Safety Board prior to removing any victims or wreckage.	
<input type="checkbox"/> Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
<input type="checkbox"/> Activate the City Emergency Operations Center and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> If appropriate, the Incident Commander (or designee) will activate the Emergency Alert System by contacting the National Weather Service to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
<input type="checkbox"/> Develop work assignments for Incident Command System positions ( <i>recurring</i> ).	<i>ICS Form 203 – Organization Assignment List</i>
<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City Emergency Operations Center for support.	
<input type="checkbox"/> Notify supporting emergency response agencies, Oregon Department of Transportation, National Transportation Safety Board, and Federal Aviation Administration if the accident involves an aircraft.	
<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
<input type="checkbox"/> Confirm or establish communications links among the City Emergency Operations Center, the County Emergency Operations Center, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of	

## IA 12. Utility Failure

Transportation Accidents	
Action Items	Supplemental Information
alternative communication equipment/channels.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and federal agencies that may be affected by the incident. Notify them of the status.	
For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified.	
Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	<i>Emergency Support Function 11 Annex of the County Emergency Operations Plan</i>
<input type="checkbox"/> Appoint a Public Information Officer to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
<input type="checkbox"/> Public information focusing on transit access points, control, and traffic control will be reviewed by the Chief of Police (or designee). Information will be approved for release by the Incident Commander and Lead Public Information Officer prior to dissemination to the public.	
<input type="checkbox"/> If necessary, establish a Joint Information Center staffed by Public Information Officers from various agencies.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
<input type="checkbox"/> Advise the County Emergency Operations Center and Oregon Department of Transportation of road restrictions and resource/support needs.	
<input type="checkbox"/> Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	
<input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, National Transportation Safety Board, and Federal Bureau of Investigation.	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as	<i>Basic Plan of the City Emergency</i>

## IA 12. Utility Failure

Transportation Accidents	
Action Items	Supplemental Information
applicable.	<i>Operations Plan</i>
<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
<input type="checkbox"/> Coordinate with the American Red Cross to provide Shelter and Family Referral Services through the Emergency Operations Center.	
<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels.	
<input type="checkbox"/> Develop an Incident Action Plan ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The Incident Action Plan should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the Incident Action Plan ( <i>recurring</i> ).	
<input type="checkbox"/> Record all Emergency Operations Center and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>Emergency Operations Center Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the Emergency Operations Center log.	
<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular periodic intervals, the Emergency Operations Center Director and staff will assemble a Situation Report.	<i>ICS Form 209 – Incident Status Summary</i>
RECOVERY/DEMOBILIZATION PHASE	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
<input type="checkbox"/> Coordinate with the American Red Cross to assist families affected by the transportation incident	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 – Demobilization Plan</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> If necessary, provide critical incident stress management to first responders.	

Transportation Accidents	
Action Items	Supplemental Information
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the City Emergency Operations Center.	
<input type="checkbox"/> Implement revisions to the City Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 12 – Utility Failure

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## IA 12. Utility Failure

**Note:** Most major power failures are the result of other incidents such as winter storms, earthquakes, etc. You should refer to the specific cause event checklist

Utility Failure Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Coordinate with local electric utilities for information affecting local jurisdictions, obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.	
<input type="checkbox"/> Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.	
<input type="checkbox"/> Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.	
<input type="checkbox"/> Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate stand by generators in their respective emergency plans.	
<input type="checkbox"/> Coordinate with local broadcast media to ensure timely and accurate Emergency Alert System activation.	
<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities, such as "What to do When the Lights Go Out."	
<input type="checkbox"/> Ensure that the public are informed to contact their electric utility to report outages.	
<input type="checkbox"/> Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.	
<input type="checkbox"/> Coordinate with the Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Establish Incident Command.	
<input type="checkbox"/> Identify immediate action or response requirements.	
<input type="checkbox"/> Immediately carry out those action requirements necessary to preserve life and or property, including the deployment of required resources.	
<input type="checkbox"/> Activate the Emergency Operations Center as appropriate.	



## IA 12. Utility Failure

Utility Failure Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Organize or establish the Emergency Operations Center, based on operational procedures.	
<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Establish communications with responding agencies.	
<input type="checkbox"/> Through communications with responding agencies determine as quickly as possible:	
<input type="checkbox"/> General boundary of the affected area.	
<input type="checkbox"/> The general extent of power or other utility disruption.	
<input type="checkbox"/> Immediate needs of response forces or utilities.	
<input type="checkbox"/> Estimated time of repair or duration of outage.	
<input type="checkbox"/> Estimated population affected.	
<input type="checkbox"/> Evaluate overall situation.	
<input type="checkbox"/> Communicate with National Weather Service for forecast information for estimated duration of outage/failure.	
<input type="checkbox"/> Establish communications with the State.	
<input type="checkbox"/> Establish communications with and request a liaison from electric and gas utilities as appropriate.	
<input type="checkbox"/> Establish ongoing reporting from the response forces and utilities.	
<input type="checkbox"/> Coordinate with the Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
<input type="checkbox"/> On order, evacuate effected areas using available response forces.	
<input type="checkbox"/> Conduct first staff briefing as soon as practical after Emergency Operations Center activation.	
<input type="checkbox"/> Activate or establish rumor control through the Public Information Officer.	
<input type="checkbox"/> Establish a schedule for briefings.	
<input type="checkbox"/> Brief City/County/agency/utility executives.	
<input type="checkbox"/> Provide the Public Information Officer with updated information.	
<input type="checkbox"/> Provide response forces with updated information, as appropriate.	

## IA 12. Utility Failure

Utility Failure Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Release causal information, via the Public Information Officer as soon as practical.	
<input type="checkbox"/> If appropriate, establish a Joint Information Center with the utility.	<i>Functional Annex 1 of the City Emergency Operations Plan</i>
<input type="checkbox"/> Issue action guidance as appropriate.	
<input type="checkbox"/> Establish 24/7 duty roster for the Emergency Operations Center and or command post.	
<input type="checkbox"/> Develop and post any required maps or diagrams.	
<input type="checkbox"/> Activate an events log.	
<input type="checkbox"/> Review and follow resource procurement procedure.	
<input type="checkbox"/> Inventory additional resources that may be used or called upon for use.	
<input type="checkbox"/> Activate formal resource request procedure and resource tracking.	
<input type="checkbox"/> Coordinate all resource requests being forwarded to the state.	
<input type="checkbox"/> Activate financial tracking plan coordinated by the Finance Officer.	
<input type="checkbox"/> Activate damage assessment and follow damage assessment procedure.	
<input type="checkbox"/> Develop a 12-hour Incident Action Plan outlining actions that must be accomplished in the next 12 hours.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Conduct a "second shift" or relieving shift briefing.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Discuss with and present to your relief, the Incident Action Plan for the next 12 hours.	
RECOVERY/DEMOBILIZATION PHASE	
<input type="checkbox"/> Gather damage assessment information (public, housing, business) from damage assessment teams.	
<input type="checkbox"/> Gather information from utilities regarding potential for additional immediate or prolonged outages.	
<input type="checkbox"/> Obtain information from the Red Cross regarding the number of sheltered and support necessary for continued operation.	<i>Functional Annex 2 of the City Emergency Operations Plan and American Red Cross Shelter Plans</i>

## IA 12. Utility Failure

Utility Failure Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Obtain from the Red Cross an estimated duration period for continued shelter operations, if any.	
<input type="checkbox"/> Assess citizen/community needs for individual assistance and or public assistance.	
<input type="checkbox"/> Activate local unmet needs committee if appropriate.	
<input type="checkbox"/> Gather financial information from the Finance Officer.	
<input type="checkbox"/> As appropriate, gather additional information to include:	
<input type="checkbox"/> Personnel that responded and the time involved in the response	
<input type="checkbox"/> Time sheets or time logs	
<input type="checkbox"/> Supplies used	
<input type="checkbox"/> Contracts issued	
<input type="checkbox"/> Purchase orders issued	
<input type="checkbox"/> Additional expenditures	
<input type="checkbox"/> Damages to public buildings, equipment, utilities, etc.	
<input type="checkbox"/> Loss of life of any public servant	
<input type="checkbox"/> Documents regarding economic impact	
<input type="checkbox"/> Develop or generate reports for the following, as appropriate:	
<input type="checkbox"/> Federal Emergency Management Agency	
<input type="checkbox"/> State	
<input type="checkbox"/> Local elected officials	
<input type="checkbox"/> County executives	
<input type="checkbox"/> Others requiring or requesting reports	
<input type="checkbox"/> Coordinate recovery organizations including federal and State agencies and private or volunteer relief organizations.	
<input type="checkbox"/> Establish donations management based on policy and procedure.	
<input type="checkbox"/> Local power outages are unlikely to lead to a Presidential declaration of disaster, however, if a Presidential declaration of disaster is made, file "Request for Public Assistance" to apply for assistance as soon as possible with the proper State or federal agency.	
<input type="checkbox"/> Ensure that public officials are made aware of the assistance application process, if applicable.	

## IA 12. Utility Failure

Utility Failure Incident Checklist	
Action Items	Supplemental Information
<input type="checkbox"/> Ensure that the general public is made aware, through the Public Information Officer, of the assistance application process, if applicable.	
<input type="checkbox"/> Perform an incident critique as soon as possible with all possible response organizations.	
<input type="checkbox"/> Review agency and self-performance.	
<input type="checkbox"/> Review and correct any weaknesses in the plan.	
<input type="checkbox"/> Implement hazard mitigation or modify hazard mitigation plan accordingly.	
<input type="checkbox"/> Brief elected officials with updated information and disaster recovery progress.	

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