COLUMBIA COUNTY, OREGON
Emergency Operations Plan

May 2010

Prepared for:

Columbia County

Prepared by:

ecology and environment, inc.
Global Environmental Specialists

Columbia County, Oregon
EMERGENCY OPERATIONS PLAN

Columbia County

Oregon

May 2010

Columbia County Emergency Management
230 Strand Street
St. Helens, OR 97051

Prepared by:

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Preface

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

This plan describes the roles and responsibilities of the departments and certain other agencies (including Special Districts) during major emergencies or disasters. The plan sets forth a strategy and operating guidelines using the National Incident Management System's Incident Command System adopted by the County for managing its response and recovery activities during emergencies and disasters. It is the intent of the County to integrate all emergency response systems into a program for comprehensive emergency management.

While the Emergency Manager is primarily responsible for the County's emergency response and recovery plans, this plan was developed with the assistance of the County's Homeland Security and Emergency Management Commission (HSEMC) and help from various other agencies and individuals in Columbia County. The County's approach to emergency planning is that such planning is a continuous process. The Emergency Manager will continue to coordinate planning needs for the plan by continuing the involvement of the HSEMC and other individuals and agencies that have responsibilities and interests in these plans.

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

■ **Basic Plan.** The Basic Plan provides an overview of the County's emergency organization and policies. It cites the legal authority for emergency operations, summarizes the situations addressed by the Emergency Operations Plan, explains the general concept of operations, and assigns general responsibilities for the phases of emergency management.

■ **Emergency Support Function Annexes.** Each annex focuses on one of the critical emergency functions the County will perform. The type and scope of an incident will dictate which annexes will be needed. Since annexes are to be used in conjunction with the Basic Plan, they should not repeat information that is already addressed.

■ **Incident Annexes.** Each annex provides additional hazard-specific information that can be used by the emergency management organization in responding to a particular incident.

Letter of Promulgation

Government at all levels has the responsibility to plan for and respond to disasters resulting from all hazards. In view of this fact, the Board of County Commissioners has established an Emergency Management Program, through its Department of Emergency Management, to provide overall planning and coordination for disasters. Disasters may require County government to operate in a manner different from normal, day-to-day routines and may seriously over-extend County resources. This Emergency Operations Plan provides specific guidance to County Departments, emergency responders, and other agencies operating within Columbia County during disasters. If the County is unable to provide adequate coverage for a particular resource or potential hazard, alternate sources or contingency plans shall be developed within political and budgetary constraints.

The accomplishment of Emergency Management goals and objectives depends upon the development and maintenance of competent staff, adequate funding, and familiarization by County and emergency response agency personnel with their disaster responsibilities and this plan.

It is hereby directed that Emergency Management annually review this Emergency Operations Plan (EOP) and their disaster responsibilities prior to July 1. Plan activation or exercise participation will serve as review. Thorough familiarity with this EOP will result in the efficient and effective execution of disaster responsibilities and in better service to the citizens of Columbia County.

Government entities complying with this Emergency Operations Plan shall not be liable for injury, death, or loss of property except in the case of willful misconduct or gross negligence.

This Plan supersedes any previous Emergency Operations Plans.

Dated this _____ day of _____ 2010.

BOARD OF COUNTY COMMISSIONERS
FOR COLUMBIA COUNTY, OREGON

By: _____
      Rita Bernhard, Chair

By: _____
      Tony Hyde, Commissioner

By: _____
      Earl Fisher, Commissioner

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Plan Administration

The Columbia County Emergency Operations Plan, including appendices and annexes, will be reviewed annually or as appropriate after an exercise or incident response. The plan will be formally re-promulgated by the County once every five years.

Record of Plan Changes

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

Date	Change No.	Summary of Changes
2010	Original Release	

Plan Distribution List

Copies of this plan have been provided to the following jurisdictions, agencies, and persons. Updates will be provided, when available. Recipients will be responsible for updating their respective Emergency Operations Plans when they receive changes. The County Emergency Manager is ultimately responsible for all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person

Emergency Operations Plan Assignments

Unless otherwise stated, the following table identifies agencies responsible for the review of specific plan sections and annexes. Changes will be forwarded to the Emergency Manager for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	Department of Emergency Management
Emergency Support Function Annexes	
ESF 1 Transportation	Columbia County Road Department Oregon Department of Transportation
ESF 2 Communications	Columbia County Emergency Management Columbia 9-1-1 Communications District
ESF 3 Public Works and Engineering	Columbia County Road Department City Public Works Departments
ESF 4 Firefighting	Local Fire Districts Oregon Department of Forestry
ESF 5 Emergency Management	Columbia County Emergency Management
ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	Columbia County Emergency Management Columbia Health District American Red Cross
ESF 7 Logistics Management and Resource Support	Columbia County Emergency Management
ESF 8 Public Health and Medical Services	Columbia Health District Emergency Medical Services Providers
ESF 9 Search and Rescue	Columbia County Sheriff's Office
ESF 10 Oil and Hazardous Materials	Columbia County Emergency Management Local Fire Districts Regional HazMat Teams
ESF 11 Agriculture and Natural Resources	Columbia County Emergency Management Columbia Health District Columbia County Animal Control
ESF 12 Energy	Columbia County Emergency Management Public Utility Districts
ESF 13 Public Safety and Security	Columbia County Sheriff's Office Local Police Departments
ESF 14 Long-Term Community Recovery	Columbia County Emergency Management Community Action Team
ESF 15 External Affairs	Columbia County Emergency Management

Section/Annex	Responsible Party
Support Annexes	
SA A Evacuation	Columbia County Sheriff's Office
Incident Annexes	
IA 1 Severe Weather	Columbia County Emergency Management
IA 2 Flood (Including Dam Failure)	Columbia County Emergency Management
IA 3 Drought	Columbia County Emergency Management
IA 4 Wildfire	Local Fire Districts and Departments Oregon Department of Forestry
IA 5 Hazardous Materials	Local Fire Districts and Departments
IA 6 Earthquake/Seismic Activity	Columbia County Emergency Management
IA 7 Volcano	Columbia County Emergency Management
IA 8 Transportation Accident	Columbia County Sheriff's Office
IA 9 Terrorism	Columbia County Sheriff's Office
IA 10 Radiological Incident	Columbia County Emergency Management
IA 11 Public Health–Related	Columbia Health District
IA 12 Animal and Agriculture–Related	Columbia County Emergency Management Columbia County Animal Control

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Emergency Support Functions
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ESF 2 – Communications
ESF 3 – Public Works and Engineering
ESF 4 – Firefighting
ESF 5 – Emergency Management
ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services
ESF 7 – Logistics Management and Resource Support
ESF 8 – Public Health and Medical Services
ESF 9 – Search and Rescue
ESF 10 – Oil and Hazardous Materials
ESF 11 – Agriculture and Natural Resources
ESF 12 – Energy
ESF 13 – Public Safety and Security
ESF 14 – Long-Term Community Recovery
ESF 15 – External Affairs

Support Annexes
SA A – Evacuation

Incident Annexes
IA 1 – Severe Weather/Landslides
IA 2 – Flood (Including Dam Failure)
IA 3 – Drought
IA 4 – Wildfire
IA 5 – Hazardous Materials (Accidental Release)
IA 6 – Earthquake/Seismic Activity
IA 7 – Volcanic Activity
IA 8 – Transportation Accidents
IA 9 – Terrorism
IA 10 – Radiological Incident
IA 11 – Public Health–Related
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Basic Plan

1 Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for Columbia County's (County's) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the County will combine technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers. Specifically, this EOP describes the roles and responsibilities of the County departments and personnel when an incident occurs, and it establishes high-level guidance that supports implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The County views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and culture. The Emergency Manager will maintain the EOP through a program of continuous improvement, including ongoing involvement of County departments and of agencies and individuals with responsibilities and interests in this plan and supporting annexes.

1.2 Purpose and Scope

1.2.1 Purpose

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

The purpose of the Basic Plan is to:

- ■ Provide a description of the legal authorities upon which the County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers;

- ■ Describe the context under which the County will respond to an incident, including a community profile and discussion of hazards and threats facing the community;

■ Assign and describe roles and responsibilities for the County agencies tasked with emergency preparedness and response functions;

■ Describe a concept of operations for the County that provides a framework upon which the County will conduct its emergency operations and coordinate with other agencies and jurisdictions;

■ Describe the County's emergency response structure, including activation and operation of the County Emergency Operations Center (EOC) and implementation of the ICS; and

■ Discuss the County's protocols to maintain and review this EOP, including training, exercises, and public education components.

The Basic Plan is supplemented by Emergency Support Function (ESF) Annexes and Incident Annexes (IAs).

■ ESF Annexes focus on critical operational functions and the positions responsible for carrying them out. These annexes clearly describe the policies, processes, roles, and responsibilities that agencies and departments carry out before, during, and after any emergency.

■ IAs focus on the special planning needs generated by each particular hazard and contain unique and regulatory response details that apply to a single hazard.

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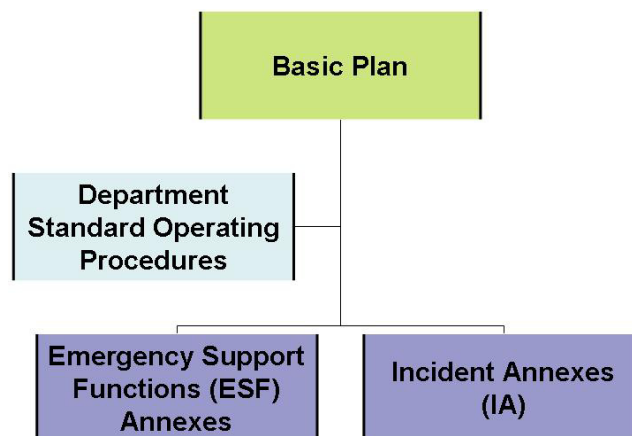
1.2.2   Scope

The County EOP is intended to be invoked whenever the County must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or man-made disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof. Notwithstanding its Countywide reach, this plan is intended to guide only the County's emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special

districts, and other public- and private-sector entities within the County, but not supplanting or taking precedence over them.

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

1.2.3   Mission

The mission of County Emergency Management is to provide an effective Countywide emergency management program that includes mitigation, preparedness, and response and recovery capabilities for major emergencies and disasters to minimize the loss of life, property, and resources. Developing, maintaining, and using this plan constitute a major component of the emergency management program.

1.3   Relationship to Other Plans

Homeland Security Presidential Directive-5 (HSPD-5) directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer NIMS and the NRF. NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and a coordinated command structure to help facilitate a more efficient response among departments and agencies at all levels of government and, if necessary, spanning across jurisdictions.

The NRF organizes the types of Federal response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned to maintain and coordinate response activities. Oregon's EMP, Volume II, follows the ESF format in designating similar State Support Functions.

1.3.1   State of Oregon Emergency Management Plan

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State of Oregon (State) and provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- ■ *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections

include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.

■ *Volume II: Emergency Management Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.

■ *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

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

■ The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency;

■ The Governor issues a "State of Emergency";

■ A Statewide disaster is imminent or occurring;

■ Terrorist activities or Weapons of Mass Destruction (WMD) incidents are occurring or imminent;

■ An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University and Reed College;

■ A community emergency (or other appropriate Chemical Stockpile Emergency Preparedness Program Emergency Classification Level) involving the Umatilla Chemical Depot occurs;

■ A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;

■ A geographically limited disaster requires closely coordinated response by more than one State agency; and/or

■ An affected city or county fails to act.

1.3.2   Continuity of Operations and Continuity of Government Plans

Planning for continuity of operations (COOP) is a key component of Columbia County's emergency management program. The County is currently undergoing a process to develop COOP plans for all County departments. These plans may be used in conjunction with the EOP during various emergency situations. The COOP/continuity of government (COG) plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of these plans identify essential functions of local government, private sector businesses, and community services and delineate procedures developed to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Identification and prioritization of essential functions;

- Establishment of orders of succession for key positions;

- Establishment of delegations of authority for making policy determination and other decisions;

- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework;

- Development of interoperable communications systems;

- Protection of vital records needed to support essential functions;

- Management of human capital;

- Development of a Test, Training, and Exercise Program for continuity situations;

- Devolution of Control planning; and

- Reconstitution and resumption of normal operations.

1.3.3   Natural Hazard Mitigation Plan

Since 2000, the Oregon Partnership for Disaster Resilience (OPDR) at the University of Oregon has been working with OEM, the Federal Emergency Management Agency (FEMA) Region Ten, and local governments statewide to coordinate the OPDR's activities in a manner consistent with FEMA's Interim Final Rule 44 Code of Federal Regulations (CFR) Part 201, published in February 2002, which requires states and communities to develop natural hazard mitigation plans to apply for FEMA Pre-Disaster Mitigation project funding and other hazard mitigation grant programs. The Columbia County Hazard Mitigation Plan was updated and approved in 2009.

1.4   Authorities

The following section highlights significant County and State regulations and plans governing activities for responding to major emergencies and disasters.

Under the provisions of HSPD-5, the Secretary of Homeland Security is the principal Federal official for domestic incident management.

1.4.1   Legal Authorities

In the context of the County EOP, a disaster or major emergency is defined 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 Board of County Commissioners (BOCC) to declare a state of emergency.

As approved by the BOCC, per County Order Number 35-99, County Emergency Management has been identified as the lead agency in the Emergency Management Organization (EMO). Emergency Management has the authority and responsibility for the organization, administration, and operations of the EMO.

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

Table 1-1   Legal Authorities
Federal
– Federal Civil Defense Act of 1950, PL 81-950 as amended
– The Disaster Relief Act of 1974, PL 93-288 as amended
– Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
– Title III, of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended
– CFR, Title 44. Emergency Management Assistance
– EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988
– EO 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984
State of Oregon
– ORS Chapter 131, Procedure in Criminal Matters Generally
– ORS Chapter 401, Emergency Management and Services
– ORS Chapter 402, Emergency Mutual Assistance Agreements
– ORS Chapter 403, Public Communications Systems
– ORS Chapter 404, Search and Rescue
– ORS Chapter 431, Administration of Health Laws
– ORS Chapter 433, Public Health and Safety
– ORS Chapter 476, Protection from Fire (Conflagration Act)
– Executive Order of the Governor

Table 1-1   Legal Authorities
Columbia County
– Columbia County Order Number 4-99, January 27, 1999 (establishing internal work priorities during times of emergency)
– Columbia County Order Number 35-99, June 9, 1999 (establishing an Emergency Management Department separate from the General Services Department)
– Homeland Security and Emergency Management Intergovernmental Agreement

1.4.2   Mutual Aid and Intergovernmental Agreements

State law (ORS Chapter 402) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that state statutes do not provide umbrella protection except in the case of fire suppression, pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

Existing Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU) are identified in Appendix D of this plan. Copies of these documents can be accessed through County Emergency Management. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.5 Emergency Powers

1.5.1   Declaration of Emergency

Under ORS 401, a local state of emergency may be declared by any two County officials listed by the County Emergency Management Ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. Assistance will be requested from neighboring jurisdictions in accordance with existing MAAs and then through the State when the emergency's requirements exceed local government's capability to respond.

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

The following documents need to be forwarded to the BOCC for action:

■ BOCC Order declaring an emergency (see Appendix A for Sample Disaster Declaration Forms), including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster;

■ Supporting documentation or findings, as determined necessary by the Chair of the BOCC or successor; and

■ Letter to the Governor advising of the County's declaration and the request for a State declaration as appropriate, as well as any requests for assistance.

Requests for State assistance should be forwarded to OEM as soon as practical. These requests may be sent via fax as the most expedient method accessible (if operable and available). The OEM fax number is (503) 588-1378. The original, signed copy will be either mailed or hand-delivered, whichever is most secure and appropriate in a given situation.

Requests for State/Federal assistance need to include:

■ Language stating that local and County mutual aid resources are depleted, or nearly so;

■ Time element - expected duration of event or expected time required to gain control; and

■ Specific assistance requested (e.g., type and quantity of equipment needed, purpose for which it is needed, and location of the area in need). Multiple requests on the same declaration may be necessary. These should be as detailed as possible and explain the requested mission, not the parties who could provide for the requested resources.

If circumstances prohibit timely action by the BOCC, the BOCC Chair or the succeeding Commissioner may verbally declare a state of emergency. For purposes of the immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration. A formal review before the BOCC will follow as soon as prudently possible, with a signed order replacing the emergency order.

1.5.2 Lines of Succession

Table 1-2 provides the policy and operational lines of succession during an emergency for the County.

Table 1-2 Lines of Succession	
Emergency Operations	**Emergency Policy and Governance**
Director of Emergency Management	BOCC Chair
Emergency Management Coordinator	Any Commissioner
UASI Coordinator	

Each County department is responsible for pre-identifying lines of succession in management's absence. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. The Emergency Management Department will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

1.5.3   Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the County Emergency Manager to the Director of OEM according to provisions outlined under ORS Chapter 401. Refer to ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the County.

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

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal, in close coordination with the Fire Defense Chief. The Act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency

Resource Typing

Resource typing is a method for standardizing nomenclature used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

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

situations. The local Fire Chiefs assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act. More information about wildfires in the County can be found in the State Fire Services Mobilization Plan and the Columbia County Community Wildfire Protection Plan.

1.5.4   Financial Management

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

County finance during emergencies is handled through the Finance Section of the EOC in conjunction with the County's Finance Department. City governments and special districts will handle financial management, in accordance with their emergency plans and procedures.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Finance and Human Resources Departments 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.

1.5.5   Liability Issues

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

Under Oregon law, all local jurisdictions are members of a statutorily created mutual assistance compact (ORS Chapter 402). This compact, meant to streamline the mutual aid process, allows local jurisdictions to request assistance from another local government to prevent, mitigate, respond to, or recover from an event that overwhelms the requesting jurisdiction's available resources. Assistance may also be requested for training, drills, or exercises.

Requests may be either written or oral, although if a request for assistance is made orally, the responding government must document its response within 30 days of the request. Under these provisions, employees from another jurisdiction providing assistance to the County are agents of the County. The County must defend, save harmless, and indemnify these employees as it would its own employees. Should an employee of a responding government sustain injury in the course of providing requested assistance, he or she is entitled to all applicable

benefits, including workers' compensation, normally available while performing regular duties for the responding local government. The County is not obligated to provide resources to the requesting jurisdiction.

This language supplements other State law authorizing local governments to enter into cooperative assistance agreements with public or private entities for reciprocal emergency aid and resources. The County may request and utilize the services, equipment, supplies, and facilities of departments, offices, and agencies of the State and local governments. Except in cases of willful misconduct, gross negligence, or bad faith, emergency service workers acting under these provisions will not be held liable for the death or injury of any person, or damage or loss of property, as a result of that activity.

Note that under the Emergency Conflagration Act, the Governor (or other authorized State officer) may make available for use and duty in any county, city, or district any part of the local fire-fighting forces and equipment in response to fire, a heightened danger of fire, or a significant reduction in available fire-fighting resources. Response personnel acting under these provisions will be considered agents of the State and will not be held liable for any injury to person or property resulting from the performance of their duties.

1.6 Safety of Employees and Family

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

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to providing overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration (OSHA) may provide assistance and guidance on worker safety and health issues. Information regarding emergency procedures and critical tasks involved in a

biological emergency incident or disease outbreak is presented in ESF 8 – Public Health and Medical Services and IA 11 – Public Health–Related Incidents.

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

2 Situation and Planning Assumptions

2.1 Situation

Columbia County 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, and winter storms. War-related incident such as a nuclear, biochemical, or conventional attack also pose a potential threat. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, and acts of terrorism.

2.1.1 Community Profile

Columbia County is located in the northwestern corner of Oregon and is bordered by the state of Washington across the Columbia River to the north and east, Washington and Multnomah Counties to the south, and Clatsop County to the west.

As of 2008, the County population was approximately 48,500, with a large portion of the population living in rural areas. St. Helens, consisting of 12,000 residents, is the largest population center and the County Seat. It lies at approximately 122 degrees latitude and 46 degrees longitude, with a mean elevation of 42 feet above mean sea level. The average temperature is 40.6 degrees Fahrenheit in January and 62.4 degrees in July. Average annual precipitation is 59.93 inches. Outside the cities, the County is composed primarily of timber and agricultural lands supporting crops, cattle, and lumber operations, along with natural gas drilling and rock quarrying.

Approximately 60 percent of the workforce commutes to jobs outside of the County or from one end of the County to the other during the week.

State Highway 30 and Portland & Western Railroad run parallel to the Columbia River along the eastern and northern edges of the County and divide the cities of Scappoose, St. Helens, Columbia City, Rainier, and Clatskanie. These transportation routes enter the County from the south through Multnomah County and leave the County at Westport to the west through Clatsop County. Highway 30 is a major transportation route between the northern coastal area and the Portland metropolitan area.

The Columbia River is a major international waterway into the Port of Portland. Large ocean-going vessels and barges are common traffic, as are recreational boaters, sports fishermen, and other water recreationists.

Figure 2-1   Map of Columbia County

2.1.2   Hazard Analysis

In the Hazard Analysis, each of the hazards and threats described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each discrete hazard as a singular event.

Table 2-1	Columbia County Hazard Analysis Matrix				
Hazard	**Rating Criteria with Weight Factors**				**Total Score**
	History [1] (WF=2)	**Vulnerability [2] (WF=5)**	**Max Threat [3] (WF=10)**	**Probability [4] (WF=7)**	
Score for each rating criteria = *Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)*					
Earthquake	10	100	100	7	**217**
Wildland/Urban Interface Fire	10	50	10	35	**105**
Flood	20	100	100	70	**290**
Hazardous Materials	10	50	50	70	**180**
Transportation Accident	20	50	50	70	**190**
Severe Weather	20	100	100	35	**255**
Multiple Casualty Incident	20	10	10	70	**110**
Civil Disorder/Terrorism	2	10	10	7	**29**
Volcanic Eruption	2	50	50	7	**109**
Drought	10	10	50	35	**105**

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

2.1.3   Hazard Profiles

Considering the hazards analysis criteria shown above, the following hazards are considered to be of greatest risk to Columbia County. Note that risk is based on Level 2 events (see Concept of Operations), not worst case incidents.

2.1.2.1   Flood (River and Tributaries)

The Columbia River and its tributaries have a long history of flooding. Major flooding in the Columbia Basin and the coastal streams usually results from several days of moderate to heavy rain extending over the entire basin. When combined with sharply rising air temperatures and a warm southerly wind, the melting of a heavy snow pack on the middle and upper slopes of the Cascades greatly increases the flood potential.

During the last 35 years, two major floods and three lesser floods have occurred. The December 1964 flood was rated "approximately a 100-year flood" by FEMA

and was probably the most damaging in Oregon's history, with over $157 million in losses, seven lives lost, and thousands left homeless.

During the February 1996 flood, most of the streams in Columbia County overflowed their banks, as they did in 1964. A significant portion of Vernonia was inundated during the 1996 flood, when the Nehalem River probably reached a 500-year mark.

In December 2007, the Nehalem Valley was hit by another significant flood that affected some areas worse than the 1996 flood. Damages from the FEMA federal declaration for Columbia County are estimated at $100,000,000. This includes approximately 800 structures that sustained more then 25% damage. Individual housing units from FEMA were placed in Vernonia for 21 families. This is the first time housing units were brought into the state of Oregon for a County-declared emergency. This flood resulted in changes to the flood plain maps and the flood ordinance in Columbia County.

2.1.2.2 Landslide/Debris Flow

Because of the steep hills and mountainous terrain in the County, landslides will continue to be a high threat. This hazard may include the down-slope movement of rock, soil, or other debris or the opening of sinkholes. Although these hazards can also be associated with other incidents, such as earthquake or volcanic eruptions, floods appear to be the most likely precursor to a landslide in Columbia County. In the winter storm and flood of 2007, a major mudflow occurred along Highway 30 and destroyed five homes.

2.1.2.3 Winter Storms

The hazard of winter storms generally involves severe snow and ice storms that can result in power outages and disruption of transportation. The characteristics of this hazard are determined by a variety of meteorological factors, such as the amount of snow or rainfall, air temperature, wind velocity and temperature, ground saturation, or snow pack conditions. Extended power failures resulting from winter storms can create serious difficulty for critical care facilities and people on life support systems. In addition, other critical services often require electricity to function, so loss of power could cause failure of water, heating, and sewage systems, creating life safety and health problems should extended outages occur.

Some areas of the County are more often subject to storm risk that others; however, these areas are primarily in the higher elevations of the Coastal Range of Oregon, including the Nehalem Valley.

2.1.2.4 Windstorm/Tornado

Other hazards related to weather may include windstorms or tornadoes. Windstorms, such as those that occurred in 1995 and 2006, may arise suddenly and can create damage to homes and property and disrupt vital utilities. Tornadoes touch down in the Pacific Northwest periodically and, although there

has been no major property damage from a tornado, a 1975 event in Vancouver caused several deaths when a tornado hit a shopping center. As recently as 2008, a major snowstorm in the County caused enough damage to warrant a Presidential Declaration of Disaster. The National Weather Service monitors weather trends and, when conditions are such that a windstorm or tornado is likely, issues special watches or warnings.

2.1.2.5   Earthquake

Earthquakes are created by movement along faults within the earth's crust. This movement generates regional and localized ground shaking and/or soil liquefaction. After the initial seismic event, tremors or aftershocks can occur for an extended period, resulting in continuing structural damage. Several fault lines are known to run throughout the northwest region of Oregon, with further geologic analyses ongoing. Recent evaluation of the earthquake potential in the Pacific Northwest indicates that the earthquake threat has been underestimated, and that this area could experience an earthquake in the offshore Cascadia Subduction Zone measuring in excess of 9.0. An earthquake of this magnitude would cause heavy loss of life, devastation of public and private property, and infrastructure damage.

Oregon has a history of earthquake activity, primarily in the moderate 5–6 magnitude range, e.g., the 5.6 magnitude shallow crustal type earthquake that occurred near Scotts Mills in March 1993. Another earthquake, the "Nisqually," was a 6.8 magnitude intra-plate earthquake that severely rocked the Puget Sound area in 2001.

Earthquakes are potentially the most severe hazard for the general population of any of the hazards that may occur in Columbia County. Even though the likelihood of a major earthquake appears remote, the tremendous potential for widespread injury, death, and property damage warrants priority attention. This should include a continuous effort by all levels of government to educate everyone regarding the need for personal preparedness, mitigating the effects of earthquake through higher construction standards, and maintaining a high level of emergency response capability.

2.1.2.6   Transportation Accident

Transportation accidents may include major incidents involving motor vehicles, trains, aircraft, or vessels. An additional hazard is created by a major natural gas pipeline crossing the county. Hazards increase significantly if incidents include fire or explosion, release of hazardous materials, or large numbers of casualties. Railroad tracks carrying both freight and passenger trains travel through the County. A large number of ships traverse the Columbia River, along the border of Columbia County, including some international traffic. The Port of St. Helens has an airport located in the City of Scappoose, Vernonia has airport facilities, and flight paths for Portland International Airport pass over parts of the County.

2.1.2.7   Hazardous Materials

The ever-increasing use of hazardous materials poses a serious threat to life, property, and the environment. These products, which are used in agricultural, industrial, and other modern technologies, are becoming increasingly complex, with many new products developed and introduced annually. Incidents involving the release of hazardous materials may occur during handling at industrial facilities using such materials or during their transportation by rail or highway. Hazardous materials are transported along Highway 30 and the railway through the County each year. Hazardous materials incidents could include the release of radiological materials in accidents at fixed sites, during transportation, or resulting from an accidental weapon detonation.

In 2008, Columbia County's Community Emergency Planning Association (CEPA) Community Awareness Emergency Response (CAER) group evolved into the first Local Emergency Planning Committee (LEPC) in Oregon. The LEPC continues to be proactive and involves representation from industry and local government.

2.1.2.8   Multiple Casualty Incident

Columbia County has been fortunate in having very few multiple casualty incidents. The County lies under the approach and departure paths of airplanes using Portland International Airport. The likelihood of a multiple casualty incident happening in Columbia County is increasing. The lower Columbia River area is known for heavy fog, heavy rain showers, and icy conditions that make surface travel difficult at times. Additionally, population growth in the greater Portland metropolitan area has led to increased commercial airline and private aircraft traffic. This, combined with the often poor weather conditions, increases the risk of a major airliner crash or multi-vehicle accident on Highway 30 in the future.

2.1.2.9   Volcano

Mt. St. Helens, located across the Columbia River in Washington State, is an active volcano less than 40 miles away from Columbia County. Mt. St. Helens erupted three times in 1980, and Columbia County received ash fall from all three eruptions. The last eruptions of Mt. St. Helens occurred throughout an active period of 2005–2007. Other risks associated with a volcanic eruption include lava and mudflows, river flooding, destruction of property and woodlands, and risk to watersheds. Nearby Mt. Hood, which was the subject of a "Notice of Potential Hazard" issued by the U.S. Geological Survey on August 4, 1980, is less than 65 miles from Scappoose and St. Helens. All of Columbia County is subject to ash fall from both Mt. Hood and Mt. St. Helens. While not likely to be life-threatening because of the distance between the heavily populated areas of Columbia County and the Cascade volcanoes, heavy ash fall would create a unique experience and disruption to daily life that would require a major response by government to coordinate the dissemination of information to the public.

2.1.2.10 Wildfire

Over half of the County's land mass is forested, and wildfires are a natural part of the forest ecosystem in Columbia County. In fact, wildfires have shaped the forests and rangelands valued by Columbia County residents and visitors. However, decades of timber harvest and aggressive fire suppression have significantly altered the area's forest composition and structure. The result is an increase in the wildfire hazard as forest vegetation has accumulated to create a more closed, tighter forest environment that tends to burn more intensely than in the past. The exposure to wildfire hazards is also increasing, as recent population growth has spurred more residential development close to the forests in what is referred to as the wildland urban interface. As development encroaches upon forests with altered fire regimes that are more conducive to larger, more intense fires, the risk to life, property, and natural resources continues to escalate. Columbia County recently experienced a small, 30+-acre wildfire in the summer of 2009.

The risk of a natural cover/wildland fire threatening residences within the County is increasing with the increasing development and use of forest lands. Though the frequency of large fires is not high in this area, their potential exists under the right conditions and locations to realize public safety threats and to result in significant property damage/loss. Fires within the wildland-urban interface are complex and require an effective inter-agency effort to minimize threats to life, property, and natural resources.

2.1.2.11 Drought/Extreme Heat

Columbia County is subject to heat extremes, with temperatures periodically climbing to 100 degrees or more. Many residences lack air conditioning or cooling systems, creating an environment especially hazardous to the elderly and others with certain medical conditions. Currently, it is the responsibility of local fire districts and city governments to open cooling shelters when necessary.

Drought conditions involve a period of prolonged dryness resulting from a lack of precipitation or diversion of available water supplies. Columbia County has suffered periods of drought in the past; however, the main impact has been to agriculture, fish and wildlife, and fire risk, which has increased. A severe drought could require strict conservation measures to ensure that an adequate supply of potable water is maintained.

2.1.2.12 Terrorism/Civil Disorder

In recent years, serious threats toward government have occurred throughout the U.S., including the 1995 bombing of the Oklahoma City Federal Building, the 1994 World Trade Center bombing in New York City, and the September 11, 2001, aircraft attacks on the World Trade Center Twin Towers and the Pentagon Building. In Columbia County, one of the major mill-owned tree farms near Clatskanie was recently the target of a terrorist attack by the Earth Liberation Front.

Terrorism can intimidate a population or government into granting the demands of the perpetrators. This hazard is most often associated with insurrection, revolution, or making a political statement and may include threats to cause mass death or damage to critical infrastructure. Separatist groups such as cults, survivalists, and militias have used terrorism in the past to gain attention to their cause. A terrorist incident may involve the use of WMD, including biological, nuclear, incendiary, chemical, or explosive materials. Columbia County is part of the Urban Area Security Initiative (UASI) region, along with the counties of Washington, Clackamas, Multnomah in Oregon and Clark County, Washington, and the City of Portland. The regional planning, equipping, organization, training, and exercising has helped increase the area's preparation for terrorism incidents and other hazards.

2.2 Assumptions

The assumptions upon which this EOP is predicated are outlined below.

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

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

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

■ Proper implementation of this plan will reduce or prevent disaster-related losses.

■ Federal support will be forthcoming via the disaster declaration processes outlined in Federal law. The response of some Federal agencies and resources, such as the Federal Bureau of Investigation, will be almost immediate; however, most will arrive on a more protracted timeline, ranging from 48 to 72 hours or even longer for some events.

■ Columbia County government will have adequate communications necessary to respond to a disaster. The regional Tactical Interoperable Communications Plan procedures will be used when necessary for multi-discipline/jurisdictional response.

■ Should a regional event take place, a regional Emergency EOC may be established to coordinate public information, limited resource allocation, and policy decisions.

■ Anyone who takes the command position will be trained to use ICS and will meet the NIMS-approved competency for Incident/Unified Command.

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3 Roles and Responsibilities

3.1 General

The BOCC for Columbia County is charged by ORS 401.305 with the responsibility of establishing an emergency management agency, implemented through the adoption of the County's Emergency Ordinances. The Emergency Manager is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the seven incorporated communities of Columbia County, will provide a coordinated response to a major emergency or disaster

The following outline of organizational responsibilities and task assignments for disaster response is presented primarily from the County government perspective. However, it includes some agencies and organizations that are not a part of government but have an assigned role to play in the County's disaster response.

3.2 Emergency Management Organization

As stated above, the County's Department of Emergency Management was created to coordinate the ongoing activities of the emergency management program. A larger EMO, consisting of the Policy Group and the EOC staff, has been established to direct emergency response operations.

The governing body of County government, the BOCC, is the nucleus around which the Policy Group is developed. This group will be composed of both elected and appointed officials from County departments and city and/or State governments, as determined by the needs of the situation and at the discretion of the BOCC Chair. They will oversee the Countywide response, as coordinated by the County EOC staff.

The EOC staff is composed of representatives of County Emergency Management, other County departments (with major emergency response responsibilities), city and State government, and other community agencies, as determined by the needs of the situation. The EOC staff will work under the ICS structure.

Components of the EMO are outlined below.

3.2.1   Board of County Commissioners

The BOCC is the chief legal, fiscal, and political body of the County. By law and tradition, this arm of government is responsible for the general safety and well being of the citizens and for policy decision-making.

The major functions of the BOCC are to provide fiscal support, provide policy level guidance to the Incident Commander (IC), impose necessary restrictions, and make high-level decisions that provide input for strategic goals. The BOCC is briefed by the Policy Group and IC on daily activities. When appropriate, the BOCC will declare a local emergency and request a Governor's emergency declaration. During a declared emergency, they have authority to establish spending authorities and exemptions to existing law. They are also responsible for ensuring that essential information is communicated to the public.

The BOCC's responsibilities include the following:

- Ensure continuity of County administration.

- Support the County in alerting and warning the public (*see ESF 2 – Communications*).

- Ensure continuity of government.

- Ensure County NIMS compliance.

- Coordinate dignitary/Very Important Person (VIP) visits with the Joint Information Center (JIC) (*see ESF 15 – External Affairs*).

- Provide necessary direction, guidance, and support to the EOC and County government.

- Ensure that accurate financial records are maintained.

- Ensure that all departments are trained to the appropriate NIMS level.

- Assign trained EOC staff and ensure that the County follows NIMS ICS.

- Coordinate accurate, timely public information messages with the JIC/Joint Information System (JIS) (*see ESF 15 – External Affairs*).

3.2.2   Policy Group

The Policy Group is referred to in this plan as a single body and includes the Sheriff, County Council, and all department heads. Depending on the extent of a disaster, this group may be expanded to include elected and appointed officials from other affected agencies. The members of the group include both elected and appointed executives with certain legal responsibilities. Major policy issues

affecting the County are decided by this group and coordinated with the IC in the EOC.

Policy Group responsibilities include the following.

- Provide strategic guidance.

- Ensure accurate financial accounting.

- Provide strategic resource management guidance to the EOC/Department Operations Center (DOC) ICs.

- Coordinate departmental support to incident command organizations, and oversee continuity of government operations.

3.2.3   Emergency Operations Center

The County EOC is the primary facility for management of County—and oversight of Countywide—activities and coordination. It establishes strategic goals for County and Countywide activities, manages resources and information, and coordinates with the State and other outside agencies (*see ESF 5 – Emergency Management*).

The EOC is established as a location from which County officials can receive information pertaining to an incident and from which they can provide direction, coordination, and support to emergency operations. The EOC is staffed by County personnel and others who are assigned to specific positions within the EOC's ICS organizational structure. EOC staff will provide information and recommendations to the IC to help determine a course of action to respond to, contain, control, and recover from an emergency.

EOC responsibilities include the following.

- Receive emergency warnings and assist in coordinating countywide alert and warning systems (*see ESF 2 – Communications*).

- Provide emergency information and instructions to the general public, as well as private institutions, business, industry, and disaster relief organizations (*see ESF 15 – External Affairs*).

- Coordinate public information collection and dissemination (*see ESF 15 – External Affairs*).

- Coordinate command decisions and prioritization of response activities.

- Collect, collate, display, and assess situation reports (*see Appendix B – ICS Forms*).

■ Coordinate and disseminate situation and resource status information to the DOC, Fire Operations Centers, local EOCs, regional EOC (if activated), and the State ECC.

■ Analyze information and process it into usable and relevant intelligence to assist with command decisions.

■ Set strategic goals for County and Countywide actions.

■ Develop tactical objectives for department actions where those departments are not represented by a DOC.

■ Provide resource support to DOCs and other local agencies (*see ESF 7 – Logistics Management and Resource Support*).

■ Coordinate the Initial Damage Assessment process Countywide (*see ESF 3 – Public Works and Engineering*).

■ Manage implementation of large-scale evacuation (*see ESF 1 – Transportation*).

■ Manage the implementation of mass shelter and arrangements for evacuees (*see ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services*).

■ Request assistance from the State and other external sources.

■ Prioritize resource allocations.

■ Receive requests for assistance and emergency information from the public.

■ Establish guidelines for ordering, use, and release of resources to meet emergency needs (*see ESF 7 – Logistics Management and Resource Support*).

■ Document incident activity.

■ Track costs.

■ Establish and maintain contact with:

  ● Federal agencies,

  ● Private agencies that assist in emergency operations, and

  ● General public business, industry, community organizations, and disaster relief agencies.

3.2.4   Joint Information Center/System

The County EOC includes a public information process. When incident demands require, the Emergency Public Information function can be expanded into a JIS. Public Information Officers (PIOs) from multiple agencies and jurisdictions will work together to provide information regarding the incident and recommended actions for public benefit (*see ESF 15 – External Affairs*).

JIC/JIS responsibilities include the following.

- Coordinate public information with agencies involved in an incident and local media.

- Report to the County EOC ICS structure.

- Coordinate dignitary and VIP visits with executives countywide.

3.2.5   Public Inquiry Center

The Public Inquiry Center (PIC) is a facility established by the EOC to provide PIO-approved information to the public regarding incident activity, impacts, and available resources. It also can serve as a point to receive public offers of assistance for volunteers and goods.

PIC responsibilities include the following.

- Receive information released from the EOC's PIO staff.

- Notify EOC PIO staff of any information issues.

- Provide incident activity/impacts and information on available resources to the public.

- Report to the JIC/JIS and/or the County EOC ICS structure.

3.2.6   Department Operations Center

Larger departments maintain DOCs that focus on tactical management of department-owned and controlled resources. The DOCs work in concert with the County EOC for overall management of County resources.

Individual DOC responsibilities include the following.

- Provide departmental resource support for on-scene operations.

- Establish tactical objectives for department actions.

- Maintain tactical control of departmental resources not assigned to an on-scene IC.

- Coordinate with mutual aid response agencies.

■ Coordinate resource allocation between emergency operations and normal day-to-day activities.

■ Provide situation and resource status information to the EOC, if activated.

■ Coordinate public information collection and dissemination (*see ESF 15 – External Affairs*).

■ Coordinate command decisions and prioritization of response protocols.

■ Document staff time and costs for incident activities.

3.2.7   Field Responders

Personnel from the Sheriff's Office and the Road Department are concerned with immediate field action: situation assessment (tactical), saving lives and property, incident stabilization, and reporting in accordance with their standard operation procedures (SOPs). Other field responders include County personnel, assigned to an incident by the EOC, a DOC, or a field commander, who support the damage assessment process, investigation, client support, or other response or recovery activities.

3.2.8   All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All County departments have the following common responsibilities.

■ Support EOC operations to ensure the County is providing for the public safety and protection of the citizens it serves.

■ Establish, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the BOCC and Emergency Manager.

■ Develop alert and notification procedures for department personnel.

■ Develop operating guidelines to implement assigned duties specified by this plan.

■ Track incident-related costs incurred by the department.

■ Establish internal lines of succession of authority.

■ Ensure that vehicles and other equipment are equipped and ready, in accordance with existing SOPs.

■ Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other County departments.

■ Assign personnel to the EOC, as charged by this plan.

■ Develop and implement procedures for protecting vital records, materials, and facilities.

■ Promote family preparedness among employees.

■ Ensure that staff complete any NIMS required training.

■ Ensure that department plans and SOPs incorporate NIMS components, principles, and policies.

■ Allow staff time for preparedness training and participation in exercises.

3.3 Specific Responsibilities by Department or Agency

In addition to these common responsibilities, each department has assigned response functions that are generally related to its day-to-day activities. Some departments may share response functions with other departments.

3.3.1 Animal Control

■ Assist with organizing animal rescue, evacuation, and sheltering.

3.3.2 Assessment and Taxation

■ Conduct financial damage assessment of buildings.

■ Assist with other damage assessment, as needed.

■ Forecast economic impacts on County revenues.

3.3.3 County Counsel

■ Support County administration.

■ Ensure continuity of government with the BOCC.

■ Support EOC management.

■ Manage legal problems and policies.

■ Coordinate the declaration process.

■ Approve (where necessary) public information messages.

■ Advise the Policy Group and BOCC regarding legal authorities and limitations.

3.3.4 Land Development Services

■ Coordinate damage assessment of County-owned housing facilities.

■ Support public information messages.

■ Coordinate temporary housing.

■ Support solid waste and debris management with the Road Department – Building Services.

■ Coordinate building safety inspections.

■ Coordinate communications with Emergency Management.

■ Coordinate damage assessment of County-owned facilities and State buildings.

■ Support engineering/construction for County-owned facilities.

■ Coordinate infrastructure and repair for County-Owned buildings.

3.3.5 Juvenile Services

■ Support Sheriff's Office functions, as requested.

■ Support volunteer coordination.

3.3.6 Road Department

■ Coordinate damage assessment of County roads and bridges.

■ Coordinate road status information with the EOC, when activated.

■ Support dignitary/VIP coordination with the JIC and BOCC.

■ Coordinate engineering/construction of County roads and bridges.

■ Support evacuation operations with the Sheriff's Office.

■ Support hazardous materials response with Fire Services and Public Health.

■ Support heavy rescue with Fire Services, the Sheriff's Office, and Emergency Medical Services (EMS).

■ Support the Sheriff's Office with traffic and access control.

■ Support public information messages with the JIC/JIS.

■ Support transportation needs with the Sheriff's Office and General Services.

■ Coordinate utility response with utility providers, Fire Services, the Sheriff's Office, and Emergency Management.

■ Coordinate solid waste and debris management with Land Development Services.

■ Support coordination of County-owned transportation resources with the Transit Office.

3.3.7   Emergency Management

■ Activate the EOC.

■ Implement the EOP, when appropriate.

■ Coordinate EOC management.

■ Coordinate with Countywide EOCs and DOCs.

■ Coordinate policy development and implementation with the BOCC.

■ Support alert and warning of the public.

■ Coordinate communications with impacted organizations.

■ Coordinate communications with the Columbia 9-1-1 Communications District (C911CD).

■ Coordinate direction and control with the BOCC, appropriate department heads, and elected officials.

■ Support environmental services with Land Development Services.

■ Support public information dissemination.

■ Support utility response and reconstruction with Road Department and utility providers.

3.3.8   Sheriff's Office

- Coordinate alert and warning of the public with support from the BOCC and Emergency Management.

- Support damage assessment.

- Support dignitary/VIP coordination with the JIC/JIS and the BOCC.

- Support emergency medical activities with Fire Services, EMS, and Public Health.

- Coordinate evacuation and shelter-in-place operations with support from Fire Services and the Road Department.

- Support hazardous materials response with Fire Services.

- Coordinate law enforcement with support from Community Corrections and Juvenile Services.

- Coordinate missing persons locator activities.

- Support mass fatality operations with Public Health.

- Support public information with the JIC/JIS and the BOCC.

- Coordinate rural search and rescue (SAR) operations.

- Support transportation needs with the Road Department.

- Coordinate intelligence investigation information activities with other law enforcement agencies.

3.3.9   Finance

- Coordinate financial management and disaster costs.

- Manage emergency purchasing and emergency contracts under the ICS Finance Section.

- Maintain records for FEMA and other reimbursement programs.

3.3.10   Human Resources

- Coordinate human resource management.

- Serve as EOC Safety and Risk Management (Safety Officer).

- Assist Finance with Compensation and Claims issues.

3.3.11 American Red Cross

■ Coordinate and provide shelter and care.

■ Support damage assessment by providing information on human impact.

■ Support evacuation with the Sheriff's Office and Fire Services.

■ Support missing persons location activities.

■ Support public information with the BOCC and the JIC/JIS.

■ Support transportation needs with the Road Department.

■ Support volunteer coordination.

■ Assist in development and maintenance of ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services.

3.3.12 Fire Services

■ Maintain direction and control of Fire resources.

■ Perform fire containment and suppression.

■ Respond to hazardous materials incidents.

■ Respond to technical rescue emergencies.

■ Establish/participate in Incident Command/Unified Command at incident scenes.

■ Support damage assessment with County Assessment and Taxation, the County Road Department, General Services, and Incorporated Cities.

■ Coordinate emergency medical response with the transport services and C911CD.

■ Support EOC management.

■ Coordinate evacuation and shelter-in-place operations with the Sheriff's Office.

■ Support call for mortuary services.

■ Develop public information messages and function within the JIS and/or JIC when established.

■ Support the Sheriff's Office in rural SAR.

3.3.13 Columbia Health District

- Evaluate and inform the public about health hazards.

- Coordinate provision of health and medical services during an emergency.

- Coordinate with the Oregon State Public Health Division on all matters requiring mass public immunizations.

- Take action to prevent communicable diseases.

- Facilitate mental health counseling.

- Facilitate assistance to special needs populations.

- Provide assistance to the Medical Examiner.

- Evaluate private water systems for use during emergencies.

3.3.14 Columbia 9-1-1 Communications District

- Activate alert and warning systems that are in place at the 9-1-1 center.

- Coordinate communications with Emergency Management and other responder agencies.

3.3.15 Columbia County Amateur Radio Service

- Support communications with County EOC, DOCs, and other EOCs, when activated.

- Work under the direction of the County EOC ICS structure and/or the Emergency Manager.

3.3.16 All Special Districts and Cities

- Follow internal jurisdictional emergency response plans.

- Communicate situation reports periodically and by request, as determined by the County EOC ICS structure.

- Coordinate response activities according to County Emergency Legal and EOC activation description.

3.4 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector. A list of supporting local and regional agencies can be found in the individual ESF Annexes to this EOP.

3.4.1   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, County Emergency Management 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 are listed below.

- Plan for the protection of employees, infrastructure, and facilities.

- Plan for the protection of information and continuity of business operations.

- Plan for, respond to, and recover from incidents that impact their own infrastructure and facilities.

- Collaborate with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.

- Develop and exercise emergency plans before an incident occurs.

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

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

3.4.2   Nongovernmental Organizations

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

The roles of NGOs in an emergency may include the following.

- Train and manage volunteer resources.

- Identify shelter locations and need supplies.

- Provide critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup.

■ Identify those whose needs have not been met and helping coordinate the provision of assistance.

3.4.3   Individuals and Households

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

■ Reducing hazards in their homes,

■ Preparing an emergency supply kit and household emergency plan,

■ Monitoring emergency communications carefully,

■ Volunteering with an established organization, and

■ Enrolling in emergency response training courses.

3.5   County Response Partners

The County Emergency Manager has been appointed under the authority of the BOCC. The 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.

3.6   State Response Partners

Under the provisions of ORS 401.055 through 401.155, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The administrator of OEM is delegated authority by ORS 401.260 to 401.280 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

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

3.7   Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, Federal resources become available following a formal declaration of emergency

by the Governor. Thus, procedures and policies for allocating and coordinating resources at the Federal level follow the Oregon EMP and, if necessary, the NRF.

3.8   Response Matrix

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

Table 3-1   Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment	Columbia County Road Department	Dept. of Transportation	Dept. of Transportation
ESF 2 Communications	■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure	Columbia County Emergency Management Columbia 9-1-1 Communications District	Office of Emergency Management	Dept. of Homeland Security (National Communications System)
ESF 3 Public Works & Engineering	■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services	Columbia County Road Department City Public Works Departments	Dept. of Transportation	Dept. of Defense (U.S. Army Corps of Engineers)
ESF 4 Firefighting	■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations	Local Fire Districts	Dept. of Forestry, State Fire Marshal	Dept. of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management	Columbia County Emergency Management	Office of Emergency Management	Dept. of Homeland Security (FEMA)

Table 3-1   Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 6 **Mass Care, Emergency Assistance, Housing & Human Services**	■ Mass care ■ Emergency assistance ■ Disaster Housing ■ Human services	Columbia County Emergency Management Columbia Health District American Red Cross	Dept. of Human Services	Dept. of Homeland Security (FEMA)
ESF 7 **Logistics Management & Resource Support**	■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.)	Columbia County Emergency Management	Dept. of Administrative Services	General Services Administration & Dept. of Homeland Security (FEMA)
ESF 8 **Public Health & Medical Services**	■ Public health ■ Medical ■ Mental health services ■ Mass fatality management	Columbia Health District Emergency Medical Services Providers	Dept. of Human Services – Public Health Division	Dept. of Health and Human Services
ESF 9 **Search & Rescue**	■ Life-saving assistance ■ Search and rescue operations	Columbia County Sheriff's Office	Office of Emergency Management, State Fire Marshal	Dept. of Homeland Security (FEMA)
ESF 10 **Oil & Hazardous Materials**	■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup	Columbia County Emergency Management Local Fire Districts Regional HazMat Team	Dept. of Environmental Quality, State Fire Marshal	Environmental Protection Agency

Table 3-1   Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 11 Agriculture & Natural Resources	■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well being of household pets	Columbia County Emergency Management Columbia Health District Columbia County Animal Control	Dept. of Agriculture	Dept. of Agriculture
ESF 12 Energy	■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast	Columbia County Emergency Management Public Utility Districts	Dept. of Administrative Services, Dept. of Energy, Public Utility Commission	Dept. of Energy
ESF 13 Public Safety & Security	■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control	Columbia County Sheriff's Office Local Police Departments	Dept. of Justice, Oregon State Police	Dept. of Justice
ESF 14 Long-Term Community Recovery	■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation	Columbia County Emergency Management Community Action Team	Economic and Community Development, Office of Emergency Management	Dept. of Homeland Security (FEMA)
ESF 15 External Affairs	■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs	Columbia County Emergency Management	Office of Emergency Management	Dept. of Homeland Security

4 Concept of Operations

4.1 General

Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of hazardous events. The EOP should be used to provide direction and coordination of resources and information Countywide among all impacted agencies during emergencies and catastrophic events that require a centralized management to be effective and efficient.

This plan includes management and coordination of large-scale events and identifying and obtaining additional assistance/resources for emergency response agencies from the State and/or Federal government through the County's EMO. This will be accomplished by activation and use of the EOC using pre-identified and trained EOC staff and NIMS ICS.

This plan is primarily applicable to extraordinary situations. It is not intended for use in response to normal, day-to-day emergency situations.

Assistance will be provided by Columbia County Emergency Management to municipalities that do not have full-scale emergency management organizations as resources are available. In addition, these services, when requested, can supplement the emergency functions of municipalities that have developed emergency operations structures and plans.

Local government will coordinate with private sector agencies to provide relief and human services to disaster victims. These agencies include volunteer organizations, clubs, faith-based organizations, and businesses. Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, disability, marital status, or religious or political affiliation. The needs of special populations shall be identified and planned for as directed by policy makers and according to Federal, State, and local regulations and guidance. Special populations include, but are not limited to, the physically or mentally disabled, non-English speakers, the aged or infirm, incarcerated persons, and those in care facilities.

A local state of disaster may be declared by the presiding official of the BOCC. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing mutual aid agreements and then through State government by calling OERS at 1-800-452-0311 or by faxing them at 503-588-1378. The declaration also is used to

activate the recovery and rehabilitation aspects of this plan, authorize the furnishing of aid and assistance, and invoke emergency policies.

Emergency response often requires decisions to be made quickly under adverse conditions. Emergency conditions may require actions that are not listed in this EOP or that run counter to guidelines. Agencies and individuals complying with this EOP shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.

The BOCC has the ultimate authority and responsibility for the direction and control of County response and resources. During EOC activation, they serve as the head of the Policy Group. On a day-to-day basis, this authority is delegated to the County Sheriff, Public Works Director, and Emergency Manager.

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

All involved County emergency services will implement individual response plans, SOPs, and supporting processes for the County emergency operations. These include providing the County EMO with the following information throughout an incident's duration:

- ■ Operational status;

- ■ Readiness and availability of essential resources;

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

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

4.2 Hazard-Specific Response

Table 4-1 identifies a "Lead Operational Agency" tasked with operational responsibility for hazard-specific emergency response. This does not preclude the use of ICS and a Unified Command (UC) approach to incident management.

Table 4-1	Columbia County Lead Operational Agencies by Hazard
Hazard	**Lead Operational Agency**
Earthquake	Public Works/Fire Services
Wildland/Urban Interface Fire	Fire Services/Wildland Fire Agency
Flood	Public Works
Hazardous Materials	Fire Services
Transportation Accident	Sheriff/Public Works
Severe Weather	Public Works

Table 4-1	Columbia County Lead Operational Agencies by Hazard
Hazard	**Lead Operational Agency**
Multiple Casualty Incident	Fire Services/EMS
Civil Disorder	Sheriff
Terrorism	Sheriff/Public Health (Bioterrorism)
Volcanic Eruption	Public Works
Drought	Public Works
Health Emergency	Public Health/EMS

4.3 Phases of Emergency Management

This plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not necessarily specific to any single hazard. Although this plan focuses on emergency response, it also identifies activities before, and after, as well as during, emergency operations. Consequently, all phases of an emergency management program are addressed, as shown below.

Mitigation and Prevention activities seek to eliminate or reduce a disaster's likelihood and/or consequences. They involve actions to protect lives and property from threats as well as long-term activities that lessen the undesirable effects of unavoidable hazards.

Preparedness activities serve to develop and/or enhance the response capabilities that will be needed should an emergency arise. Planning, training, and exercises are the major activities that support preparedness.

Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs.

Response is the provision of emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Activities include warning, protective actions, rescue, and other such operations. Response is the focus of this EOP.

Additionally, this plan is implemented within the context of a continuous stream of incidents, events, and occurrences, any of which may develop into an emergency. Continual situational awareness is essential to maintaining a forward-

leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities and activities to forecast or predict incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

4.4   Emergency Classifications

Since emergencies occur frequently, but rarely with the scope and complexity that would require implementation of the EOP, response will be based on the definitions and criteria outlined below.

4.4.1   Level 1 Emergency

Level 1 Emergencies are "day to day" emergencies that are routine in nature and managed by department and/or agency field resources without the need for higher level coordination. These events may include house fires, vehicle accidents, police activities, and other incidents that do not require notification of County Emergency Management or activation of the County EOC.

Level 1 Emergency Operations

■ Resources, information, command, and policy coordination is handled internally, as determined by the responding jurisdictions.

■ Routine operations are defined but not addressed in this plan.

■ Notification of the Emergency Manager and/or selected members of the Incident Management Team (IMT) might be made for "Information Only" purposes.

■ ICS may also be activated on a departmental level.

4.4.2   Level 2 Emergency

A Level 2 emergency is defined as any emergency situation requiring more than routine coordination and assistance, and generally involving multiple jurisdictions such as large range or SAR operations, forest fires, a moderate earthquake, minor or moderate floods in multiple locations, an aircraft or railroad accident, or a major weather event that is beyond the scope of available resources. This category also includes incidents resulting in the local release of hazardous materials that may threaten the health and safety of workers, responders, and the

general public if protective actions are not taken. A local emergency may be declared.

Level 2 Emergency Operations

■ The Emergency Manager and/or selected members of the EOC and/or IMT are notified.

■ All activities, personnel, and resources may be handled with an expanded ICS structure from a field Incident Command Post (ICP) or a DOC.

■ This level of operation indicates that an Incident Commander (IC) is requesting activation of some members of the County EOC staff. The additional staff may be requested to report to the field ICP or DOC, or they may be used to staff a partial activation of the EOC.

■ A decision to partially activate the EOC is made if it is determined that the field ICP or a DOC will require additional personnel and resource support. Partial activation may also be warranted if media and general citizen interest in the emergency is likely to be great enough to require redirection of media and citizen requests about the incident to the EOC rather than burden the on-scene IC.

■ Other examples of partial activation of the EOC would include the relief of non-priority calls from the 9-1-1 center. The incident(s) is involved enough that centralized information is important to track and manage the event from the County perspective.

■ A partial EOC activation may be established by the Emergency Manager without further authorization. In this case, the BOCC will be notified, along with OERS and/or OEM.

■ When the emergency escalates to a point where multiple departments or agencies are involved, and the County's EOC is activated, a designated EOC IC will assume overall responsibility for the incident(s). The on-scene IC will work directly with the EOC ICS structure and will retain responsibility for on-scene activities. Partial or full implementation of the EOP may be required.

4.4.3   Level 3 Emergency

A Level 3 Emergency is an incident that exceeds the County's normal response capabilities. It requires the coordinated response of all levels of government (local, State, and Federal) to save the lives and property of a significant portion of the population. In most cases, a local emergency will be declared and may require sheltering or relocation of a majority of the affected populations. Examples include a large earthquake, severe flooding, a severe winter storm, or

an incident resulting in a large release of hazardous materials that creates a serious safety, health, and/or environmental threat.

Level 3 Emergency Operations

- Under these circumstances, the EOP will be fully implemented, and ICS will be placed into effect Countywide.

- During activation of the EOC, members of the EOC staff are required to report to the EOC to support field operations. EOC staff would fill needed positions as determined by the IMT in charge. Commissioners also report to the EOC for briefing from the IC and an assessment of the emergency/disaster. The EOC responds to resource requests and support when needed. The local jurisdiction may initiate a local emergency declaration. The County EOC is responsible for coordinating and requesting County, State, and/or Federal assistance, if needed, according to the County's legal authority.

- When the County's EOC is activated, its designated IC assumes overall responsibility for the incident(s). The on-scene ICS structure works directly with the EOC through the appropriate ICS positions in the EOC. The on-scene IC/UC retains responsibility for all on-scene activities.

- If an external agency employee assumes the IC position in the EOC, a document must be signed by the BOCC or authorized County official that delegates the authority of the County under ORS 401 to this agency for this specific incident/event (identified by name, OERS mission number, or comparable identification). If a UC is implemented in the EOC, the lead IC must be a County employee, or a delegation of authority form will be in place.

4.5   County Response Components

4.5.1   Initial Response

First responders and others are charged with many functions. Initial response functions are the responsibility of individual agencies and departments and are discussed here only to help explain how those actions fit into the broader structure of this EOP. It is the intent of this plan to discuss the response actions required at the DOC level and higher.

When required, the first responder to arrive at the scene of an emergency situation will implement ICS and serve as the IC until relieved by competent authority. The IC will provide an assessment of the situation, identify response resources required, and manage the on-scene response.

4.5.2   Department Operations Center Operations

A DOC is generally responsible for managing department resources during an incident that requires a higher level of coordination. Additionally, an event may be specific and small enough that it can be managed at the DOC level. In these cases, the County Emergency Manager should be provided with periodic situation reports and copies of all related press releases.

4.5.3   Emergency Operations Center Operations

The EOC is generally responsible for coordinating public information, strategic resource allocation, and policy decisions on a countywide basis in support of DOCs, local EOCs, other EOCs, and a regional EOC if activated. When fully activated, the complete ICS structure will be instituted initially and modified as needs change.

4.6   Emergency Operations Center Activation

4.6.1   Activation Authority

The authority to activate the County EOC resides with the Chair of the BOCC, the Sheriff, the Director of the Road Department, the Emergency Manager, or their designees.

The authority to activate a DOC resides with the directors of the individual departments for their DOC, or their designees.

On-scene ICs can request activation of the EOC or a DOC if, in their judgment, the situation warrants activation. Authorization to activate the EOC should be approved by one of the authorized persons listed above if time and circumstances permit.

4.6.2   Emergency Operations Center Activation Levels

Depending on the size and scope of the incident and the amount of coordination required, a partial or full activation of the EOC or a DOC will be called for. The EOC/DOC will be activated at a level required to carry out the necessary tasks.

4.6.2.1   Partial Activation

A partial activation of the EOC involves any combination of staff less than full staffing. The extent of EOC staffing is determined by the size, scope, and possible/actual impact of a disaster. In situations where a weather event is threatening, but not yet impacting the County, a small group of staff may work from the emergency management office or respond to the EOC to closely monitor the forecasts, check in with activated County DOCs, and cities/special service districts within the County. Additional staff/resource needs will then be determined based on the information gathered.

In some situations, it may be more efficient to place one or two EOC staff in an activated DOC to directly monitor the situation and to determine when or if

response to the emergency would be better supported by activating the EOC. In cases where a disaster has limited scope or duration, EOC staff may assist with resource needs and external coordination while at a DOC, without activating the EOC.

Regardless of whether a partial EOC activation is managed out of the emergency management office, an EOC facility or as part of a DOC response structure, notifications will be made per procedures to announce that the EOC is operational, what the current objectives are, and how to contact EOC staff.

4.6.2.2 Full Activation

The Columbia County EOC staffing pattern has approximately 50 pre-assigned positions for each of two 12-hour shifts. A full activation generally begins with assigned participants from shift one, or as the IMT Plan dictates.

4.6.2.3 Major Incident Command

Fire agencies in Columbia County may decide to operate an expanded dispatch function that provides a structure and procedures for optimizing resource management during large incidents and major emergencies when demand for resources exceeds system capacity and incident prioritization and coordination may be necessary. If the Major Incident Command is activated, periodic situation reports and all press releases will be provided to the County Emergency Manager.

4.7 Information Management

4.7.1 Department Operations Center Level

Department PIOs will collect, analyze, develop, and release timely, accurate, and important department-level public information to the public and media, e.g., road closure information.

4.7.2 Emergency Operations Center Level

When the EOC is activated, pre-identified PIOs will collect, analyze, develop, coordinate, and release timely, accurate, and important public information to the public and media. Coordination of media releases will be made with DOCs, local EOCs, neighboring County EOCs, and the regional EOC, if activated.

4.7.3 Public Information and Joint Information System

All PIO functions will comply with the NIMS Public Information System. If a JIS is needed to assist PIOs in performing their tasks, Columbia County will support a JIS to collect, coordinate, and disseminate timely, accurate, and approved public information messages. A JIS may be managed at the County EOC, regional EOC if activated, or a location near the impacted area.

4.8   Notification of Staff

Emergency Management will monitor developing or occurring hazardous events, evaluate the need for activation of the EOC or DOCs, confer with department representatives, and request activation of EOC staff through the Columbia Alert Network (CAN) or similar system located at C911CD.

Emergency Management will alert the BOCC of developing and occurring hazardous events. Appropriate department heads will be notified as resources become available.

4.9   Emergency Facilities

4.9.1   Incident Command Post

Except when an emergency threatens, but has not yet occurred, and those situations where there is no specific incident site (such as a severe winter storm or area-wide utility outage), one or more ICPs will be established in the vicinity of the incident site(s). As noted, the on-scene IC will be responsible for directing the emergency response and managing resources at the incident scene.

4.9.2   Mobile Command and Control Center

Several agencies possess portable shelters or mobile command vehicles. Clumbia 911 and Emergency Management may keep a listing of these, as needed.

4.9.3   Emergency Operations Center

When incident activity demands, the County will activate the EOC. Pre-designated representatives of several departments and agencies assigned emergency functions in this plan will staff the EOC. EOC operations are addressed in ESF 5 – Emergency Management of this Plan. An alternate EOC will be used if the primary EOC becomes unusable.

The primary location for the County EOC is:

> **Columbia County Courthouse**
> 230 Strand Street
> St. Helens, OR 97051

If necessary, alternate locations for the County EOC include:

> **Columbia County Sheriff's Office**
> 901 Port Avenue
> St. Helens, OR 97051

> **Columbia County Roads Department**
> 1054 Oregon Street
> St. Helens, OR 97051

To avoid jeopardizing operations, care must be taken to locate the EOC away from dangers associated with the event.

4.9.4   Department Operations Center

When incident activity demands, departments with DOCs will activate them. Pre-designated representatives of those departments will staff their respective DOCs. DOC operations are addressed in ESF 5 – Emergency Management to this Plan.

4.9.5   Public Inquiry Center

The PIC will be activated whenever necessary to provide the pubic with appropriate PIO-approved incident information, suggest available resources when needed, and receive offers of help from the public. Initially, it will be staffed by an existing volunteer group for as long as needed.

4.10 Flexibility in Application

For some types of emergencies, a specific incident scene may not exist in the initial response phase, and the EOC may accomplish initial response actions such as mobilizing resources and issuing precautionary warning to the public. As the potential threat becomes clearer and a specific impact site, or sites, is identified, an ICP may be established and tactical control of the response transitioned to an IC at the scene. Such situations may include an ice storm or winter storm.

For these and other similar emergencies, it is imperative to maintain flexibility and determine the best method for accomplishing the mission. Some situations may be better coordinated by combining various EOCs and DOCs, such as for a relatively small emergency with a single department focus where resources are needed to assist the DOC. Other options include combining all EOCs and DOCs or combining the County EOC and city EOCs. Additionally, any agency, ICP, or EOC may request assistance as needed from the appropriately trained County staff.

4.11 Levels of Coordination

4.11.1   Single Resources to EOC/DOC

Single resources that are not part of an existing on-scene Incident Command organization will communicate situation and resource information directly with the EOC/DOC, depending on the emergency level.

4.10.2   ICP to EOC/DOC

The on-scene IC will manage on-scene response from the ICP. The EOC or supporting DOC will provide tactical support for on-scene activities. The on-scene IC shall provide periodic situation updates to the supporting DOC and/or the EOC.

Emergency operations with different objectives may be conducted in multiple jurisdictions or at geographically separated scenes within the County. In this event, more than one-scene Incident Command operation may be established. Should this occur, it is important that the allocation of resources to specific field operations be coordinated though the EOC.

4.11.3   DOC to DOC

Information and resource needs will be coordinated among DOCs as necessary to most effectively manage the incident. However, once the EOC is activated, information and resource needs will also be coordinated with the EOC.

4.11.4   DOC to EOC

The EOC will coordinate with the DOCs and the on-scene IC for optimal use of resources, external resource and technical support, researching problems, providing information to the senior manager, gaining information essential to allow the EOC to develop strategic goals for coordinating and disseminating emergency public information, and performing other tasks to support on-scene operations.

4.11.5   DOC to External

Situation and resource information will be coordinated between DOCs and city, utility, and other EOCs prior to activation of the County EOC.

4.11.6   EOC to External

The EOC will coordinate external situation and resource information and requests, formulation of strategic goals, public information, policy decisions, and arranging for technical support with agency EOCs.

4.11.7   EOC to State

The EOC will prepare local declarations to be submitted by the BOCC to the State. The EOC will coordinate resource needs with the State for all DOCs and agency EOCs in the County. The EOC will also provide routine situation updates to the State.

4.11.8   EOC to Regional EOC (if activated)

The EOC will coordinate strategic information, resource management, and policy guidance with the regional EOC.

4.11.9   EOC to Policy Group

The EOC will brief the Policy Group and make recommendations, request strategic guidance and priorities, and coordinate funding.

4.12 Resource Management

4.12.1   Policy Coordination

The Columbia County Policy Group normally includes the BOCC, the Sheriff, County Counsel, and all department heads. Based on the extent of a disaster, this group may be expanded to include elected and appointed officials from other affected agencies. Major policy issues affecting the County are decided by this group and coordinated with the IC/UC in the EOC. These policy issues may include resource allocation and prioritization, information management, evacuation coordination, and others as appropriate.

4.12.2   County Resources

County resources will be managed by an on-scene IC, a DOC, or the County EOC. The County EOC will provide strategic direction for all County resources and will provide tactical direction to resources not assigned to the Road Department, the Sheriff's Office, or an on-scene IC. Resources from those elements of County government will be tactically managed by their respective DOCs, if activated. The County EOC will also serve as the clearinghouse for resource requests from local government agencies, coordinate with other responding organizations, and arrange for State and Federal resource support, if warranted.

4.12.3   Local Resources

Columbia County will first use its own resources to respond to emergencies, purchasing supplies and equipment if necessary, and request assistance if those resources will be insufficient. If additional resources are required, the County will perform the following tasks.

■ Request resources available pursuant to existing mutual aid agreements; however, if mutual aid resources exist for demands in the County, the County EOC will suspend mutual aid requests and begin strategic management of resources Countywide.

■ Request assistance from volunteer groups or agencies.

■ Request assistance from industry or individuals who have resources needed to deal with the emergency.

When external agencies respond to an emergency within the County's jurisdiction, they will be expected to conform to the guidance and direction provided by the on-scene IC. All responders are encouraged to become familiar with the NIMS ICS system and fill the ICS position/role, as identified by the on-scene or EOC/DOC structure.

4.12.4   Emergent Volunteers

It is expected that emergent volunteers will seek to assist the public in any disaster. Information regarding emergency volunteers will be collected and disseminated to County departments and other agencies for best utilization of their skills. Emergency volunteers and donations are handled through the PIC at Columbia 911 Communications District.

4.13 State, Federal and Other Resource Assistance

If local resources are inadequate to deal with an emergency, the County will request assistance from the State of Oregon. State assistance furnished to local governments is intended to supplement local resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts. Cities must request assistance from the County before the County may request State assistance on the cities' behalf using the declaration of emergency process.

If resources required to control an emergency are not available from the State, the Governor may request assistance from states signatory to the Emergency Assistance Compact, or from the Federal government through FEMA. FEMA has the primary responsibility for coordinating Federal disaster assistance.

4.13.1   Policy Coordination

The Columbia County Policy Group normally includes the BOCC, the Sheriff, County Counsel, and all department heads. Based on the extent of a disaster, this group may be expanded to include elected and appointed officials from other affected agencies. Major policy issues affecting the County are decided by this group and coordinated with the IC/UC in the EOC.

4.14 Response Priorities

1. **Self-Preservation:** Protection of County employees (including dependents) from the effects of a disaster is the first priority in emergency response. It is expected that employees' families are sufficiently prepared to be self-reliant after the initial incident for the employees to provide timely lifesaving services and other critical operations as effectively and with as little interruption as possible. Self-preservation includes actions taken immediately before, during, and after an event.

2. **Lifesaving/Protection of Property:** This is a focus on efforts to save lives of persons other than County employees and their dependents. It may include prevention or mitigation of major property damage if results of such damage are likely to present an immediate danger to human life.

3. **Unit Reconstitution:** Unit reconstitution is the recall of critical employees (if the incident occurs during non-working or off-duty hours), and the collection, inventory, temporary repair, and allocation of County assets to provide maximum prompt, sustained operations in response to a

disaster. This would include activation of the County EOC for the purpose of coordinating emergency response activities.

4. **Emergency Food and Temporary Housing Plan:** Provision of food and temporary housing for disaster victims would become an immediate priority and would be coordinated through the County EMO with support from the American Red Cross.

5. **Restoration of Infrastructure:** Restoration of the County's critical infrastructure (utilities, roads, buildings, etc.) would be a prime concern that would require the coordination of local, County, State, and Federal agencies with the private sector.

6. **Statutory Response:** This includes provision of a partial or full range of County service during a disaster beyond those relating to lifesaving, security, and law enforcement. Included under statutory response (ORS 401.305) is County support to other units of local government in their assigned missions, e.g., coordinating additional resources, declaring a state of emergency, and requesting County, State, and Federal assistance.

7. **Recovery:** Key recovery goals include restoration of lost or impaired capabilities caused by the effects of the disaster or other emergency; return to normal operating conditions; and providing non-emergency services to the public.

4.15 Inter-jurisdictional Coordination

4.15.1 Municipalities

The Chief Executive(s) of the incorporated cities within the County are responsible for the direction and control of their local resources during emergencies, including requesting additional resources not covered under mutual aid for emergency operations. Such requests will be directed to the County EMO. Should the County be unable to support the request, a County Declaration of Emergency will be forwarded to the State.

Under the provisions of ORS 401.305, each city may establish an emergency management agency and appoint an emergency program manager. Cities that do so shall notify the County of the individual responsible for emergency management activities in their respective jurisdictions. Any city choosing not to establish an emergency management agency may develop a cooperative intergovernmental agreement with the County, specifying the emergency management activities to be accomplished at each level. If a city takes no action to increase its emergency management capability, it will be covered under County planning, and County response resources will be deployed under the direction of the County should emergency conditions arise that threaten that city's residents.

4.15.2 Special Service Districts

These districts provide services such as fire protection and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.15.3 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Manager will coordinate response efforts with the private sector and provide assistance as appropriate. Schools, hospitals, assisted living facilities, and other institutional facilities are required by Federal, State, or local regulations to have disaster plans.

The Emergency Manager will work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the American Red Cross, Salvation Army, faith-based groups, amateur radio clubs, and Community Emergency Response Teams.

Finally, the Emergency Manager shall provide the public with educational and instructional materials and presentations on subjects regarding safety practices and survival tactics during the first 72 hours of a disaster.

4.15.4 State Government

The State emergency organization, as defined in the EMP, can be activated through the Oregon Military Department, Emergency Management Division. This division provides a duty officer at all times. The State provides direct State agency support to the local level and serves as a channel for obtaining resources from within and outside the State structure, including assistance provided by Federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before a county requests State assistance.

4.15.5 Federal Government

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

4.16 Transition to Recovery

4.16.1 Demobilization

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

4.16.2 Recovery

Recovery comprises steps the County will take after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the County can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase for reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Restoration to upgrade damaged areas is possible if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, any similar disasters in the future.

Annex ESF-14, Long-Term Community Recovery, summarizes specific procedures and plans to support recovery, mitigation, and economic stabilization for the County following a disaster.

5 Command and Control

5.1 General

The BOCC is responsible for providing policy guidance, financial support, and coordination for disaster response and recovery operations and providing critical information to the public.

The BOCC will provide overall direction to the response and short-term recovery activities of all departments. The Sheriff will provide overall direction to the County's incident-related law enforcement operations and will coordinate those activities with the BOCC and Policy Group.

The Sheriff and department heads retain administrative and operational control over their employees and equipment unless they are operationally assigned to the EOC or a field IC. Each department and agency is responsible for having its own operating procedures to be followed during response and short-term recovery operations, but interagency procedures, such as a common communications protocol, may be adopted to facilitate a coordinated effort.

Pre-designated Columbia County EOC ICs will manage the EOC and assigned resources. Similarly, pre-designated County DOC ICs will manage their respective DOCs and assigned resources.

An on-scene IC, assisted by staff sufficient for the tasks to be performed, will manage resources assigned to the incident.

If County resources are insufficient or inappropriate to deal with an incident, the County may request assistance from other jurisdictions, organized volunteer groups, and/or the State.

5.2 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS, a standardized, flexible, scalable, all-hazard incident management system, is designed to be active from the time an incident occurs until management and operations are no longer required.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. ICS positions can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a

variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. ICS allows agencies to communicate using common terminology and operating procedures and allow for effective coordination and allocation of resources throughout an incident's duration.

The ICS organization is built around an IC and the command and general staff positions. The four primary general staff positions are Operations, Logistics, Planning, and Finance; these apply in a routine emergency, organizing for a major event, or managing a major response to a disaster. In small incidents, these general staff positions may be managed by the IC. Larger incidents usually require positions to be set up as separate sections within the ICS organization, with each section overseen by a general staff member (commonly referred to as a "Section Chief") who reports directly to the IC. The County EOC has established a command structure, supporting activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is available through the Emergency Manager and is located at the EOC in hardcopy format. A typical ICS organizational chart for County is presented in Figure 5-1.

Figure 5-1   Example of an ICS for the County
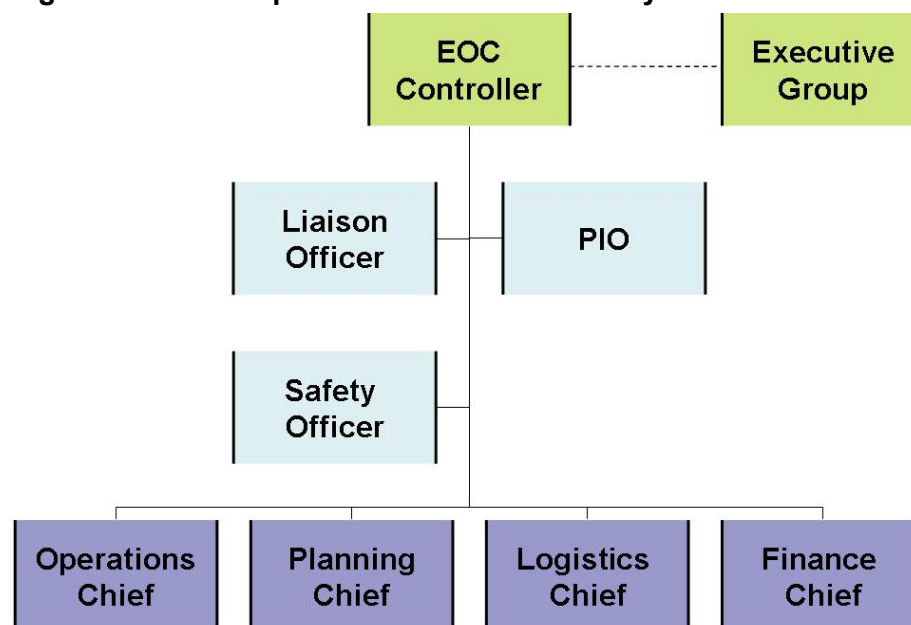
In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the County. Thus, it is imperative that all primary and alternate EOC staff be trained on ICS functions other than those in the area of their expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing County emergency management and response organizations.

Additional information regarding the County's EMO command structure is provided in ESF 5 – Emergency Management.

Plain language will be used during any multi-jurisdictional emergency response occurring in the County and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of the incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their abilities to communicate with each other.

The County has adopted and implemented current training and operational requirements set forth under NIMS. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle managers, and command and general staff. See Chapter 6 for a list of identified positions and training requirements.

5.3.1   Command Staff

5.3.1.1   Emergency Operations Center Incident Commander

The EOC IC is responsible for operating the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC IC is responsible for:

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

- Coordinating activities supporting the incident or event;

- Approving release of information through the PIO; and

- Performing the duties of the following command staff if no one is assigned to the position:

  - Safety Officer,

  - PIO, and

  - Liaison Officer.

5.3.1.2   Safety Officer

The Safety Officer is generally responsible for:

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

- Implementing site control measures;

- Monitoring and assessing the health and safety of response personnel and support staff (including EOC staff);

- Preparing and implementing a site Health and Safety Plan and updating the IC on safety issues or concerns as necessary; and

- Exercising emergency authority to prevent or stop unsafe acts.

5.3.1.3 Public Information Officer

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

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

- Coordinating information sharing among the public information network through the use of a JIS and, if applicable, establishing and staffing a JIC;

- Implementing information clearance processes with the IC; and

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

5.3.1.4 Liaison Officer

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

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders;

- Coordinating information and incident updates among interagency contacts, including the public information network; and

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

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

5.3.2   General Staff

5.3.2.1   Operations Chief

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

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

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

- Public health officials - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health, and

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

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

- Providing organizational support and directing implementation of unit operational plans and field response activities;

- Developing and coordinating tactical operations to carry out the IAP;

- Managing and coordinating various liaisons representing community response partners and stakeholders;

- Directing IAP tactical implementation; and

- Requesting resources needed to support the IAP.

5.3.2.2   Planning Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary;

- Preparing and disseminating the IAP;

■ Conducting planning meetings and developing alternatives for tactical operations; and

■ Maintaining resource status.

5.3.2.3   Logistics Chief

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

■ Providing and managing resources to meet the needs of incident personnel;

■ Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel;

■ Estimating future support and resource requirements; and

■ Assisting with development and preparation of the IAP.

5.3.2.4   Finance/Administration

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

■ Monitoring costs related to the incident;

■ Maintaining accounting, procurement, and personnel time records; and

■ Conducting cost analyses.

5.3.3   Unified Command

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

In a large incident involving multiple jurisdictions and/or regional, state, and Federal response partners, a UC may replace a single organization Incident

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

Figure 5-2   Example of Unified Command for Columbia County
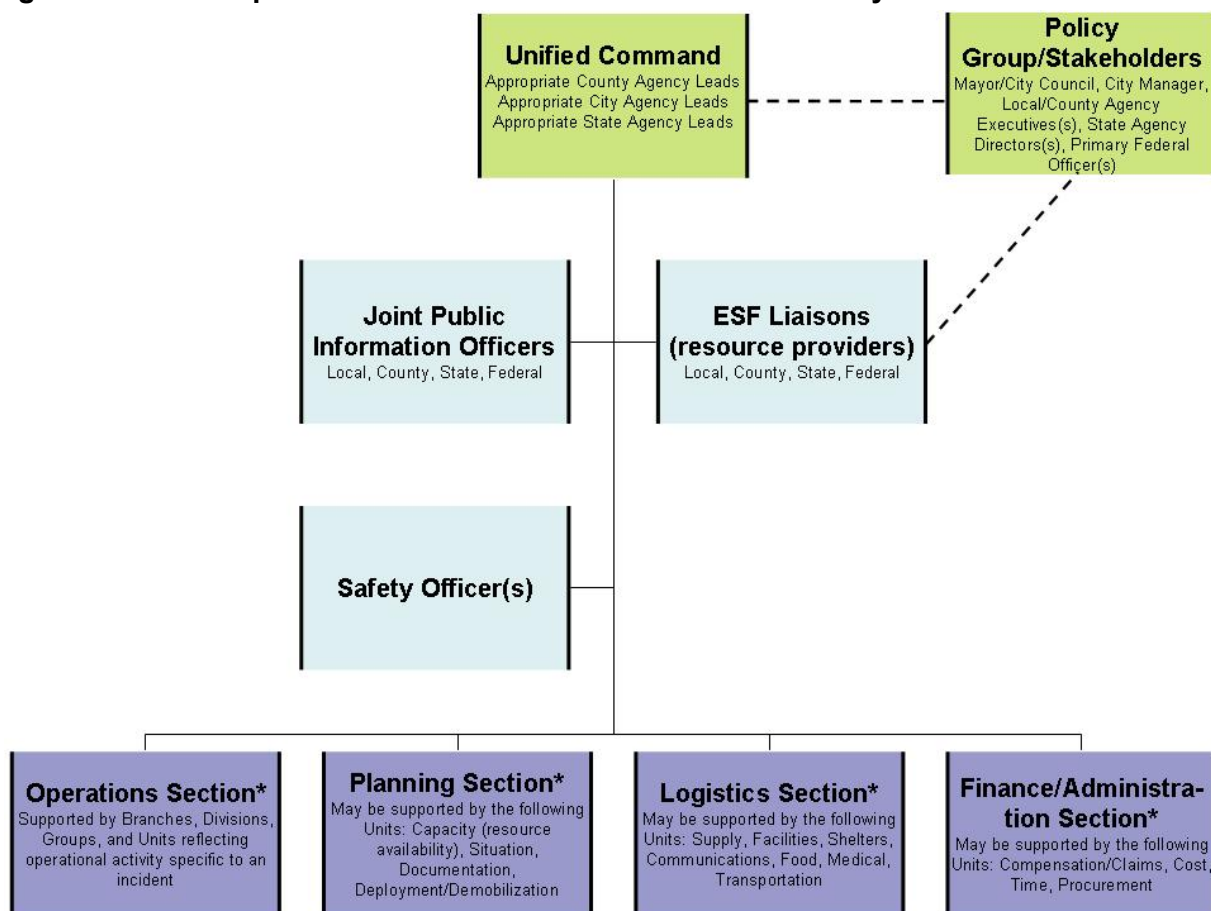
Note: In any type of incident a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

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6 Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

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

- Verify contact information;

- Review the status of resources noted in the plan; and

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

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

Recommended changes should be forwarded to:

Columbia County Emergency Management
ATTN: Emergency Manager
230 Strand Street
St. Helens, OR 97051

6.2 Training Program

The Emergency Manager specifically coordinates training for County personnel and encourages them to participate in trainings hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. The Emergency Manager maintains records and lists of training received by County personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and command and general staff. NIMS identifies these positions as follows:

- ■ EMS personnel,

- ■ Firefighters,

- ■ Law enforcement personnel,

- ■ Public works/utility personnel,

- ■ Skilled support personnel

- ■ Other emergency management response personnel, and

- ■ Support/volunteer personnel at all levels.

Table 6-1 presents the minimum training requirements for the County's emergency personnel.

Table 6-1   Minimum Training Requirements

Emergency Personnel	Training Required
Emergency Managers and Incident Commanders	ICS-100, -200, -300, -400 IS-700, -800
Other Command Staff, Section Chiefs, and Deputy Section Chiefs	ICS-100, -200, -300 IS-700
All other EOC personnel and first responders	ICS-100, -200 IS-700
All other emergency response personnel, including volunteers	ICS-100 IS-700
Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3   Exercise Program

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

As appropriate, the County will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about the HSEEP program can be found at http://hseep.dhs.gov.

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

6.4   Event Critique and After Action Reporting

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

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

6.5   Community Outreach and Preparedness Education

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

Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website: www.co.columbia.or.us/emgt/.

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A Sample Disaster Declaration Forms

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BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR COLUMBIA COUNTY, OREGON

In the Matter of the Declaration of a)
State of Emergency due to)   RESOLUTION NO. ___ - 2010
_____)
_____)

WHEREAS, Columbia County is experiencing_____
_____
_____; and

[Sample: WHEREAS, Columbia County has experienced a period of severe winter weather since prior to Christmas 2005 and the weather forecast is for continued Pacific storms and severe weather; and]

WHEREAS, due to _____
_____
_____; and

[Sample: WHEREAS, due to the severe weather, landslides have closed and threatened roads and streams and rivers in Columbia County have been at or near flood stage since at least December 28, 2005, and there is a current need to respond by placing sand bags and taking other measures; and]

WHEREAS, the cities, county, public utilities, police, fire and emergency management agencies, and other public and private agencies are likely to suffer from stretched resources, overtime costs and other unusual expenses in responding to the effects of the above described events; and

WHEREAS, the effects of the above described event(s) have exhausted local resources available to deal with the emergency, have required a coordinated response beyond that which occurs routinely, and are beyond that which can be addressed by mutual aid agreements and cooperative assistance agreements which have been entered into to respond to events such as this; and

WHEREAS, it appears that the extent of damages and assistance needed may be beyond the capabilities of Columbia County, its cities, special districts, and utilities to provide the needed response and assistance;

NOW, THEREFORE, IT IS HEREBY RESOLVED and DECLARED that, effective _____
_____, a state of local emergency exists throughout Columbia County, as defined by ORS 401.025(4), due to the above described events, and due to damages sustained and costs incurred as a result thereof; and

IT IS FURTHER RESOLVED that the Board of County Commissioners for Columbia County may request assistance to respond to the state of emergency, such request to be detailed in a separate letter to the Governor of the State of Oregon; and

RESOLUTION NO. __ - 20___   Page 1

IT IS FURTHER RESOLVED that this state of emergency is anticipated to last until _____
_____ *[insert date]* unless the conditions giving rise to the emergency continue after such date.

DATED this_____day of_____, 2010.

BOARD OF COUNTY COMMISSIONERS
FOR COLUMBIA COUNTY, OREGON

By: _____
Chair

Approved as to form

By: _____
Commissioner

By: _____
Office of County Counsel

By: _____
Commissioner

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RESOLUTION NO. __ - 20___   Page 2

B

Incident Command System Forms

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Appendix B. Incident Command System Forms

Index of Incident Command System Forms

ICS Form Number	Form Title	Prepared By
ICS 201	Incident Briefing	Initial Incident Commander
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Resources Unit Leader
ICS204	Assignment List	Resources Unit Leader and Operations Section Chief
ICS 204a	Assignment List Attachments	Operations and Planning Sections Staff
ICS 205	Incident Radio Communications Plan	Communications Unit Leader
ICS 205a	Communications List	Communications Unit Leader
ICS 206	Medical Plan	Medical Unit Leader
ICS 207	Organizational Chart	Resources Unit Leader
ICS 208	Site Safety Plan	Safety Officer
ICS 209	Incident Status Summary	Situation Unit Leader
ICS 210	Status Change Card	On-scene Incident Dispatcher
ICS 211	Check-In List	Resource Unit/Check-in Recorder
ICS 213	General Message	Any message originator
ICS 213 RR	Resource Request Message	Any Resource Requestor
ICS 214	Unit Log	All Sections and Units
ICS 215	Operational Planning Worksheet	Operations Section Chief
ICS215a	Hazard/Risk Analysis Worksheet	Safety Officer
ICS 218	Support Vehicle/Vessel Inventory	Group/Vessel Support Unit Leaders
ICS 219	Resource Status Card	Resources Unit Leader
ICS 220	Air Operations Summary Worksheet	Operations Section Chief or Air Branch Director
ICS 221	Demobilization Checkout	Demobilization Unit Leader
ICS 230	Daily Meeting Schedule	Situation Unit Leader
ICS 232	Resources at Risk Summary	Environmental Unit Leader
ICS 233	Open Action Tracking	Situation Unit Leader
ICS 234	Work Analysis Matrix	Operations and Planning Section Chiefs

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INCIDENT BRIEFING	1. Incident Name	2. Date	3. Time

4. Map Sketch

5. Current Organization

Incident Commander

Safety Officer:

Liaison Officer or Agency Rep:

Information Officer:

Planning

Operations

Logistics

Finance

Div. _____

Div. _____

Div. _____

Div. _____

Air _____

Air Operations _____

Air Support _____ .

Air Attack _____

Air Tanker Coord _____

Helicopter Coord _____
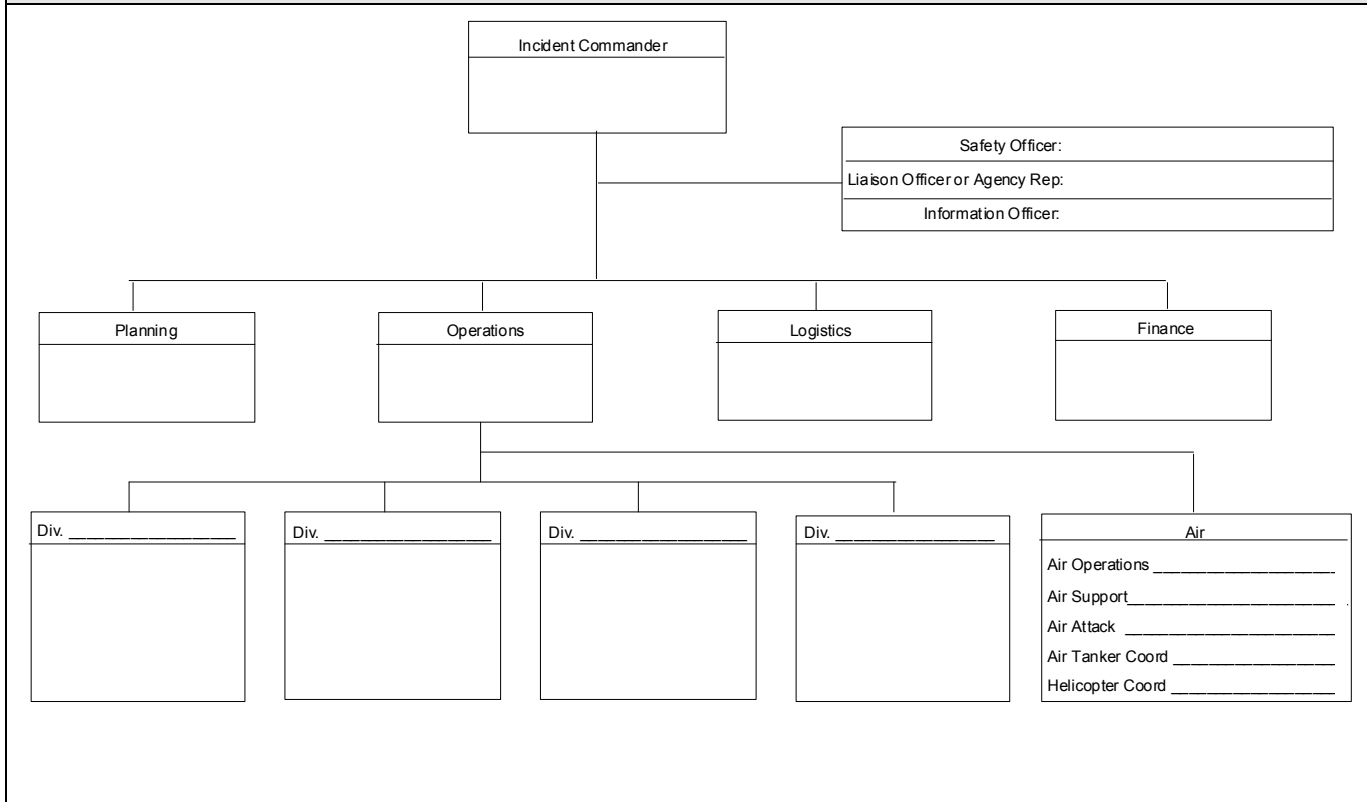
Page 1 of	6. Prepared by (Name and Position)

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment

7. Summary of Current Actions

Page 2 of	

INCIDENT OBJECTIVES	1. Incident Name	2. Date	3. Time

4. Operational Period

5. General Control Objectives for the Incident (include alternatives)

6. Weather Forecast for Period

7. General Safety Message

8. Attachments (mark if attached)

☐ Organization List - ICS 203   ☐ Medical Plan - ICS 206   ☐ (0ther)

☐ Div. Assignment Lists - ICS 204   ☐ Incident Map   ☐

☐ Communications Plan - ICS 205   ☐ Traffic Plan   ☐

9. Prepared by (Planning Section Chief)   **10.** Approved by (Incident Commander)

ICS 202

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ORGANIZATION ASSIGNMENT LIST

1. Incident Name

2. Date

3. Time

4. Operational Period

Position	Name
5. Incident Commander and Staff	
Incident Commander	
Deputy	
Safety Officer	
Information Officer	
Liaison Offier	

6. Agency Representative	
Agency	Name

7. Planning Section	
Chief	
Deputy	
Resources Unit	
Situation Unit	
Documentation Unit	
Demobilization Unit	
Technical Specialists	
Human Resources	
Training	

8. Logistics Section	
Chief	
Deputy	
Supply Unit	
Facilities Unit	
Ground Support Unit	
Communications Unit	
Medical Unit	
Security Unit	
Food Unit	

9. Operations Section	
Chief	
Deputy	

a. Branch I - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		

b. Branch II - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		

c. Branch III - Division/Groups		
Branch Director		
Deputy		
Division/Group		
Division/Group		
Division/Group		
Division/Group		
Division/Group		

d. Air Operations Branch	
Air Operations Branch Director	
Air Attack Supervisor	
Air Support Supervisor	
Helicopter Coordinator	
Air Tanker Coordinator	

10. Finance Section	
Chief	
Deputy	
Time Unit	
Procurement Unit	
Compensation/Claims Unit	
Cost Unit	

Prepared by (Resource Unit Leader)

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DIVISION ASSIGNMENT LIST	1. Branch	2. Division/Group

3. Incident Name	4. Operational Period
	Date: Time:

5.	Operations Personnel		
Operations Chief		Division/Group Supervisor	
Branch Director		Air Attack Supervisor No.	

6.					Resources Assigned this Period	
Strike Team/Task Force/ Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off PT./Time	Pick Up PT./Time	

7. Control Operations

8. Special Instructions

9.				Division/Group Communication Summary			
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command		King NIFC		Logistics		King NIFC	
Tactical Div/Group		King NIFC		Air to Ground		King NIFC	

Prepared by (Resource Unit Leader)	Approved by (Planning Section Chief)	Date	Time

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INCIDENT RADIO COMMUNICATIONS PLAN

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

4. Basic Radio Channel Utilization

Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks
King					
NIFC					
King					
NIFC					
King					
NIFC					
King					
NIFC					
King					
NIFC					
King					
NIFC					
King					
NIFC					
King					
NIFC					

5. Prepared by (Communications Unit)

ICS 205

NFES 1330

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MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	No

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	No

B. Incident Ambulances

Name	Location	Paramedics Yes	No

7. Hospitals

Name	Address	Travel Time Air	Ground	Phone	Helipad Yes	No	Burn Center Yes	No

8. Medical Emergency Procedures

Prepared by (Medical Unit Leader)	10. Reviewed by (Safety Officer)

ICS 206

B-15

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Incident Name _____

Operational Period _____

Date _____ Time _____

Incident Commander

- Safety Officer
- Liaison Officer or Agency Representative
- Information Officer

Operations Section Chief

- Staging Area Manager

Air Operations Director
- Air Attack Supervisor
  - Helicopter Coordinator
  - Air Tanker Coordinator
- Air Support Supervisor
  - Helibase Manager
    - Helispot Manager
  - Fixed Wing Base Coordinator

Branch Director
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor

Branch Director
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor
- Division/Group Supervisor

Planning Section Chief

- Resources Unit Leader
- Situation Unit Leader
- Demobilization Unit Leader
- Documentation Unit Leader
- Technical Specialists

Logistics Section Chief

- Communications Unit Leader
- Medical Unit Leader
- Food Unit Leader
- Security Unit Leader
- Supply Unit Leader
- Facilities Unit Leader
- Ground Support Unit Leader

Finance Section Chief

- Time Unit Leader
- Procurement Unit Leader
- Comp/Claims Unit Leader
- Cost Unit Leader

ICS 207

NFES 1332

B-17

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INCIDENT STATUS SUMMARY
FS-5100-11

1. Date/Time	2. Initial ☐ Update ☐ Final ☐	3. Incident Name	4. Incident Number

5. Incident Commander	6. Jurisdiction	7. County	8. Type Incident	9. Location	10. Started Date/Time

11. Cause	12. Area Involved	13. % Controlled	14. Expected Containment Date/Time	15. Estimated Controlled Date/Time	16. Declared Controlled Date/Time

17. Current Threat	18. Control Problems

19. Est. Loss	20. Est Savings	21. Injuries	Deaths	22. Line Built	23. Line to Build

24. Current Weather WS Temp WD RH	25. Predicted Weather WS Temp WD RH	26. Cost to Date	27. Est. Total Cost

28. Agencies

29. Resources																								TOTALS	
Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST		SR	ST
ENGINES																									
DOZERS																									
CREWS Number of Crews:																									
Number of Crew Personnel:																									
HELICOPTERS																									
AIR TANKERS																									
TRUCK COS.																									
RESCUE/MED.																									
WATER TENDERS																									
OVERHEAD PERSONNL																									
TOTAL PERSONNEL																									

30. Cooperating Agencies

31. Remarks

32. Prepared by	33. Approved by	34. Sent to: Date Time By

ICS 209   NFES 1333

General Instructions

Completion of the Incident Status Summary will be as specified by Agency or municipality. Report by telephone, teletype, computer, or facsimile to the local Agency or municipality headquarters by 2100 hours daily on incidents as required by Agency or municipality (reports are normally required on life threatening situations, real property threatened or destroyed, high resource damage potential, and complex incidents that could have political ramifications). Normally, wildland agencies require a report on all Class D (100 acres plus) and larger incidents (unless primarily grass type in which case report Class E (300 acres or larger). The first summary will cover the period from the start of the incident to 2100 hour the first day of the incident, if at least four hours have elapsed; thereafter the summary will cover the 24 hour period ending at 1900 (this reporting time will enable compilation of reporting data and submission of report to local agency or municipality headquarters by 2100 hours) daily until incident is under control. Wildland fire agencies will send the summary to NIFC by 2400 hours Mountain Time.

1.   Enter date and time report completed (mandatory).
2.   Check appropriate space (mandatory).
3.   Provide name given to incident by Incident Commander or Agency (mandatory).
4.   Enter number assigned to incident by Agency (mandatory).
5.   Enter first initial and last name of Incident Commander (optional).
6.   Enter Agency or Municipality (mandatory).
7.   Enter County where incident is occurring (optional).
8.   Enter type of incident, e.g. wildland fire (enter fuel type), structure fire, hazardous chemical spill, etc. (mandatory).
9.   Enter legal description and general location. Use remarks for additional date if necessary (mandatory).
10.   Enter date and zulu time incident started (mandatory - maximum of six characters for date and four characters for time).
11.   Enter specific cause or under investigation (mandatory).
12.   Enter area involved, e.g. 50 acres, top three floors of building, etc. (mandatory).
13.   Enter estimate of percent of containment (mandatory).
14.   Enter estimate of date and time of total containment (mandatory).
15.   Enter estimated date and time of control (mandatory).
16.   Enter actual date and time fire was declared controlled (mandatory).
17.   Report significant threat to structures, watershed, timber, wildlife habitat or other valuable resources (mandatory).
18.   Enter control problems, e.g. accessibility, fuels, rocky terrain, high winds, structures (mandatory).
19.   Enter estimated dollar value of total damage to date. Include structures, watershed, timber, etc. Be specific in remarks (mandatory).
20.   Enter estimate of values saved as result of all suppression efforts (optional).
21.   Enter any serious injuries or deaths which have occurred since the last report. Be specific in remarks (mandatory).
22.   Indicate the extent of line completed by chains or other units of measurement (optional).
23.   Indicate line to be consturcted by chains or other units of measurement (optional).
24.   Indicate current weather conditions at the incident (mandatory).
25.   Indicate predicted weather conditions for the next operational period (mandatory).
26.   Provide total incident cost ot date (optional).
27.   Provide estimated total cost for entire incident (optional).
28.   List agencies which have resources assigned to the incident (mandatory).
29.   Enter resource information under appropriate Agency column by singe resource or stike team (mandatory).
30.   List by name those agencies which are providing support (e.g. Salvation Army, Red Cross, Law Enforcement, National Weather Service, etc. mandatory).
31.   The Remarks space can be used to (1) list additional resources not covered in Section 28/29; (2) provide more information on location; (3) enter additional information regarding threat control problems, anticipated release or demobilization, etc.(mandatory).
32.   This will normally be the Incident Situation Status Unit Leader (mandatory).
33.   This will normally be the Incident Planning Section Chief (mandatory).
34.   The ID of the Agency entering the report will be entered (optional).

DESIGNATOR
NAME/ ID. NO. _____

_____

STATUS

☐ASSIGNED   ☐AVAILABLE   ☐O/S REST
☐O/S MECHANICAL   ☐O/S MANNING
_____ ETR   (O/S= Out of Service)

FROM	LOCATION	TO
	DIVISION/GROUP	
	STAGING AREA	
	BASE/ICP	
	CAMP	
	ENROUTE	ETA
	HOME AGENCY	

MESSAGES

RESTAT

TIME_____   PROCESS ☐

ICS   STATUS CHANGE CARD
FORM
210   6/83   NFES 1334

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INCIDENT CHECK-IN LIST

1. Incident Name	2. Check-In Location (complete all that apply)						3. Date/Time

Check one:
☐ Personnel
☐ Engines
☐ Helicopters
☐ Handcrew
☐ Dozers
☐ Aircraft
☐ Misc.

☐ Base ☐ Camp ☐ Staging Area ☐ ICP Restat ☐ Helibase

Check-In Information

4. List Personnel (overhead) by Agency & Name -OR- List equipment by the following format:

5.				6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.
Agency	Single	Kind	Type	Order/Request Number	Date/Time Check-In	Leader's Name	Total No. Personnel	Manifest Yes No	Crew or Individual's Weight	Home Base	Departure Point	Method of Travel	Incident Assignment	Other Qualifications	Sent to RESTAT Time/Int
I.D. No/Name															

ICS 211

NFES 1509

NFES 1509

17. Prepared by (Name and Position) *Use back for remarks or comments*

Page 2 of

ICS 211

GENERAL MESSAGE		
TO:	POSITION:	
FROM:	POSITION:	
SUBJECT:	DATE:	TIME:

MESSAGE:

SIGNATURE:	POSITION:

REPLY:

DATE:	TIME:	SIGNATURE/POSITION:

ICS 213   NFES 1336

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UNIT LOG	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators	5. Unit Leader (Name and Position)		6. Operational Period

7. Personnel Roster Assigned		
Name	ICS Position	Home Base

8. Activity Log	
Time	Major Events

9. Prepared by (Name and Position)

ICS 214

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OPERATIONAL PLANNING WORK SHEET

1. Incident Name

2. Date Prepared

Time Prepared

3. Operational Period (Date/Time)

4. Division/Group or Other Location

5. Work Assignments

Resource by Type (Show Strike Team as ST)

Other

6. Reporting Location

7. Requested Arrival Time

Req
Have
Need

Total Resources - Single

Total Resources - Strike Teams

9.

Prepared by (Name and Position)

ICS 215

NFES 1338

B-29

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INCIDENT ACTION PLAN SAFETY ANALYSIS

1. Incident Name	2. Date	3. Time

Division or Group	Potential Hazards	Mitigations (e.g. PPE, buddy system, escape routes)
	Type of Hazard	
	Type of Hazard:	
	Type of Hazard:	
	Type of Hazard:	
	Type of Hazard:	
	Type of Hazard: :	
	Type of Hazard:	
	Type of Hazard:	

Prepared by (Name and Position)

ICS 215A

B-31

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RADIO REQUIREMENTS WORKSHEET

1. Incident Name	2. Date	3. Time

4. Branch	6. Operational Period	7. Tactical Frequency

5. Agency		

8. Division/Group	Division/Group	Division/Group
Agency	Agency	Agency

9. Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements	Agency	ID No.	Radio Requirements

10. Prepared by (Name and Position)

Page 1 of

ICS 216

NFES 1339

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RADIO FREQUENCY ASSIGNMENT WORKSHEET

1. INCIDENT NAME	2. DATE	3. OPERATIONAL PERIOD (DATE/TIME)

4. INCIDENT ORGANIZATION

Column headers (diagonal):
- INCIDENT COMMANDER
- SAFETY OFFICER
- OPERATIONS SECTION CHIEF
- AIR OPERATIONS
- AIR TACTICAL GROUP SUPERVISOR
- PLANNING SECTION CHIEF
- GROUND SUPPORT UNIT
- BASE UNIT
- COMM CENTER
- TOTAL BY REQ.

Row headers:
- DIVISION
- DIVISION
- DIVISION
- BRANCH
- DIVISION
- DIVISION
- DIVISION
- BRANCH
- DIVISION
- DIVISION
- DIVISION
- BRANCH

3. RADIO DATA

SOURCE	FUNCTION	CH#	FREQUENCY

5. ID.

	CH#	FREQUENCY
A		
G		
E		
N		
C		
Y		

6. TOTAL RADIOS REQUIRED

7. PREPARED BY (NAME/POSITION)

217 ICS (1/99)

NFES 1340

B-35

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SUPPORT VEHICLE INVENTORY
(Use separate sheet for each vehicle category)

1. Incident Name	2. Date Prepared	3. Time Prepared

Vehicle Category:

Buses ☐	Dozers ☐	Engines ☐	Lowboys ☐	Pickups/Sedans ☐	Tenders ☐	Other ☐

Vehicle/Equipment Information

Resource Order No.						Vehicle License			
"E" Number	Incident ID No.	Vehicle Type	Vehicle Make	Capacity Size	Agency/Owner	Rig Number	Location	Release Time

5. Prepared by (Ground Support Unit)

Page ____ of ____

ICS 218

NFES 1341

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AGENCY	ST	KIND	TYPE	I.D. NO.

ORDER/REQUEST NO. | **DATE/TIME CHECK IN**

HOME BASE

DEPARTURE POINT

LEADER NAME

CREW ID NO./NAME (FOR STRIKE TEAMS)

NO. PERSONNEL	MANIFEST	WEIGHT
	☐ YES ☐ NO	

METHOD OF TRAVEL
☐ OWN   ☐ BUS   ☐ AIR

OTHER

DESTINATION POINT	ETA

TRANSPORTATION NEEDS
☐ OWN   ☐ BUS   ☐ AIR

OTHER

ORDERED DATE/TIME	CONFIRMED DATE/TIME

REMARKS

ICS 219-2 (Rev. 4/82) CREW NFES 1344

AGENCY	TF	KIND	TYPE	I.D. NO./NAME

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION	TIME

STATUS
☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
☐ AVAILABLE ☐ O/S MECH   ☐ ETR

NOTE

*U.S. GPO: 1990-794-001

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AGENCY	ST	KIND	TYPE	I.D. NO.

ORDER/REQUEST NO.   **DATE/TIME CHECK IN**

HOME BASE

DEPARTURE POINT

PILOT NAME

DESTINATION POINT   **ETA**

REMARKS

INCIDENT LOCATION

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

ICS 219-4 (Rev. 4/82) HELICOPTER NFES 1346

AGENCY	TYPE	MANUFACTURER	I.D. NO.

INCIDENT LOCATION   **TIME**

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- ☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.
- ☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

*U.S. GPO: 1988-594-771   NFES 1346

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AGENCY	TYPE	MANUFACTURER	I.D. NO.

ORDER/REQUEST NO.   **DATE/TIME CHECK IN**

HOME BASE

DATE TIME RELEASED

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

ICS 219-6 (4/82) AIRCRAFT

AGENCY	TYPE	MANUFACTURER NAME/NO.	I.D. NO.

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

INCIDENT LOCATION   **TIME**

STATUS
- [ ] ASSIGNED
- [ ] O/S REST
- [ ] O/S PERS.
- [ ] AVAILABLE
- [ ] O/S MECH
- [ ] ETR

NOTE

*U.S. GPO: 695-162-1986   NFES 1348

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AGENCY	ST	TF	KIND	TYPE	I.D. NO.

ORDER/REQUEST NO.

DATE/TIME CHECK IN

HOME BASE

DEPARTURE POINT

LEADER NAME

RESOURCE ID. NO.S/NAMES

DESTINATION POINT

ETA

REMARKS

INCIDENT LOCATION

TIME

STATUS

☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.

☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

ICS 219-7 (Rev. 4/82) DOZERS NFES 1349

AGENCY	ST	TF	KIND	TYPE	I.D. NO.

INCIDENT LOCATION

TIME

STATUS

☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.

☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION

TIME

STATUS

☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.

☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION

TIME

STATUS

☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.

☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

INCIDENT LOCATION

TIME

STATUS

☐ ASSIGNED   ☐ O/S REST   ☐ O/S PERS.

☐ AVAILABLE   ☐ O/S MECH   ☐ ETR

NOTE

*U.S. GPO: 1990-794-006

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AIR OPERATIONS SUMMARY

1. Incident Name

4. Personnel and Communications	Name	Air/Air Frequency	Air/Ground Frequency
Air Operations Director			
Air Attack Supervisor			
Helicopter Coordinator			
Air Tanker Coordinator			

Helibases
Fixed Wing Bases

5. Remarks (Spec. Instructions, Safety Notes, Hazards, Priorities)

6.	7.	8. Fixed Wing		9. Helicopters		10. Time		11. Aircraft	12. Operating
Location/Function	Assignment	No.	Type	No.	Type	Available	Commence	Assigned	Base

13. Totals

14. Air Operations Support Equipment

15. Prepared by *(include Date and Time)*

ICS 220

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DEMOBILIZATION CHECKOUT		
1. Incident Name/Number	2. Date/Time	3. Demob. No.

4. Unit/Personnel Released

5. Transportation Type/No.

6. Actual Release Date/Time	7. Manifest? ☐ Yes ☐ No Number
8. Destination	9. Notified: ☐ Agency ☐ Region ☐ Area ☐ Dispatch Name: Date:

10. Unit Leader Responsible for Collecting Performance Rating

11. Unit/Personnel

You and your resources have been released subject to sign off from the following:
Demob. Unit Leader check the appropriate box

Logistics Section

☐ Supply Unit

☐ Communications Unit

☐ Facilities Unit

☐ Ground Support Unit Leader

Planning Section

☐ Documentation Unit

Finance Section

☐ Time Unit

Other

☐

☐

12. Remarks

13. Prepared by (include Date and Time)

ICS 221   NFES 1353

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Instructions for completing the Demobilization Checkout (ICS form 221)

Prior to actual Demob Planning Section (Demob Unit) should check with the Command Staff (Liaison Officer) to determine any agency specific needs related to demob and release. If any, add to line Number 11.

Item No.	Item Title	Instructions
1.	Incident Name/No.	Enter Name and/or Number of Incident.
2.	Date & Time	Enter Date and Time prepared.
3.	Demob. No.	Enter Agency Request Number, Order Number, or Agency Demob Number if applicable.
4.	Unit/Personnel Released	Enter appropriate vehicle or Strike Team/Task Force ID Number(s) and Leader's name or individual overhead or staff personnel being released.
5.	Transportation	Enter Method and vehicle ID number for transportation back to home unit. Enter N/A if own transportation is provided. *Additional specific details should be included in Remarks, block # 12.*
6.	Actual Release Date/Time	To be completed at conclusion of Demob at time of actual release from incident. *Would normally be last item of form to be completed.*
7.	Manifest	Mark appropriate box. If yes, enter manifest number. *Some agencies require a manifest for air travel.*
8.	Destination	Enter the location to which Unit or personnel have been released. *i.e. Area, Region, Home Base, Airport, Mobilization Center, etc.*
9.	Area/Agency/ Region Notified	Identify the Area, Agency, or Region notified and enter date and time of notification.
10.	Unit Leader Responsible for Collecting Performance Ratings	Self-explanatory. *Not all agencies require these ratings.*
11.	Resource Supervision	Demob Unit Leader will identify with a check in the box to the left of those units requiring check-out. Identified Unit Leaders are to initial to the right to indicate release. Blank boxes are provided for any additional check, (unit requirements as needed), i.e. Safety Officer, Agency Rep., etc.
12.	Remarks	Any additional information pertaining to demob or release.
13.	Prepared by	Enter the name of the person who prepared this Demobilization Checkout, including the Date and Time.

| INDIVIDUAL PERFORMANCE RATING | INSTRUCTIONS: The immediate supervisor will prepare this form for a subordinate person. Rating will be reviewed with the individual who will sign and date the form. The completed rating will be given to the Planning Section Chief before the rater leaves the incident. |

| 1. NAME | 2. INCIDENT NAME AND NUMBER | START DATE OF INCIDENT |

| 3. HOME UNIT ADDRESS | 4. INCIDENT AGENCY AND ADDRESS |

| 5. POSITION HELD ON INCIDENT | 6. TRAINEE POSITION ☐ YES ☐ NO | 7. INCIDENT COMPLEXITY ☐ I ☐ II ☐ III | 8. DATE OF ASSIGNMENT FROM: TO: |

PERFORMANCE LEVEL

9. List the main duties from the Position Checklist, on which the position will be rated.

Enter X under the appropriate column indicating the individuals level of performance for each duty listed.

	Did not apply on this Incident	Unacceptable	Need to Improve	Fully Successful	Exceeds Successful
			EXPLAIN IN REMARKS		

10. REMARKS

| 11. THIS RATING HAS BEEN DISCUSSED WITH ME (Signature of individual being rated.) | 12. DATE |

| 13. RATED BY (Signature) | 14. HOME UNIT | 15. POSITION HELD ON THIS INCIDENT | 16. DATE |

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RESOURCE ORDER

INCIDENT/PROJECT ORDER NUMBER

INITIAL DATE/TIME

2. INCIDENT/PROJECT NAME

3. INCIDENT /PROJECT ORDER NUMBER

4. OFFICE REFERENCE NUMBER

5. DESCRIPTIVE LOCATION/RESPONSE AREA

6. SEC. | TWN | RNG | Base MDM

7. MAP REFERENCE

8. INCIDENT BASE/PHONE NUMBER

9. JURISDICTION/AGENCY

10. ORDERING OFFICE

11. AIRCRAFT INFORMATION

| BEARING | DISTANCE | BASE OR OMNI | AIR CONTACT | FREQUENCY |
LAT.   LONG.
Ground Contact | FREQUENCY | RELOAD BASE | OTHER AIRCRAFT/HAZARDS

12. Request Number

| Ordered Date/Time | From / To | Q T Y | RESOURCE REQUESTED | Needed Date/Time | Deliver To | From / To | Time | Agency ID | RESOURCE ASSIGNED | ETD / ETA | ATA | RELEASED Date | To | Time / ETA |

13. ORDER RELAYED

| Req. No. | Date | Time | To/From |

ACTION TAKEN

ICS 259-3 (7/87)   NFES 2202

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RESOURCE ORDER

Order No. _____

Field	Label
2.	INCIDENT/PROJECT NAME
3.	INCIDENT /PROJECT ORDER NUMBER
4.	OFFICE REFERENCE NUMBER

12. Request Number	Ordered Date/Time	From / To	Q T Y	RESOURCE REQUESTED	Needed Date/Time	Deliver To	To / From	Time	Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date	To	ETA Time

NFES 2203 (7/87)

RESOURCE ORDER — ICS 259-3

Personnel

Field	Value
INITIAL DATE/TIME	04-05-03
2. INCIDENT/PROJECT NAME	Mormon Cricket #1
3. INCIDENT/PROJECT ORDER NUMBER	10-03-E6-1234
4. OFFICE REFERENCE NUMBER	USDA-APHIS-I4
5. DESCRIPTIVE LOCATION/RESPONSE AREA	Southern Elmore County
6. SEC. / TWN / RNG / Base MDM	
7. MAP REFERENCE	
8. INCIDENT BASE/PHONE NUMBER	208-123-4567
9. JURISDICTION/AGENCY	ID - Dept. of Ag.
10. ORDERING OFFICE	ID - Dept. of Ag.

INCIDENT/PROJECT ORDER NUMBER (ID-03-E6-1234)

11. AIRCRAFT INFORMATION
LAT. — LONG. — BEARING — DISTANCE — BASE OR OMNI — AIR CONTACT — FREQUENCY — Ground Contact — FREQUENCY — RELOAD BASE — OTHER AIRCRAFT/HAZARDS

12.

Request Number	Ordered Date/Time	QTY	From / To	RESOURCE REQUESTED	Needed Date/Time	Deliver To	From / To	Time	Agency ID	RESOURCE ASSIGNED	ETD / ETA	RELEASED Date / To	ETA Time
0-1	04/05 1000	1	10 M. Smith / T. Able	Entomologist	04-07 1200	see action taken	T. Pole / C. Davis	1030	PPQ 05	Bill Paxton	0800 / 1030		
0-2	04/05 1000	1	10 M. Smith / T. Able	Entomologist	04-07 1200	see action taken	T. Pole / C. Davis	1030	PPQ 06	Martha Hill	0800 / 1030		
0-3	04/06 1300	1	10 T. Fray / T. Able	Operations S.C.	04-08 0800	ICP	T. Pole / C. Davis	1310	PPQ 25	Brent Woods	4-7 1500 / 4-7 1900		

13. ORDER RELAYED / ACTION TAKEN

Req. No.	Date	Time	To/From	ACTION TAKEN
0-1/2	04/05	1030	T. Pole/C. Davis	Request filled. ETA 04-07. 1030 UA 235 departs LAX. 0800 arrives BOI 1100. Plane.

ORDER RELAYED

Req. No.	Date	Time	To/From	ACTION TAKEN
	04/05	1030	M. Smith/T. Pole	Will be met in BOI by Kelly. Phone#: 208-344-7825. Relayed. Confirmed phone #.

ICS 259-3 (7/87)   NFES 2202

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C 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.

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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EOC Position Checklists: Document Index

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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Communication Unit Leader Position Checklist

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

✓	**Task**

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

☐   2. Organize and staff Unit as appropriate:

- Assign Communications Center Manager and Lead Incident Dispatcher.

- Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.

☐   3. Assess communications systems/frequencies in use; advise on communications capabilities/limitations.

☐   4. Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.

☐   5. Assess Incident Command Post phone load and request additional lines as needed.

☐   6. Prepare and implement Incident Communications Plan (ICS Form 205):

- Obtain current organizational chart.

- Determine most hazardous tactical activity; ensure adequate communications.

- Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.

- Determine Command communications needs.

- Determine support communications needs.

- Establish and post any specific procedures for use of Incident Command Post communications equipment.

Communication Unit Leader Position Checklist

☐ 7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:

- Determine specific organizational elements to be assigned telephones.

- Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.

- Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.

- **Do not publicize OUTGOING call lines**.

☐ 8. Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system.

☐ 9. Ensure radio and telephone logs are available and being used.

☐ 10. Determine need and research availability of additional nets and systems:

- Order through Supply Unit after approval by Section Chief.

- Federal systems:

  - Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.

☐ 11. Document malfunctioning communications equipment, facilitate repair.

☐ 12. Establish and maintain communications equipment accountability system.

☐ 13. Provide technical information, as required, on:

- Adequacy of communications system currently in use.

- Geographic limitation on communications equipment.

- Equipment capabilities.

- Amount and types of equipment available.

- Anticipated problems in the use of communications equipment.

Communication Unit Leader Position Checklist

☐ 14. Estimate Unit needs for expected operations; order relief personnel.

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

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

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Compensation/Claims Unit Leader Position Checklist

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

✓	**Task**

☐   1. Obtain briefing from Finance/Administration Section Chief:

- Determine accidents/injuries to date.
- Determine status of investigations.

☐   2. Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.

☐   3. Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.

☐   4. Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.

☐   5. Ensure that volunteer personnel have been appropriately registered.

☐   6. Ensure written authority for persons requiring medical treatment.

☐   7. Ensure correct billing forms for transmittal to doctor and/or hospital.

☐   8. Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.

☐   9. Coordinate with Safety Officer to:

- Provide liaison with Occupational Safety and Health Administration (OSHA).
- Provide analysis of injuries.
- Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.

☐   10. Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.

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

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

Compensation/Claims Unit Leader Position Checklist

Claims Specialist:

<table>
<tr><td>☐</td><td>1.</td><td>Work closely with Operations and Planing for information from the field.</td></tr>
<tr><td>☐</td><td>2.</td><td>Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.</td></tr>
<tr><td>☐</td><td>3.</td><td>Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).</td></tr>
<tr><td>☐</td><td>4.</td><td>"Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.</td></tr>
</table>

Compensation for Injury Specialist:

<table>
<tr><td>☐</td><td>1.</td><td>Determine accidents/injuries to date.</td></tr>
<tr><td>☐</td><td>2.</td><td>Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.</td></tr>
<tr><td>☐</td><td>3.</td><td>Work with Safety Officer to determine trends of accidents and provide analysis of injuries.</td></tr>
<tr><td>☐</td><td>4.</td><td>Work with local agency representatives to find treatment options for injuries.</td></tr>
<tr><td>☐</td><td>5.</td><td>Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.</td></tr>
<tr><td>☐</td><td>6.</td><td>Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.</td></tr>
<tr><td>☐</td><td>7.</td><td>Keep informed and report on status of hospitalized personnel.</td></tr>
<tr><td>☐</td><td>8.</td><td>Maintain log of all injuries occurring on incident.</td></tr>
<tr><td>☐</td><td>9.</td><td>Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).</td></tr>
</table>

Cost Unit Leader Position Checklist

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

✓	**Task**

☐   1. Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.

- Determine standard and special reports required.

- Determine desired report format.

☐   2. Obtain and record all cost data:

- Agency Equipment costs.

- Contract or mutual aid equipment costs.

- Contract or mutual aid personnel costs.

- Damage to facilities, infrastructure, equipment or vehicles.

- Supplies.

- Food.

- Facility rental.

☐   3. Identify in reports all equipment/personnel requiring payment.

☐   4. Prepare incident cost summaries by operational period, or as directed by the Finance/Administration Section Chief.

☐   5. If cost share agreement is done, determine what costs need to be tracked. They may be different than total incident costs.

☐   6. Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.

- Make sure information is provided to Planning according to Planning's schedule.

Cost Unit Leader Position Checklist

☐   7. Make recommendations on cost savings to Finance/Administration Section Chief. This must be coordinated with Operations and Planning Sections—use of high cost equipment may have justifications unknown to Finance/Administration.

☐   8. Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:

- Agency, contract, and/or mutual aid equipment costs.

- Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).

- Contract or mutual aid equipment costs.

- Contract or mutual aid personnel costs.

- Damage to agency facilities, infrastructure, equipment or vehicles.

- Supplies.

- Food.

- Facility rental.

☐   9. Ensure that all cost documents are accurately prepared.

☐   10. Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).

☐   11. Provide briefing to relief on current activity and unusual events.

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

Demobilization Unit Leader Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Planning Section Chief:

- Determine objectives, priorities and constraints on demobilization.

☐ 2. Review incident resource records to determine scope of demobilization effort:

- Resource tracking system.

- Check-in forms.

- Master resource list.

☐ 3. Meet with agency representatives to determine:

- Agencies not requiring formal demobilization.

- Personnel rest and safety needs.

- Coordination procedures with cooperating-assisting agencies.

☐ 4. Assess the current and projected resource needs of the Operations Section.

☐ 5. Obtain identification of surplus resources and probable release times.

☐ 6. Determine logistical support needs of released resources (rehab, transportation, equipment replacement, etc.).

☐ 7. Determine Finance/Administration, Communications, Supply, and other incident check-out stops.

☐ 8. Determine de-briefing requirements.

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

Demobilization Unit Leader Position Checklist

☐ 10. Prepare Demobilization Plan (ICS Form 221):

- General - Discussion of demobilization procedure.

- Responsibilities - Specific implementation responsibilities and activities.

- Release Priorities - According to agency and kind and type of resource.

- Release Procedures - Detailed steps and process to be followed.

- Directories - Maps, telephone numbers, instructions and other needed elements.

- Continuity of operations (follow up to incident operations):

  - Public Information.

  - Finance/Administration.

  - Other.

- Designate to whom outstanding paperwork must be submitted.

- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:

  - Incident activity and work load are at the level the agency can reasonably assume.

  - Incident is controlled.

  - On-scene personnel are released except for those needed for final tactical assignments.

  - Incident Base is reduced or in the process of being shut down.

  - Planning Section has organized final incident package.

  - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.

  - Rehabilitation/cleanup accomplished or contracted.

  - Team has conducted or scheduled required debriefings.

☐ 11. Obtain approval of Demobilization Plan (ICS Form 221) from Planning Section Chief.

☐ 12. Distribute Demobilization Plan (ICS Form 221) to processing points both on and off incident.

☐ 13. Monitor implementation of Demobilization Plan (ICS Form 221).

Demobilization Unit Leader Position Checklist

☐   14. Assist in the coordination of the Demobilization Plan (ICS Form 221).

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

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

☐   17. Give completed incident files to Documentation Unit Leader for inclusion in the final incident package.

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Documentation Unit Leader Position Checklist

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

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

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Facilities Unit Leader Position Checklist

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

✓	**Task**

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

- Expected duration and scope of the incident.

- Facilities already activated.

- Anticipated facility needs.

☐ 2. Obtain a copy of the Incident Action Plan (IAP) and determine:

- Location of Incident Command Post.

- Staging Areas.

- Incident Base.

- Supply/Receiving/Distribution Centers.

- Information/Media Briefing Center.

- Other incident facilities.

☐ 3. Determine requirements for each facility to be established:

- Sanitation.

- Sleeping.

- Feeding.

- Supply area.

- Medical support.

- Communications needs.

- Security needs.

- Lighting.

Facilities Unit Leader Position Checklist

☐ 4. In cooperation with other incident staff, determine the following requirements for each facility:

- Needed space.

- Specific location.

- Access.

- Parking.

- Security.

- Safety.

☐ 5. Plan facility layouts in accordance with above requirements.

☐ 6. Coordinate negotiation for rental office or storage space:

- < 60 days - Coordinate with Procurement Unit.

- > 60 days - Coordinate with Procurement Unit, agency Facilities Manager, and agency Finance Department.

☐ 7. Video or photograph rental office or storage space prior to taking occupancy.

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

Finance/Administration Section Chief Position Checklist

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

✓	**Task**

☐   1. Obtain briefing from Incident Commander:

- Incident objectives.

- Participating/coordinating agencies.

- Anticipated duration/complexity of incident.

- Determine any political considerations.

- Obtain the names of any agency contacts the Incident Commander knows about.

- Possibility of cost sharing.

- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

☐   2. Obtain briefing from agency administrator:

- Determine level of fiscal process required.

- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.

- Assess potential for legal claims arising out of incident activities.

- Identify applicable financial guidelines and policies, constraints and limitations.

Finance/Administration Section Chief Position Checklist

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

- Identify financial requirements for planned and expected operations.

- Determine agreements are in place for land use, facilities, equipment, and utilities.

- Confirm/establish procurement guidelines.

- Determine procedure for establishing charge codes.

- Important local contacts.

- Agency/local guidelines, processes.

- Copies of all incident-related agreements, activated or not.

- Determine potential for rental or contract services.

- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?

- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.

- Ensure that proper tax documentation is completed.

- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

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

☐   5. Attend Planning Meeting:

- Provide financial and cost-analysis input.

- Provide financial summary on labor, materials, and services.

- Prepare forecasts on costs to complete operations.

- Provide cost benefit analysis, as requested.

- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

Finance/Administration Section Chief Position Checklist

Sample Planning Meeting Agenda

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

6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.

- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.

- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.

- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.

- Arrival and demobilization of personnel and equipment – Planning Section.

- Daily incident status – Planning Section.

- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.

- Status of supplies – Supply Unit Leader and Procurement Unit Leader.

- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.

- Use agreements – Procurement Unit Leader and local administrative personnel.

- What has been ordered? – Supply Unit Leader.

- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

Finance/Administration Section Chief Position Checklist

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

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

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

- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.

- Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.

- Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.

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

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

- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.

- Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.

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

☐ 13. Assist Logistics in resource procurement:

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

- Negotiate ad hoc contracts.

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

☐ 15. Coordinate Finance/Administration demobilization.

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

Finance/Administration Section Chief Position Checklist

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

☐   18. Submit all Section documentation to Documentation Unit.

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Food Unit Leader Position Checklist

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

✓	**Task**

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

- Determine potential duration of incident.

- Number and location of personnel to be fed.

- Last meal provided.

- Proposed time of next meal.

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

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Ground Support Unit Leader Position Checklist

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

| ✓ | **Task** |

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

   ▪ Fueling needs of apparatus on incident.

   ▪ Transportation needed for responders.

   ▪ Location of Supply Unit receiving and distribution point(s).

   ▪ Incident transportation maps and restrictions on transportation routes.

   ▪ Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

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

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

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

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

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

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

8. Maintain inventory of support and transportation vehicles.

Ground Support Unit Leader Position Checklist

☐   9.   Provide transportation services:

- Review Incident Action Plan (IAP) for transportation requirements.

- Review inventory for needed resources.

- Request additional resources through Supply Unit. Give type, time needed, and reporting location.

- Schedule use of support vehicles.

- Document mileage, fuel consumption, and other costs.

☐   10. Implement Transportation Plan:

- Determine time-lines.

- Identify types of services required.

- Assign resources required to implement Transportation Plan.

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

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

Incident Commander Position Checklist

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

✓	**Task**

- [ ] 1. Ensure welfare and safety of incident personnel.

- [ ] 2. Supervise Command and General Staff.

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

- [ ] 4. Assess incident situation:

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

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

- [ ] 6. Authorize protective action statements, as necessary.

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

    - Confirm dispatch and arrival times of activated resources.

    - Confirm work assignments.

- [ ] 8. Brief staff:

    - Identify incident objectives and any policy directives for the management of the incident.

    - Provide a summary of current organization.

    - Provide a review of current incident activities.

    - Determine the time and location of first Planning Meeting.

- [ ] 9. Determine information needs and inform staff of requirements.

- [ ] 10. Determine status of disaster declaration and delegation of authority.

Incident Commander Position Checklist

☐ 11. Establish parameters for resource requests and releases:

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

☐ 12. Authorize release of information to the media:

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

☐ 13. Establish level of planning to be accomplished:

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

☐ 14. Ensure Planning Meetings are conducted as indicated:

Sample Planning Meeting Agenda

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

Incident Commander Position Checklist

☐ 15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.

- Verify that objectives are incorporated and prioritized.

- Sign ICS Form 202.

☐ 16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.

- Approve necessary changes to strategic goals and IAP.

- Ensure that Liaison Officer is making periodic contact with participating agencies.

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

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

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Liaison Officer Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Obtain summary of incident organization (ICS Forms 201 and 203).

- Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

☐ 2. Obtain cooperating and assisting agency information, including:

- Contact person(s).

- Radio frequencies.

- Phone numbers.

- Cooperative agreements.

- Resource type.

- Number of personnel.

- Condition of personnel and equipment.

- Agency constraints/limitations.

☐ 3. Establish workspace for Liaison function and notify agency representatives of location.

☐ 4. Contact and brief assisting/cooperating agency representatives and mutual aid cooperators.

☐ 5. Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

☐ 6. Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

Liaison Officer Position Checklist

☐   7. Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues:

- Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).

☐   8. Participate in Planning Meetings:

Sample Planning Meeting Agenda

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

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

Logistics Section Chief Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Review situation and resource status for number of personnel assigned to incident.

- Review current organization.

- Determine which incident facilities have been/should be activated.

☐ 2. Ensure Incident Command Post and other incident facilities are physically activated, as appropriate.

☐ 3. Confirm resource ordering process.

☐ 4. Assess adequacy of current Incident Communications Plan (ICS Form 205).

☐ 5. Organize and staff Logistics Section, as appropriate, and consider the need for facility security, and Communication and Supply Units.

☐ 6. Assemble, brief, and assign work locations and preliminary work tasks to Section personnel:

- Provide summary of emergency situation.

- Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

☐ 7. Notify Resources Unit of other Units activated, including names and location of assigned personnel.

Logistics Section Chief Position Checklist

☐　8.　Attend Planning Meetings:

Sample Planning Meeting Agenda

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

☐　9.　Participate in preparation of Incident Action Plan (IAP):

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.

- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.

- Ensure Incident Communications Plan (ICS Form 205) is prepared.

- Ensure Medical Plan (ICS Form 206) is prepared.

- Assist in the preparation of Transportation Plan.

☐　10. Review IAP and estimate section needs for next operational period; order relief personnel if necessary.

☐　11. Research availability of additional resources.

☐　12. Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.

☐　13. Ensure coordination between Logistics and other Command and General Staff.

☐　14. Ensure general welfare and safety of Section personnel.

Logistics Section Chief Position Checklist

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

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

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

☐   18. Submit all Section documentation to Documentation Unit.

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Medical Unit Leader Position Checklist

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

✓	**Task**

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

  ▪ Obtain information on any injuries that occurred during initial response operations.

  ▪ Name and location of Safety Officer.

☐   2. Determine level of emergency medical activities performed prior to activation of Medical Unit:

  ▪ Number and location of aid stations.

  ▪ Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.

  ▪ Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.

  ▪ Medical supplies needed.

☐   3. Respond to requests for medical treatment and transportation.

☐   4. Request/supervise ambulance support. Order through established Incident chain of command.

☐   5. Prepare the Medical Plan (ICS Form 206), including procedures for major medical emergency. **This plan should be coordinated with the medical organization within the Operations Section**.   Plan should include:

  ▪ Medical Assembly Area.

  ▪ Triage Area.

  ▪ Ambulance Traffic Route.

  ▪ Landing Zone for Life flight (incident and hospital).

  ▪ Aid Station Location(s).

  ▪ Hazard specific information (HAZMAT treatment, etc.).

  ▪ Closest hospitals.

  ▪ Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

Medical Unit Leader Position Checklist

☐   6.   Obtain Safety Officer approval for Medical Plan.

☐   7.   Coordinate Medical Plan with local hospitals.

☐   8.   Respond to requests for medical aid.

☐   9.   Notify Safety Officer and Logistics Section Chief of all accidents and injuries.

☐   10. Respond to requests for medical supplies.

☐   11. Prepare medical reports; provide copies to Documentation Unit.

☐   12. Submit reports as directed; provide copies to Documentation Unit Leader.

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

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

Operations Branch Director Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Operations Section Chief or Incident Commander:

- Determine resources assigned to the Branch, current location, and activities.

- Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.

- If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.

- Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.

☐ 2. Attend Operations Briefing.

☐ 3. Develop tactical assignments, with subordinates, for Branch control operations.

☐ 4. Assign specific work tasks to Division/Group Supervisors.

☐ 5. Resolve logistical problems reported by subordinates:

- Monitor radio transmissions and cell phone use to assess communications needs.

- Ensure resources receive adequate food, liquids, and rehabilitation.

- Request additional resources through approved ordering channels.

☐ 6. Report to Operations Section Chief whenever:

- Incident Action Plan (IAP) is to be modified.

- Additional resources are needed.

- Surplus resources are available.

- Hazardous situations or significant events occur.

☐ 7. Coordinate activities with other Branch Directors.

Operations Branch Director Position Checklist

<table>
<tr><td>☐</td><td>8.</td><td>Attend Planning Meetings at the request of the Operations Section Chief.</td></tr>
<tr><td>☐</td><td>9.</td><td>Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.</td></tr>
<tr><td>☐</td><td>10.</td><td>Ensure Branch fiscal record-keeping.</td></tr>
<tr><td>☐</td><td>11.</td><td>Document all activity on Unit Log (ICS Form 214).</td></tr>
</table>

Operations Section Chief Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Determine incident objectives and recommended strategies.

- Determine status of current tactical assignments.

- Identify current organization, location of resources, and assignments.

- Confirm resource ordering process.

- Determine location of current Staging Areas and resources assigned there.

☐ 2. Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.

☐ 3. Establish operational period.

☐ 4. Establish and demobilize Staging Areas.

☐ 5. Attend Operations Briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.

- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

☐ 6. Develop and manage tactical operations to meet incident objectives.

Operations Section Chief Position Checklist

<table>
<tr><td>☐</td><td>7.</td><td>Assess life safety:</td></tr>
</table>

- Adjust perimeters, as necessary, to ensure scene security.

- Evaluate and enforce use of appropriate protective clothing and equipment.

- Implement and enforce appropriate safety precautions.

<table>
<tr><td>☐</td><td>8.</td><td>Evaluate situation and provide update to Planning Section:</td></tr>
</table>

- Location, status, and assignment of resources.

- Effectiveness of tactics.

- Desired contingency plans.

<table>
<tr><td>☐</td><td>9.</td><td>Determine need and request additional resources.</td></tr>
</table>

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

<table>
<tr><td>☐</td><td>11.</td><td>Keep Resources Unit up to date on changes in resource status.</td></tr>
</table>

<table>
<tr><td>☐</td><td>12.</td><td>Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:</td></tr>
</table>

- Identify assignments by Division or Group.

- Identify specific tactical assignments.

- Identify resources needed to accomplish assignments.

Operations Section Chief Position Checklist

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

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.

- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.

- Notify Logistics of communications problems.

- Keep Planning up-to-date on resource and situation status.

- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.

- Keep Safety Officer involved in tactical decision-making.

- Keep Incident Commander apprised of status of operational efforts.

- Coordinate media field visits with the Public Information Officer.

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

☐   15. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

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

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Planning Section Chief Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Determine current resource status (ICS Form 201).

- Determine current situation status/intelligence (ICS Form 201).

- Determine current incident objectives and strategy.

- Determine whether Incident Commander requires a written Incident Action Plan (IAP).

- Determine time and location of first Planning Meeting.

- Determine desired contingency plans.

☐ 2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

☐ 3. Establish and maintain resource tracking system.

☐ 4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.

☐ 5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

☐ 6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):

- Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.

- Provide copy to Public Information Officer.

☐ 7. Obtain/develop incident maps.

☐ 8. Establish information requirements and reporting schedules for ICP and field staff.

Planning Section Chief Position Checklist

☐   9.   Prepare contingency plans:

- Review current and projected incident and resource status.

- Develop alternative strategies.

- Identify resources required to implement contingency plan.

- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

☐   10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

☐   11. Conduct Planning Meetings according to following agenda:

<div align="center">

Sample Planning Meeting Agenda

</div>

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

☐   12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.

- Ensure that detailed contingency plan information is available for consideration by Operations and Command.

- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

Planning Section Chief Position Checklist

- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.

- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

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

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

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

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

17. Provide periodic predictions on incident potential.

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

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

20. Ensure Section has adequate coverage and relief.

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

22. Ensure preparation of demobilization plan, if appropriate.

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

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

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

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

27. Submit all Section documentation to Documentation Unit.

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Procurement Unit Leader Position Checklist

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

✓	**Task**

<table>
<tr><td>☐</td><td>

1. Obtain briefing from Finance/Administration Section Chief:

- Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.

- Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.

- Determine status of bid process.

- Determine current vendor list.

- Determine current blanket Purchase Order (PO) list.

- Determine time-lines established for reporting cost information.

</td></tr>
<tr><td>☐</td><td>2. Contact Supply Unit on incident needs and any special procedures or requirements.</td></tr>
<tr><td>☐</td><td>3. Prepare and sign offers for rental, as necessary.</td></tr>
<tr><td>☐</td><td>

4. Develop Incident Procurement Plan. This plan should address/include:

- Spending caps.

- Necessary Forms.

- Identify who has purchasing authority.

- Process for obtaining approval to exceed caps.

- Coordination process with Supply Unit.

- Supply of emergency purchase orders.

</td></tr>
</table>

Procurement Unit Leader Position Checklist

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

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

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

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

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

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

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

☐ 12. Verify all invoices.

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

- Coordinate with all Sections.

- It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.

- Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.

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

☐ 15. Maintain final incident receiving documents:

- Obtain copies of all vendor invoices.

- Verify that all equipment time records are complete.

- Maintain comprehensive audit trail for all procurement documents.

- Check completeness of all data entries on vendor invoices.

- Compare invoices against procurement documents.

- Assure that only authorized personnel initiate orders.

Procurement Unit Leader Position Checklist

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

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

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Public Information Officer Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander:

- Determine current status of Incident (ICS Form 209 or equivalent).

- Identify current organization (ICS Forms 201 and 203, resource lists, etc.).

- Determine point of contact for media (scene or Command Post).

- Determine current media presence.

☐ 2. Participate in Administrative Officer's briefing:

- Determine constraints on information process.

- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

☐ 3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.

☐ 4. Coordinate the development of door-to-door protective action statements with Operations.

☐ 5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

Sample Initial Information Summary

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

Public Information Officer Position Checklist

☐ 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:

- Joint Information Center (JIC).

- Field (scene) Information.

- Internal Information.

☐ 7. Establish contact with local and national media representatives, as appropriate.

☐ 8. Establish location of Information Center for media and public away from Command Post.

☐ 9. Establish schedule for news briefings.

☐ 10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.

☐ 11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.

☐ 12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.

☐ 13. Obtain approval for information release from Incident Commander:

- Confirm details to ensure no conflicting information is released.

- Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.

☐ 14. Release news to media, and post information in Command Post and other appropriate locations.

☐ 15. Record all interviews and copy all news releases:

- Contact media to correct erroneous or misleading information being provided to the public via the media.

Public Information Officer Position Checklist

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

- Utilize electronic mail for agency updates.

- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.

- Provide standard statement which can be given to general requests for information.

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

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

☐   18. Attend Planning Meetings:

Sample Planning Meeting Agenda

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

☐   19. Respond to special requests for information.

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

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

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

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Resources Unit Leader Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Planning Section Chief.

☐ 2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

☐ 3. Establish check-in function at incident locations (ICS Form 211).

☐ 4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

☐ 5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:

- Review ICS Form 201 for resource information.

- Review Check-In List (ICS Form 211).

- Confirm resources assigned to Staging.

- Confirm resources assigned to tactical Operations organization.

- Confirm resources assigned to other Command and General Staff functions.

☐ 6. Establish and maintain resource tracking system.

☐ 7. Maintain master roster of all resources at the incident:

- Total number of personnel assigned to the incident.

- Total number of resources assigned to each Section and/or Unit.

- Total number of specific equipment/apparatus types.

Resources Unit Leader Position Checklist

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

- Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).

- Assist in preparing the Organizational Planning Worksheet (ICS Form 215).

- Prepare Organization Assignment List (ICS Form 203).

- Prepare Division/Group Assignment Sheets (ICS Form 204).

☐ 9. Participate in Planning Meetings, as assigned.

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

☐ 11. Assist in identification of additional and special resources:

- Other disciplines.

- Technical Specialists.

- Resources needed to implement contingency plans.

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

Safety Officer Position Checklist

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

✓	**Task**

☐ 1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.

☐ 2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.

☐ 3. Staff and organize function, as appropriate:

- In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.

- Multiple high-risk operations may require an Assistant Safety Officer at each site.

- Request additional staff through incident chain of command.

☐ 4. Identify potentially unsafe acts.

☐ 5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

☐ 6. Ensure adequate sanitation and safety in food preparation.

☐ 7. Debrief Assistant Safety Officers prior to Planning Meetings.

☐ 8. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).

☐ 9. Participate in Planning and Tactics Meetings:

- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.

- Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

☐ 10. Attend Planning meetings:

Safety Officer Position Checklist

Sample Planning Meeting Agenda

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

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

- Review and approve Medical Plan (ICS Form 206).

- Provide Safety Message (ICS Form 202) and/or approved document.

- Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

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

- Ensure accident scene is preserved for investigation.

- Ensure accident is properly documented.

- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).

- Prepare accident report as per agency policy, procedures, and direction.

- Recommend corrective actions to Incident Commander and agency.

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

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

Service Branch Director Position Checklist

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

✓	**Task**

- [ ] 1. Obtain briefing from Logistics Section Chief:

   - Determine number of personnel to be fed.

   - Determine communications systems in use.

   - Determine medical support needs of the incident.

   - Confirm personnel already requested for Branch.

- [ ] 2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

   - Provide summary of emergency situation.

   - Provide summary of the communications, food, and medical needs of the incident.

- [ ] 3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).

- [ ] 4. Ensure that incident personnel receive adequate food and water.

- [ ] 5. Coordinate with Operations to ensure adequate medical support to incident personnel.

- [ ] 6. Participate in organizational meetings of Logistics Section personnel.

- [ ] 7. Coordinate activities of Branch Units.

- [ ] 8. Keep Logistics Section Chief apprised of Branch Activities.

- [ ] 9. Document all activity on Unit Log (ICS Form 214).

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Situation Unit Leader Position Checklist

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

✓	**<u>Task</u>**

☐ 1. Obtain briefing from Planning Section Chief.

- Review ICS Form 201 for incident status.

- Determine incident objectives and strategy.

- Determine necessary contingency plans.

- Identify reporting requirements and schedules-both internal and external to the incident.

☐ 2. Organize and staff Unit, as appropriate:

- Assign Field Observers.

- Request Technical Specialists, as needed.

☐ 3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):

- Brief Technical Specialists on current incident status.

- Assign analysis tasks.

- Notify staff of time lines and format requirements.

- Monitor progress.

Situation Unit Leader Position Checklist

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

- Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).

- Determine appropriate map displays.

- Review all data for completeness, accuracy, and relevancy prior to posting.

- Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.

- Develop additional displays (weather reports, incident status summaries, etc.), as necessary.

- Ensure displays and maps are kept up to date.

☐ 5. Provide photographic services and maps:

- Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.

- Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.

- Ensure photographs are processed at the end of each operational period.

- Request or develop additional and specialized maps as required.

- Provide Incident Map(s) for Incident Action Plan (IAP).

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

- Review current and projected incident and resource status.

- Develop alternative strategies.

- Identify resources required to implement contingency plan.

- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

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

Situation Unit Leader Position Checklist

<table>
<tr><td>☐</td><td>8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.</td></tr>
<tr><td>☐</td><td>9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:

▪ Provide copies to Command and General Staff.

▪ Forward to agency administrator and to other entities, as directed.</td></tr>
<tr><td>☐</td><td>10. Participate in Planning Meetings, as required.</td></tr>
<tr><td>☐</td><td>11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.</td></tr>
<tr><td>☐</td><td>12. Provide briefing to relief on current and unusual situations.</td></tr>
<tr><td>☐</td><td>13. Document all activity on Unit Log (ICS Form 214).</td></tr>
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Staging Area Manager Position Checklist

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

✓	**Task**

☐ 1. Obtain a briefing from Incident Commander or Operations Section Chief:

  ▪ Determine types and numbers of resources to be maintained in Staging.

  ▪ Confirm process for requesting additional resources for Staging.

  ▪ Confirm process for reporting status changes.

☐ 2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

☐ 3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

☐ 4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

☐ 5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

☐ 6. Post areas for identification and traffic control.

☐ 7. Respond to requests for resources:

  ▪ Organize Task Forces or Strike Teams, as necessary.

☐ 8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

☐ 9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

☐ 10. Maintain Staging Area in orderly condition.

☐ 11. Demobilize Staging Area in accordance with instructions.

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

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Supply Unit Leader Position Checklist

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

✓	**Task**

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

- Determine charge code for incident.

- Confirm ordering process.

- Assess need for 24-hour staffing.

- Determine scope of supply process.

☐   2. Organize and staff Unit, as appropriate:

- Consider need for "lead agency" representation in ordering process.

- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

☐   3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.

- Confirm process for coordinating contract related activities with the Procurement Unit.

- Confirm process for emergency purchase orders with Finance Section.

☐   4. Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

Supply Unit Leader Position Checklist

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

- Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).

- Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.

- Obtain estimated price for resources which expect reimbursement.

- Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

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

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

- Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).

- Relay this information to appropriate staff.

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

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

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

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

☐ 12. Maintain inventory of supplies and equipment.

☐ 13. Service re-usable equipment.

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

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

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

Support Branch Director Position Checklist

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

✓	**Task**

☐   1. Obtain briefing from Logistics Section Chief:

- Determine facilities activated in support of the incident.

- Determine ground support and transportation needs.

- Determine resource ordering process.

- Confirm personnel already requested for Branch.

☐   2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

☐   3. Confirm facilities in use and determine the potential for additional facilities.

☐   4. Determine need for fuel delivery and vehicle support.

☐   5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.

☐   6. Staff Branch appropriately.

☐   7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.

- Provide summary of the facility, supply, and ground support needs of the incident.

☐   8. Participate in organizational meetings of Logistics Section personnel.

☐   9. Coordinate activities of Branch Units.

☐   10. Keep Logistics Section Chief apprised of Branch Activities.

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

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Time Unit Leader Position Checklist

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

✓	**Task**

☐   1. Obtain briefing from Finance/Administration Section Chief:

- Determine incident requirements for time recording.

- Determine required time-lines for reports.

- Determine location of timekeeping activity.

- Determine number of personnel and rental equipment for which time will be kept.

☐   2. Organize and staff Unit, as appropriate.

☐   3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.

☐   4. Establish contact with appropriate agency personnel representatives:

- Determine time-keeping constraints of individual agencies.

- Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

☐   5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

☐   6. Establish files for time records, as appropriate.

☐   7. Provide for records security.

☐   8. Ensure that all records are complete or current prior to demobilization.

☐   9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

☐   10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

Time Unit Leader Position Checklist

☐   11. Provide briefing to relief on current activity and unusual events.

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

D

Mutual Aid Agreements

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Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the County. **Copies of these mutual aid agreements can be found in the County EOC.**

- ■   TO BE INSERTED AT A LATER DATE

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E | **Maps**

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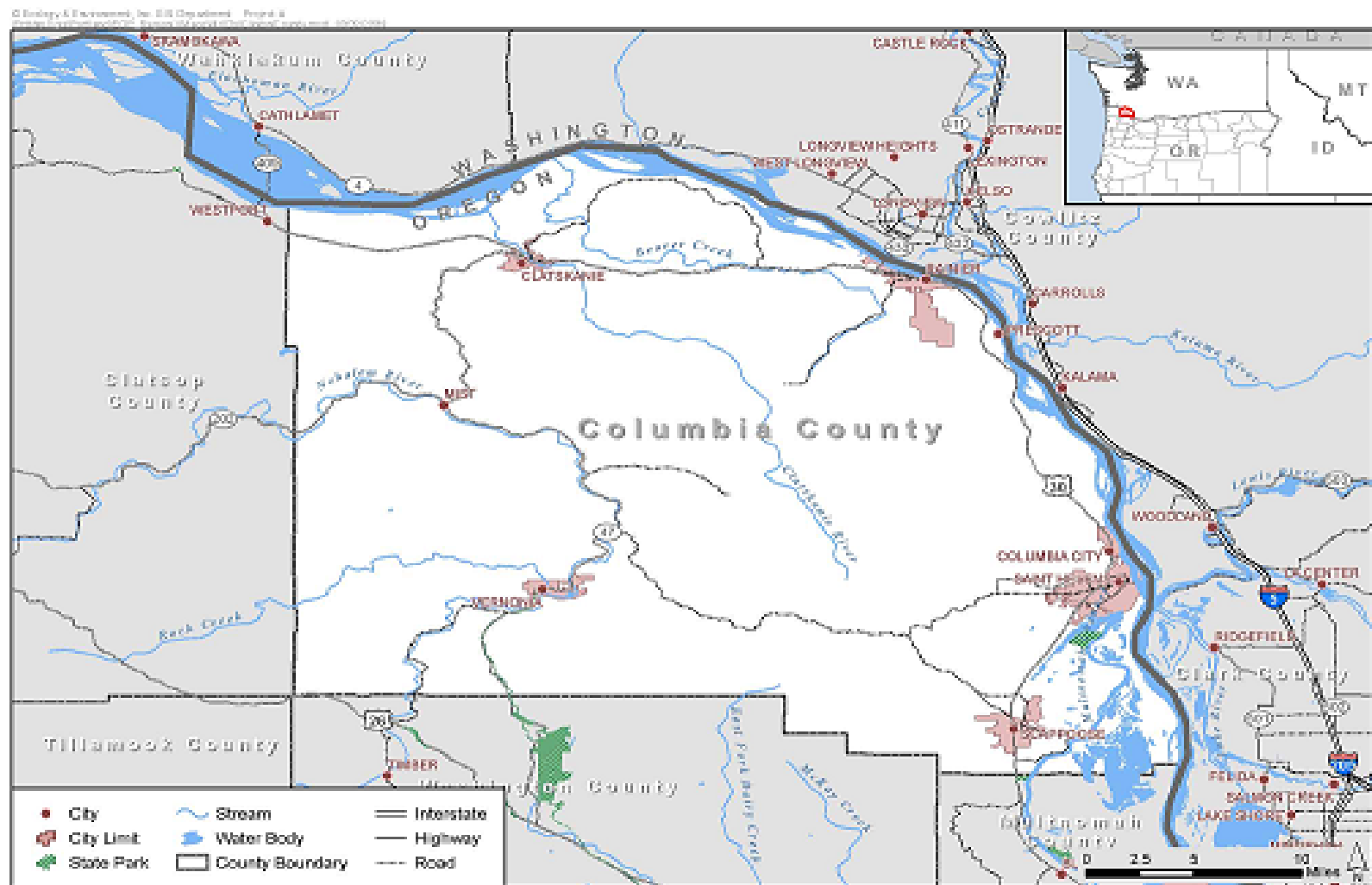
Columbia County
Emergency Operations Plan

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F References

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Federal

- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973.

- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.

- The Code of Federal Regulations, Title 44, Part 206.

- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985.

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2009.

- National Response Framework, 2008.

- National Incident Management System, 2008.

State

- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005.

- Oregon Revised Statutes (ORS) Chapter 401.

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2004.

County

- Order Number 4-99 (establishing internal work priorities during times of emergency)

- Order Number 35-99 (establishing an Emergency Management Department separate from the General Services Department)

- Homeland Security and Emergency Management Intergovernmental Agreement

Other

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

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G Acronyms and Glossary

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Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
AIO	Assistant Information Officer
ARES	Amateur Radio Emergency Services
BOCC	Board of County Commissioners
C911CD	Columbia 9-1-1 Communications District
CAN	Columbia Alert Network
CCSO	Columbia County Sheriff's Office
CEPA	Columbia Emergency Planning Association
CFR	Code of Federal Regulations
COMCAP	Communications Cap
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Columbia County
CP	Command Post
DFO	Disaster Field Office
DMAT	Disaster Medical Assistance Team
DME	Deputy Medical Examiner
DOC	Department Operations Center
DRC	Disaster Recovery Center
EAS	Emergency Alert System
ECC	Oregon Emergency Coordination Center
ELF	Earth Liberation Front
EMC	Emergency Management Council
EMP	State of Oregon Emergency Management Plan
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EMAC	Emergency Assistance Compact
EMO	Emergency Management Organization

EMS	Emergency Medical Services
ESD	Education Service District
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FHA	Farmers Home Administration
FOC	Fire Operations Center
HazMat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IMT	Incident Management Team
IO	Information Officer
JIC	Joint Information Center
JIS	Joint Information System
LDS	Land Development Services
LEDS	Law Enforcement Data System
LEPC	Local Emergency Planning Committee
LOCS	Local On-Scene Coordinator
MAA	Mutual Aid Agreement
MCC	Mobile Command and Control Center
MCI	Mass Casualty Incident
MCS	Multi-Discipline Coordination System
ME	Medical Examiner

MHZ	megahertz
MIC	Major Incident Command
MOC	Medical Operations Center
MOU	Memorandum of Understanding
MRH	Medical Resource Hospital
NAWAS	National Warning System
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRC	National Response Center
NRF	National Response Framework
NRS	National Response System
NTSB	National Transportation Safety Board
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OFDA	Oregon Funeral Directors Association
OPDR	Oregon Partnership for Disaster Resilience
ORS	Oregon Revised Statutes
OSC	On-Scene Coordinator
OSHA	Oregon Occupational Safety and Health Administration
PDA	Preliminary Damage Assessment
PIC	Public Inquiry Center
PIO	Public Information Officer
PPE	Personal Protective Equipment
PSAP	Public Safety Answering Point
PW	Project Worksheet
RFPD	Rural Fire Protection District
SAR	Search and Rescue
SBA	Small Business Administration

SOP	Standard Operating Procedure
UASI	Urban Area Security Initiative
UC	Unified Command
VIP	Very Important Person
VSO	Victim Service Officer
WMD	Weapons of Mass Destruction
WUI	Wildland Urban Interface

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Initial Response: Resources initially committed to an incident.

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

Interagency: An organization or committee comprised of multiple agencies.

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

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

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

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

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

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

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

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

Local Government: A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native

Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

> "any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

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

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

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

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies,

and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

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

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

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

National Response Framework: A guide to how the Nation conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It is intended to capture specific authorities and best practices for managing

incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

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

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

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

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

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

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

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

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

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

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against,

respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

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

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

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

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass

destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

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

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

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

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

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

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

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

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

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

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Emergency Functional Annexes

1

ESF 1 – Transportation

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ESF 1 Tasked Agencies	
Primary Agencies	Columbia County Roads Department
Supporting Agencies	Columbia County Sheriff's Office
	Columbia County Rider
Adjunct Agencies	City Public Works Departments
	School Districts
	Port of St. Helens
	Portland & Western Railroad
	Oregon Department of Transportation

1 Purpose and Scope

1.1 Purpose

The purpose of ESF 1 is to provide coordination of transportation resources and the identification of emergency transportation routes for the movement of people and materials.

1.2 Scope

Transportation resources may be obtained from public agencies, the private sector, and volunteer resources for the movement of people and materials. These resources shall be coordinated by the Columbia County Emergency Operations Center (EOC).

2 Policies and Agreements

It is the policy of Columbia County that public transportation authorities and County and state departments with transportation resources and support operations are responsible for assessing and restoring transportation systems under their control. Priorities shall be determined and coordinated by the EOC.

3 Situation and Assumptions

3.1 Situation

Refer to the Columbia County Hazard Analysis.

3.2 Assumptions

■ It is likely that damages to the transportation infrastructure will occur in the event of a disaster.

■ The type and degree of damage will determine the effectiveness and efficiency of the response and recovery efforts.

■ Initial response may be difficult to coordinate but will improve with the gradual clearing of access routes.

- The demand on the transportation system for response and recovery activities is likely to exceed the capabilities of the County, thus requiring assistance from the State Office of Emergency Management (OEM).

- All County-owned vehicles (not otherwise involved in the emergency response) will be available for use by the EOC.

4 Roles and Responsibilities

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

4.1 Local Response Partners

4.1.1 Columbia County Rider

- Coordinate the emergency transport of people.

- Coordinate transportation availability and use.

- Send a representative to the EOC to serve as a transportation representative upon request of the EOC.

4.1.2 Columbia County Road Department

- Coordinate the emergency transport of material and equipment.

- Send a representative to the EOC upon request.

- Determine the usable portions of the local street and road network.

- Provide for removal of wreckage and debris to permit vehicle access or movement and temporary repair of lightly damaged roads and bridges.

- Recommend priorities for restoration of local streets, roads, and bridges.

4.1.3 Transportation Coordinator

- Notify appropriate agencies of the potential need for emergency transportation and request vehicles as necessary.

- Assign transportation resources.

- Arrange for emergency fuel sources.

- Arrange for vehicle maintenance and support.

■ Provide record keeping of transportation expenses incurred under emergency conditions.

■ Request supplemental transportation resources from the State Emergency Coordination Center (ECC), if local emergency transportation capabilities are exceeded.

4.1.4 Columbia County Sheriff's Office

■ Provide traffic control and coordinate evacuation, as necessary.

4.1.5 School Districts

■ Coordinate with the Transportation Coordinator to provide District transportation assets in meeting emergency transportation needs.

4.1.6 Port of St. Helens

■ Advise the Transportation Coordinator regarding marine and air transport matters.

■ Coordinate the provision of marine and air transportation.

4.1.7 All Other Departments

■ Provide transportation resources and support, as requested and available.

4.2 State Response Partners

■ OEM is responsible for coordinating State and Federal response for transportation assistance when requested by local government.

4.3 Federal Response Partners

■ Federal Emergency Management Agency (FEMA) will, as needed, supplement local transportation requirements after disasters.

■ The Department of Defense will, as needed, provide urgent air transport/rescue services for known subjects in time-critical situations under existing military assistance to safety and traffic procedures.

5   Concept of Operations

■ Transportation resources may be obtained from public agencies, the private sector, and volunteer organizations. State and Federal resources may be available on a short-term basis to augment local capability. These resources shall be requested through the ECC.

■ The Ground Support Unit Leader may designate a Transportation Coordinator during emergency operations. The Ground Support Unit Leader will coordinate and maintain liaison with transportation

resources, coordinate with Public Works to determine emergency routes, and assist with other appropriate transportation functions. The Transportation Coordinator may form an ad hoc committee of persons with transportation experience or resources to assist in meeting transportation needs. The Transportation Coordinator would take the lead in coordinating the movement of both people and commodities in cooperation with private sector resources.

■   Columbia County Rider will provide a representative to report to the EOC and coordinate transportation of people, as necessary. Colco Transportation may, subject to the conditions of the disaster and the availability of operators and equipment, support emergency operations with buses or vans upon request of the EOC.

■   The Columbia County Public Works Department will provide staff to report to the EOC to coordinate transportation route identification and damage assessment, as necessary.

■   If transportation sources such as buses or vans are obtained, every attempt will be made to obtain drivers that are familiar with those vehicles, e.g., their owners or assigned drivers.

6   ESF Development and Maintenance

The Emergency Manager, in conjunction with the Road Department Liaison for Emergency Management, is responsible for ensuring that this annex is updated and revised, as necessary. The Road Department is responsible for developing and maintaining any related operational policies and procedures.

7   Supporting Plans and Procedures

The following plans and procedures are currently in place:

■   National Response Framework, ESF 1 – Transportation

■   State of Oregon Emergency Operations Plan, ESF 1 – Transportation

■   State of Oregon Department of Transportation Emergency Operations Plan

■   Columbia County Evacuation Plan

8   Appendices

None at this time.

2 | ESF 2 – Communications

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ESF 2 Tasked Agencies	
Primary Agencies	County Emergency Management
	Columbia 9-1-1 Communications District
Supporting Agencies	Columbia County Sheriff's Office
	County Road Department
Adjunct Agencies	Incorporated Cities
	Fire Districts
	ARES

1   Purpose and Scope

ESF 2 organizes, establishes, and maintains the communications capabilities among appropriate agencies/entities that are necessary to meet the County's operational requirements in preparing for, responding to, and recovering from emergencies and disasters. This ESF also outlines the structure and operation of the warning systems used to alert key officials and the general public of a potential or occurring emergency or disaster. Emphasis is placed on technical considerations of communication functions. Collection, control, and dissemination of emergency public information are covered by ESF 15, External Affairs.

2   Policies and Agreements

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

3   Situation and Assumptions

3.1   Situation

Key government officials and critical workers must be notified and the public warned, as possible and appropriate, whenever a major emergency threatens or occurs. Warning capabilities and responsibilities need to be outlined to ensure rapid alerting and accurate dissemination of emergency information.

3.2   Assumptions

- A warning period will be available for many emergency situations, although the amount of lead time will vary from hazard to hazard.

- Warnings may be initiated by higher authority (State or Federal government) through use of NAWAS whenever a large area may be threatened by a major emergency (e.g., terrorist attack) or severe weather conditions or from the occurrence of the event itself (e.g., earthquake or explosion).

- To the greatest extent possible, telephone will be considered the primary system for notifying key officials and critical workers. This can be accomplished either by individual calls or activation of the Columbia Alert Network (CAN) system group calls. (The CAN system is a high-speed telephone messaging service that can be used to notify only those that need to be notified, eliminating the possibility of panic or chaos. Different groups can be called with different messages.)

- The electronic media will be considered the primary system for providing warning and emergency information to large numbers of the affected population, both through news bulletins and Emergency Alert System (EAS) broadcasts.

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   Organization

- Each County Department shall respond in accordance with its role in the County Emergency Management Organization (EMO), as identified in the EOP and/or this annex.

- Other jurisdictions should work within the framework identified by their respective EOPs or the County EOP, as appropriate.

4.2   Task Assignments

4.2.1 Columbia 9-1-1 Communications District

- Develop and maintain standard operating procedures (SOPs) to address emergency response needs.

- Participate in communications drills/exercises or other appropriate training that may be conducted by County Emergency Management.

- Establish and maintain procedures for implementing the warning function to notify agencies dispatched and emergency management representatives of Columbia County and the Cities of Scappoose, St. Helens, Columbia City, Rainier, Clatskanie, Vernonia and Prescott.

- Monitor and test the NAWAS on a regular basis.

- Activate the CAN system when requested.

- Participate in annual drills and exercises to test the warning process.

■ Receive 9-1-1 calls from the public.

■ Notify public officials who need to be informed of emergency information or warnings.

■ Dispatch the appropriate response.

■ Activate the CAN system as necessary.

■ Implement the warning process as emergency messages are received, including notifying other communication centers, as necessary.

■ Notify designated areas of the County or cities through the activation of the CAN system.

4.2.2 Columbia County Emergency Management

■ Direct the development and maintenance of adequate EOC communications capability, including training and communications drills and/or exercises of personnel for the EOC's Communications Coordinator position, Communications support staff, and Columbia 911 Communications District (C911CD).

■ Develop and maintain a written agreement with the Columbia County Amateur Radio Emergency Services (ARES) unit and provide direction towards meeting the supplemental emergency communications needs of the County.

■ Develop and maintain a system by which messages in the EOC can be logged and tracked.

■ Coordinate the development and maintenance of plans and procedures, including the Greater Portland/Vancouver Operational Area EAS Plan, to ensure the existence of an effective Countywide warning process and that annual exercises are conducted.

■ The Emergency Manager is responsible for activating the EOC, which will focus on communications and coordination for the County.

■ The Emergency Manager will activate the use of volunteer amateur radio operators, if necessary, through Columbia County.

■ The EOC's Logistics Section Chief is responsible for staffing the Communications Unit Leader position, as needed, and ensuring that ARES is fully utilized.

■ Distribute warning/emergency information to County agencies once they have been notified by the 9-1-1 center—except for the Sheriff's Office, which is notified directly by the 9-1-1 center—and ensure that

the necessary flow of information is occurring throughout the County, including activation of EAS or CAN, as appropriate. The process for response to an emergency incident or for passing of information by the Emergency Manager or the designated representative is outlined in Appendix 1.

■ Priority will continue to be given to emergency communications to further restoration efforts.

■ Phase out unnecessary communications resources as necessary.

■ Conduct after action debriefings to identify needed improvements in emergency communications plans and procedures.

■ Ensure that the public is informed, through the news media, of recovery operations in progress.

■ Conduct an after action debriefing/evaluation on the effectiveness of the warning function throughout the County.

4.2.3 Columbia County Sheriff's Office

■ Establish and maintain procedures for delivering warning messages to the public and others, as necessary, in the unincorporated areas and in any city by agreement.

■ Upon receiving the emergency message from the 9-1-1 center, the Sheriff's Office will use all available means to communicate warning messages to the public in the unincorporated areas and any city by agreement, including, but not limited to, CAN activation, door-to-door notification, and loudspeakers on vehicles, as necessary.

4.2.4 Columbia County Road Department

■ The Operations Division is responsible for maintaining its communications equipment in good repair.

■ Advise appropriate agencies, including County Emergency Management, regarding necessary equipment and procedures.

■ Participate in communications drills/exercises or other appropriate training that may be conducted by County Emergency Management.

4.2.4 Other County Departments

■ Each County Department Head shall pre-identify workers critical to emergency operations and develop and disseminate procedures for notifying and recalling them.

■ Each Department Head shall develop policy and procedures, in conjunction with Emergency Management, for the diversion or release of workers not critical to departmental emergency operations to ensure the most effective use of County personnel.

■ Department Heads shall notify and recall employees critical to emergency operations.

■ A decision shall be made as soon as practical, in conjunction with the Board of County Commissioners (BOCC) and the Emergency Manager, for emergency assignment or release of employees not critical to departmental emergency operations if departments are not able to conduct routine business. Such "non-critical" employees shall be notified as soon as possible of their need to report to work as normal, of an emergency assignment, or of release until further notice.

■ Notification may be conducted by an EAS announcement if telephone service is not available.

4.2.5 Incorporated Cities

■ City officials are responsible for ensuring that agreements and procedures outlining the warning process are in place and that current notification information (names, telephone numbers, etc.) is provided and maintained. Procedures for warning the general public, schools, hospitals, etc. within each jurisdiction need to be established and maintained.

■ Each jurisdiction is responsible for further distribution of emergency information once notified by the 9-1-1 center, unless there are pre-existing agreements for the 9-1-1 center to assist in notifying schools, hospitals, etc. Police and Fire departments shall be utilized to notify the public, as per established procedures. If CAN is utilized on city authorization, that city is responsible for fees and charges associated with its use.

4.2.6 Fire Districts

■ Each fire district is responsible for establishing and maintaining procedures for delivering warning messages to the public, schools, and hospitals within their jurisdiction, or other overlapping jurisdictions by agreement.

■ Upon receipt of the emergency message from the 9-1-1 center, all available means should be used to communicate warning messages to the public within their jurisdiction or other overlapping jurisdictions by agreement.

4.2.7 Amateur Radio Emergency Services

■ The ARES unit, in support of emergency or disaster operations, will provide additional communication links to assist all echelons of local government and volunteer emergency relief agencies in their efforts to minimize the effects of a disaster that is endangering life and property. The ARES unit will function where needed, from the call up phase through recovery (termination of the disaster), or until normal communication circuits are restored. (See ARES/Radio Amateur Civil Emergency Service [RACES] Communications Plan for Columbia County, Oregon.)

■ The ARES Emergency Communications Coordinator shall provide and maintain a current listing of personnel and ensure that sufficient training is provided to keep personnel current regarding emergency management equipment operation and communication procedures.

■ Members of the ARES unit will ensure that the EOC radio equipment is functioning properly and report any malfunctions to County Emergency Management.

■ Participate in communications drills/exercises or other appropriate training that may be conducted by County Emergency Management.

■ In addition to providing operators to staff the ARES equipment in the EOC and fixed ARES equipment at Fire Districts and the ARES equipment in the 9-1-1 Center, as needed, the ARES unit will provide the following personnel who must be capable of assisting wherever needed during an emergency or disaster to ensure the continuous flow of information to the EOC:

    ● Jump Team members capable of rapid response for the purpose of setting up portable antenna systems in the field; and

    ● Mobile radio operators capable of portable field assignment to establish a communications link between the EOC and emergency shelters, mass care points, and other EOC's, as needed.

5 Concept of Operations

5.1 Communications Systems

■ Emergency calls from the public are received by the Public Safety Answering Point (PSAP). This PSAP, commonly referred to as the 9-1-1 center, also dispatches public safety agencies in response to calls received. C911CD is the PSAP for calls for service in Columbia County and dispatches for all public safety agencies based in Columbia County.

■ Non-public safety agencies are usually self-dispatched, e.g., County Road Department, city public works, Columbia County Rider assets, school buses, etc.

■ There are numerous public safety/service radios regularly operated by County and city personnel. In the event of telephone line failure, these daily operations radios will continue to be used, as much as possible, as the primary means of communication. The public safety radio system may be widely impacted due to the number of radios trying to use the available frequencies.

■ The EAS may be activated to disseminate emergency information via radio and television.

■ The ARES, composed of radio operators licensed by the Federal Communications Commission for non-commercial (amateur) communications, has voluntarily registered its services and formed an organized pool of trained communication specialists to assist Columbia County Emergency Management in providing alternate emergency and disaster communications including, among other services, packet radio (e-mail using radios instead of telephone lines).

■ Priority shall be given to the use and repair of emergency communications equipment.

■ In the EOC, the Message Coordination Unit Leader will be responsible for coordinating incoming and outgoing messages.

■ Radio frequencies must be coordinated between C911CD Administration and the Radio Room Unit Leader of the Logistics Section.

5.2   Alert and Warning

Existing communications systems available at the time of a major emergency shall be used to disseminate emergency information and warning. The warning function for Columbia County requires a coordinated effort between the various levels of government and numerous politically independent agencies, as outlined below.

5.2.1 Communications Center/Public Safety Answering Point

C911CD is the PSAP for the County and receives and dispatches calls for service to all public safety agencies based in Columbia County (See Appendix 1).

5.2.2 Coordination of Alert and Warning Operations
County Emergency Management

Columbia County Emergency Management is responsible for outlining the intergovernmental warning process and, once notified or aware of a major emergency or hazard, for ensuring that the necessary dissemination of emergency information is occurring throughout the County to all levels of government and citizens that may be adversely affected by the hazard.

Sheriff's Office.

The Sheriff's office, as a public safety emergency response agency, is responsible for developing and implementing procedures to warn the general public in the unincorporated areas of the County and any cities by agreement.

Incorporated Cities

Cities maintaining their own Emergency Operations Plans (EOPs) are responsible for developing, maintaining, and implementing a warning annex and procedures to implement the warning function for their jurisdictions once the message is received.

Cities without EOPs will utilize the County Warning Function Annex as a guideline and work with local public safety agencies or the Sheriff's Office by agreement in developing, maintaining, and implementing warning procedures for their jurisdiction.

Fire Protection Districts

As a public safety emergency response agency, fire personnel are constantly on the scene as first responders and may have to implement local warning procedures for municipalities without public safety capabilities or assist in the process with those that do.

Support Agencies

Support agencies and volunteer groups may provide assistance in disseminating warning information, especially to special populations, e.g., seniors, disabled, non-English-speaking, etc.

The Northwest Regional Education Service District can provide direct assistance in warning Columbia County School Districts, who in turn, would warn the schools within their districts.

State Government

State officials may issue warning information as a result of severe weather warnings or watches, or any major incident that may affect a large area. Such information may be transmitted over the NAWAS or the Law Enforcement Data

System (LEDS) to local communications centers and police departments and may be broadcast over the EAS to the public.

The Oregon Emergency Response System (OERS) will be notified of major incidents requiring public warning and will ensure that appropriate State and Federal agencies are notified.

Federal Government

Warning information may be initiated by Federal officials and disseminated over NAWAS or EAS to the public. This information may include attack warnings, severe weather warnings, or other incidents that threaten a large area.

5.2.3 Dissemination of Emergency Information

The receipt and dissemination of warning information may utilize any or all of the methods outlined below.

National Warning System

NAWAS is a nationwide private telephone communications system funded by the Federal Emergency Management Agency (FEMA), which originates at the National Warning Center at Colorado Springs, Colorado. The system has "drops" (telephone instruments with loudspeakers) located at strategic locations within each state. Each state, in turn, controls a system connecting it with warning points in each county. Columbia County's NAWAS line is located at C911CD and is monitored on a 24-hour basis.

Emergency Alert System

The EAS is composed of AM, FM, and TV broadcast stations and non-government industry utilities operating on a voluntary, organized basis during emergencies at national, State, or local levels. It provides for the alerting of participating stations, dissemination of standardized emergency information, and/or termination of non-emergency station activities until the emergency subsides.

Columbia County is covered by the Greater Portland/Vancouver Operational Area EAS, which serves Columbia, Multnomah, Washington, and Clackamas Counties in Oregon and Clark County in Washington.

The EAS can be activated by any level of government (see the Greater Portland/Vancouver Operational Area Emergency Alert System Plan).

Telephone Warning and Columbia Alert Network

In some localized emergencies, it may be possible to disseminate warning to affected populations through use of the telephone. Calls can be made advising people of the protective actions they should take.

CAN is a high-speed telephone emergency warning and staff recall service that enables safety officials, law enforcement officials, elected officials, and businesses to provide critical information to large numbers of people in a short period of time. The CAN service maintains lists of personnel telephone numbers and geographical telephone numbers that clients can configure into special database lists, predetermined zones, and pre-determined radius areas.

Media

The print and electronic media can provide an effective method of disseminating emergency information. Community newspapers are effective in providing detailed self-help information in slow-developing emergency situations, e.g., inclement weather, drought, etc. The electronic media can be helpful in issuing bulletins to inform the public of emergency conditions with or without formal activation of the EAS.

Sirens

Columbia County has no countywide siren warning system. Some fire departments have outdoor sirens and procedures for their use as a public warning system. Vehicles equipped with sirens may be a viable means of getting the attention of the public in localized emergencies, but emergency instructions must be provided by use of public address systems.

Public Address Systems

Most police and fire vehicles are equipped with public address systems that may be used for warning the public in localized emergencies. These would be effective as an alternative to door to door notification in small areas with limited populations. In most cases, the public should be instructed to tune in to local television or radio for emergency information.

Door-to-Door Warning

In some emergencies, the most effective method of warning may be door-to-door contact. If time and emergency conditions allow, emergency services workers and volunteers can go door to door advising people of emergency instructions. This system would be effective only in emergencies affecting limited areas and populations. Care must be given to keeping unprotected workers from entering hazardous areas to disseminate warning.

Special Populations

Groups working with special populations may assist in disseminating emergency information to such groups as the hearing impaired, non-English-speaking, physically handicapped, homebound, etc. Schools, hospitals, and nursing homes should have emergency plans adequate for slow-developing emergencies. In immediate, life-threatening emergencies, such facilities, including parks and campgrounds, should be contacted at the direction of the Incident Commander (IC) or other responsible key officials.

5.2.4 Direction and Control

Executive Actions

In emergency situations posing an immediate threat to life, any public safety official in the County serving as an IC or any other authorized public official may issue emergency information or warning by the most effective means. Such officials shall notify County Emergency Management as soon as possible to facilitate further notifications and actions, as required.

Coordination

Overall coordination of the emergency information and warning process will be exercised from the EOC, when activated.

7   Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 2 – Communications

- State of Oregon Emergency Operations Plan, ESF 2 – Communications

- Greater Portland/Vancouver Operational Area Emergency Alert System Plan

- Columbia County ARES/RACES Communications Plan

8   Appendices

- Appendix 1   Columbia Alert Network Overview and Procedures

Appendix 1 – Columbia Alert Network Overview and Procedures (Revised February 2010)

1.   What is CAN?

Avtex City Watch "CAN" (Columbia Alert Network) is an ultra-high speed telephone dialing service that is capable of placing thousands of phone calls in minutes. Pre-recorded messages are delivered to people on a pre-defined list, or to a targeted area, depending on the circumstances. Delivery methods include landline and cell phones, text messaging and email. Avtex is a web based program that allows us to monitor activations while in progress, and to print or email reports once an activation is complete. Report details include the names and numbers notified and time of notification.

CAN is primarily a tool for field personnel, commanders, emergency managers and dispatchers to use for public notifications. These notifications may include the need to evacuate or to shelter in place, or to activate specialized teams from pre-defined lists in the system.

2.   Who is authorizing the CAN activation?

Create a new CAD incident (split ticket) for every CAN activation. Use the call type "CAN". Record completely and accurately all actions relevant to the CAN activation.

When a field unit or supervisor requests a CAN activation, ask for the authorizing agency. It is possible that the requestor will not know what you mean. Explain that there are paying participants in the program and you need to know up front which participant is authorizing the activation. Note the authorizing entity in the CAD incident. A list of current subscribing participants is attached.

You can activate CAN for non subscribing participating entities when requested, such as law enforcement, fire service, public works and other associated users that we work with. The yearly subscription includes 10,000 minutes of usage. Any activation that exceeds the annual allowed minutes will be billed to the requesting agency, at the rate of .09 cents per minute.

If the notification is a matter of extreme urgency in order to protect citizen safety, go ahead and activate CAN and detail the circumstances in the CAD call. Administrative staff will determine the authorizing payer and work out the payment arrangements for urgent notifications afterwards.

3.   What area is to be notified by CAN?

Determine from the requester what area is to be notified. No prearranged 'zones' have been set up with CAN for our use. Areas for notification could be a few houses or businesses, an entire community, or a geographic area. Record in CAD the notification area, street by street, or the requested area. You may be requested

to do a second CAN activation to cancel or update the situation, making sure that the message is delivered to a consistent group of addresses/phone numbers, or pre-defined list.

4.   What is the message to be delivered by the CAN notification?

If possible, have the requester record the message to be delivered. If that isn't an option, determine what the message is, preferably in writing. Review the message. Be very cautious of the wording of the message. Inflammatory words can escalate a non-emergency situation into a panic response on the part of citizens who are inexperienced, hard of hearing, very young or elderly, etc. Make suggestions to clarify the message or to avoid the possibility of misunderstandings. You are authorized to edit the message to make sure the message wording is as clear and non-inflammatory as possible.

The recording of the message can be done by automated voice or your recorded voice. Avoid using cell phones for recording the message if possible. If you are asked to record the message yourself, be careful with your diction, volume and voice intonations. Keep the message clear, both in wording and in delivery.

5.   Activate CAN

Follow the instructions to activate the notifications, located in the CAN activation book. CAN activations are done online through the Avtex CityWatch website. Select one or more pre-defined lists, or draw the notification area using the map. Select the delivery method(s) including, telephone, pager, and/or SMS text message. All times recorded on the website are central time zone.

6.   Report all CAN activations to C911CD management and to activating agency or company management representative.

CAN activation reports are available on line to C911CD Staff. They can be faxed or emailed to the requester as needed. If faxing to the Manager or CEO of an industry partner, include a fax cover sheet explaining the enclosures. Notify the C911CD Operations Manager or Administrator of the CAN activation, including media information requests, as soon as activity levels permit. Attach the CAN

activation report, CAD incident and any other pertinent documents and leave all in the management box.

7.   CAN Financial Participant List for 2009

- Armstrong World Industries Boise Paper Solutions

- Dyno Nobel

- U.S. Gypsum

- City of Clatskanie City of Scappoose City of St. Helens Columbia County

- ■ Columbia River Fire and Rescue

- ■ Clatskanie Rural Fire Protection District

- ■ Scappoose Rural Fire Protection District

8.   Subscription Costs for 2010

The total 2010 subscription rate of $13,133.12 is divided by the financial partners listed above. 10,000 calling minutes are included per year. Each minute of system use beyond that will be invoiced to C911CD at a base rate of .09 cents per minute. Billing for overage costs will in turn be billed to the requesting agency.

9.   Role of C911CD

C911CD does not pay an annual subscription. The annual subscription cost is divided and paid by the above participants. C911CD pays for the use of the MSAG for activations and for special lists. C911CD is the activation point for the paying participants and for others in the county who require activation. District staff are required to participate in drills and training with the CAN system as is necessary to maintain skills to effectively activate the system.

Alicia Little from Dyno Nobel, and Sally Jones, C911CD Administrator are CAN Points of Contact for CEPA (Columbia Emergency Planning Association). C911CD and Dyno Nobel work together to receive/pay the bills, coordinate contracts and distribute updated information.

3

ESF 3 – Public Works and Engineering

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ESF 3 Tasked Agencies	
Primary Agencies	Columbia County Road Department
Supporting Agencies	Land Development Services
Adjunct Agencies	City Public Works Departments Port of St. Helens Local Dyking Districts Oregon Department of Transportation U.S. Army Corps of Engineers

1   Purpose and Scope

ESF 3 provides a mechanism for coordinating infrastructure and engineering services during all phases of emergency management. Resources included in ESF 3 (personnel, equipment, facilities, materials, and supplies) will be coordinated through the County Emergency Operations Center (EOC), following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. Public works and engineering resources, under the authority of ESF 3, will be used to assist in the following activities associated with emergency response:

■ Debris clearance from transportation infrastructure;

■ Coordination of the closure and repair of transportation infrastructure;

■ Repair and restoration of damaged public systems (e.g., water, wastewater, solid waste, electrical, natural gas, and stormwater systems);

■ 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 or unsafe structures;

■ Establishment of priorities and processes for issuing demolition and building permits;

■ Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property;

■ Determination of extent of damage to transportation, water, sold waste, electrical, natural gas, wastewater, and hazardous materials systems;

■ Prioritization and initiation of recovery efforts to restore, repair, and mitigate city- and County-owned infrastructure; and

■ Providing technical assistance with respect to flooding, water management, structure integrity assessments, and impact assessments of infrastructure.

2   Policies and Agreements

The following policies and agreements are currently in place:

■ Oregon Public Works Emergency Response Cooperative Assistance Agreement

3   Situation and Assumptions

3.1   Situation

Most major emergency situations, natural or human-caused, will require the direct involvement and support of public works agencies in both the response and recovery phases of a disaster. In a flood or earthquake response, public works agencies will generally be assigned or assume the lead agency role.

3.2   Assumptions

■ Major emergency response operations for public works agencies will include assisting police and fire, as necessary, in traffic control and rescue operations, in addition to clearing and maintaining critical lifeline routes.

■ Each public works agency will utilize its existing directives and procedures in responding to major emergencies/disasters while working within the framework of their applicable Emergency Operations Plans (EOP).

■ Interdepartmental liaison activities and requests for additional public works and engineering resources will be coordinated through the Columbia County Road Department's designated resource coordinator, who will be located at the County's EOC during the response to a major disaster.

■ Local contractors will be utilized by public works agencies in supplementing emergency response and recovery capabilities.

4   Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1   Organization

■ The County Emergency Management Organization (EMO) shall respond in accordance with the direction provided in the County EOP and/or this annex.

■ The Road Department shall implement its own disaster procedures, as appropriate, and work within the framework of the County EMO and the EOP, coordinating with the County EOC at all times.

■ Other jurisdictions should respond in accordance with the direction provided in their respective EOP's or the County's EOP as appropriate.

4.2   Task Assignments

Task assignments for public works operations shall be consistent with those outlined in the Basic Plan section of the EOP; ESF 5 – Emergency Management; and Road Department policies and procedures.

4.2.1 Columbia County Road Department
Mitigation and Preparedness

■ Develop and maintain an emergency notification list of departmental personnel.

■ Develop and maintain operating procedures for disaster response, including evacuation transportation requirements.

■ Provide appropriate training to personnel on the general concept of disaster response and self-preservation techniques and for utilization of the Incident Command System (ICS) in disaster response.

■ Ensure that employees fully understand their obligations as emergency responders to report to work as soon as possible in the event of major emergency/disaster.

■ Ensure that employees are aware of the need for a family preparedness plan that will assist them and their families in dealing with the results of a natural disaster such as an earthquake.

■ Designate an emergency management program liaison who will be responsible for the department's mitigation and preparedness activities, including participating in the development, maintenance and exercise of the EOP.

■ Designate a Road Department resource coordinator who will serve as a member of the County's EOC staff whenever the EOC is activated, for the purpose of training, exercising, or coordinating an actual response

by Columbia County government to a major emergency/disaster. This coordinator shall also be responsible for developing and maintaining a working knowledge of resources available to the Road Department through other local, State, and Federal agencies for disaster response. This position will also work with utility companies, public works departments, the Oregon Department of Transportation (ODOT), and the U.S. Army Corps of Engineers.

■ Participate in the annual training exercises conducted by the County's Emergency Management Agency to test the EOP.

Response

■ Immediately recall off-duty personnel.

■ Inspect bridges and other infrastructure. for structural damage immediately following the occurrence of a natural hazard such as earthquake or flood. (See Appendix 1, Damage Assessment Operational Guidelines.)

■ Clear debris from on roads and streets and streams endangering bridges and other structures and coordinate with the EOC in matters of debris disposal.

■ Perform temporary repairs of arterial routes and bridges.

■ Coordinate restoration of public facilities, roads, and bridges.

■ Demolish unsafe structures.

■ Furnish equipment and operators to assist fire and police in rescue operations.

■ Support traffic control measures and provide signing for detours, shelters, routes, security, trespassing, etc.

■ Coordinate transportation resources for evacuations.

■ Document personnel and other costs related to the emergency/disaster response for possible Federal disaster assistance reimbursement.

■ Provide a public works resource coordinator who will serve as a member of the County's EOC staff when the EOC is activated by Columbia County government in response to a major emergency or disaster. This coordinator shall be responsible for identifying and coordinating the allocation of resources available to public works through other local, State, and Federal agencies for disaster response. This position will also work with the utility companies, other public works departments, ODOT, and the U.S. Army Corps of Engineers.

- Ensure that public works emergency response activities and emergency public information are coordinated with the EOC, when it is operational.

- Advise the Board of County Commissioners (BOCC) on public works–related aspects of the emergency/disaster.

Recovery

- Continue necessary response operations.

- Assist other agencies with recovery operations and damage assessment, as appropriate.

- Return focus of service to maintenance of the County infrastructure as soon as possible, releasing personnel and equipment for return to normal operations.

4.2.2 Incorporated Cities
Preparedness/Mitigation

- Public Works officials of incorporated cities should work with their local policy makers to perform mitigation/preparedness activities similar to those outlined above in conjunction with the city's EOP.

- Public Works officials of incorporated cities without their own EOPs should utilize the mitigation/preparedness direction outlined above, as appropriate, and coordinate activities with the County Emergency Manager.

Response

- Public works officials of incorporated cities should respond in accordance with their cities' EOPs and coordinate public works response activities, as appropriate, with the County's public works resource coordinator in the County EOC.

- Public works officials of incorporated cities without their own EOPs should generally follow the response procedures outlined above, coordinating activities with local policy makers and the County's public works coordinator in the EOC.

Recovery

- Continue necessary response operations.

- Assist other agencies with recovery operations and damage assessment, as appropriate.

■ Return the focus of service to maintenance of the city infrastructure as soon as possible, releasing personnel and equipment for return to normal operations.

5 Concept of Operations

5.1 Pre-Disaster Operations

During the mitigation and preparedness phases, public works agencies in Columbia County are expected to develop internal emergency procedures to handle daily situations while also preparing for larger-scale events. This includes developing and maintaining emergency call-out lists, contributing to and participating in the development and exercise of their jurisdiction's EOP for major emergencies and disasters. Pre-disaster planning should include the development of mutual aid agreements between the County and the various cities, as appropriate, and photographical documentation of facilities, major culverts, bridges, etc. for replacement purposes.

5.2 Disaster Response

Public works response will include all activities to restore vital lifeline systems to the community, focusing particularly on critical bridges and roads throughout the county. Protection of life and property will be the priorities, which in many response situations will mean that public works will be providing direct support to police and fire units in rescue, evacuation, and traffic control.

5.3 Direction and Control

■ The Director of the County's Road Department, or the designated "Acting Director" (the department's Chief Engineer), will normally fulfill this role and is responsible for directing the County's public works response to a major emergency and coordinating response activities with the County's EOC.

■ The Public Works Operations Superintendent, or a designated representative, shall serve as the public works resource coordinator, working as a member of the EOC management staff, coordinating the flow of public works information, and processing requests for and allocating additional public works resources, as appropriate.

■ An incident command post (ICP)/department operations center (DOC) may be established at the County Shops or other locations as may be necessary to direct the on-scene response to major incidents occurring simultaneously. Communications between ICPs and the EOC shall be established, with regular updates provided on emergency response activities.

6 ESF Development and Maintenance

The Emergency Manager, in conjunction with the Road Department Liaison for Emergency Management, is responsible for ensuring that this annex is updated and revised, as necessary. The Road Department is responsible for developing and maintaining any related operational policies and procedures.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 3 – Public Works and Engineering

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

8 Appendices

- Appendix 1   Damage Assessment Operational Guidelines

- Appendix 2   Debris Management Plan

Appendix 1 – Damage Assessment Operational Guidelines

Damage assessment is conducted in three phases: Initial Damage Assessment, Preliminary Damage Assessment, and Project Worksheet (formerly called a Damage Survey Report) development. The initial assessment provides information on which to base response and is supplemented by the preliminary assessment with supporting information for the disaster declaration. Both are the responsibility of local government. The Project Worksheet process 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. The Planning Section is responsible for damage assessment using cost information provided by the Finance Section.

Initial Damage Assessment

Initial damage assessment should begin as soon as possible according to the following priorities:

Priority 1

Public safety and restoration of vital services. Each of the following facilities should be analyzed for structural integrity and safety, functional capability, and estimated cost to repair or replace:

- EOC, Fire Stations, Law Enforcement offices;

- Hazardous occupancy industry, i.e., mills, chemical plants, etc.;

- Bridges and overpasses;

- Major businesses and schools;

- Telephone and radio communications systems; and

- Power, natural gas, water, and sewer systems.

Priority 2

Assessment of damage to private dwellings and businesses. An estimate of the number of private dwellings and businesses affected by the incident will be needed to support the request for a State or Federal disaster declaration. A "Windshield" survey (cursory drive-by damage assessment) should be made at the same time as the more detailed survey required by Priority 1 facilities, including:

- Private homes, multiple family dwellings; and

- Businesses.

Preliminary Damage Assessment

The Preliminary Damage Assessment builds on the Initial Damage Assessment to provide supporting documentation for State and Federal disaster assistance. The Preliminary Damage Assessment includes the following tasks:

■   Complete the appropriate State/Federal Damage Assessment Worksheets; and

■   Assign personnel to State and Federal Damage Assessment Teams.

Project Worksheets Development

This is a detailed process needing cooperation from a variety of agencies.

Appendix 2 – Debris Management Plan

COLUMBIA COUNTY, OREGON DEBRIS MANAGEMENT PLAN

January 24, 2008

MISSION:

To facilitate and coordinate the removal, collection, and disposal of debris following a disaster, to mitigate against any potential threat to the health, safety, and welfare of the impacted citizens, and expedite recovery efforts in the impacted area, and address any threat of significant damage to improved public or private property.

SITUATION:

Natural and man-made disasters precipitate a variety of debris that includes, but is not limited to, such things as trees, sand, gravel, construction and demolition materials, hazardous waste, white goods, e-waste, vehicles, putrescent debris, infectious waste, chemical waste, biological waste, radiological waste, personal property, and garbage.

The quantity and type of debris generated from any particular disaster is a function of the location and kind of event experienced as well as its magnitude, duration, and intensity.

The quantity and type of debris generated, its location, and the size of the area over which it is dispersed directly impacts the type of collection and disposal methods used to address the debris problem, associated costs incurred, and the speed with which the problem can be addressed.

In a major or catastrophic disaster Columbia County may have difficulty in locating staff, equipment, and funds to devote to debris removal, in the short as well as long term.

Private contractors will play a significant role in the debris removal, collection, reduction, and disposal process.

The debris management program implemented by Columbia County will be based on the waste management approach of reduction, reuse, reclamation, land filling and possible incineration for eligible debris. Some types of debris, such as dead animals, perishables, Bio-Hazards and Hazardous Material debris will need to be identified and stored at temporary secure debris management sites. A determination will be made as to the final disposition and transportation for these materials to the appropriate approved permitted disposals sites.

ORGANIZATION AND CONCEPT OF OPERATIONS:

The Department of Land Development Services (LDS) is responsible for the debris removal function. The Department of Land Development Services will work in conjunction with designated support agencies, utility companies, waste management firms and trucking companies to facilitate the debris clearance, collection, reduction, and disposal needs following a disaster. The County Road Department will be responsible for removing debris from the public right-of-way. Only when pre approved and it is deemed in the public interest will the County Road Department remove debris from private property. The County Road Department will stage equipment in strategic locations if necessary to protect the equipment from damage, to preserve the county's flexibility for employment of the equipment, and to allow for the clearing crews to begin work immediately after the disaster.

Because of the limited quantity of resources and service commitments following the disaster, the Department of Land Development Services will rely heavily on private contractors to remove, collect, and manage debris for reuse, resource recovery, reduction, and disposal. Using private contractors instead of government workers in debris removal activities has a number of benefits.

It shifts the burden of conducting the work from Columbia County to the private sector, freeing up government personnel to devote more time to other recovery duties and their regularly assigned duties. Private contracting also stimulates local, regional, and State economies impacted by the disaster, as well as maximizes State and local governments' level of financial assistance from the Federal government. Private contracting allows the County and its political subdivisions to more closely tailor their contract services to their specific needs. The entire process (i.e., clearance, collection, transporting, reduction, and disposal, etc.) or segments of the process can be contracted out.

The Columbia County Department of Land Development Services will also develop and maintain a list of approved contractors who have the capability to provide debris removal, collection, and disposal in a cost effective, expeditious, and environmentally sound manner following a disaster.

STAFF DEVELOPMENT & RESPONSIBILITIES:

The Department of Land Development Services Director initiates the Debris Management Team which includes Department of Land Development Services, Columbia County Road Department and any other resources necessary to activate this debris management plan. The Debris Management Team will coordinate operations and information with the County Emergency Operations Center (EOC) when the EOC is activated and / or with Emergency Management. The Solid Waste Coordinator will serve as the Debris Manager or can select a "Debris Manager" to supervise a "Debris Management Staff". The staff shall be comprised of personnel to perform:

1. Administration

    Function: Housekeeping, supplies, equipment, funding, accounting.

2. Contracting and Procurement

    Function: Bidding requirements, forms, advertisements for bids, instructions to bidders, contract development.

3. Legal

    Function: Contract review, right of entry permits, community liability, condemnation of buildings, land acquisition for temporary debris management sites, land acquisition for disposal sites, insurance. Also to insure that the debris removal operations comply with the National Environmental Policy Act (NEPA), Clean Water Act (CWA), Clean Air Act, Resource Conservation and Recovery Act (RCRA), Endangered Species Act (ESA), National Historic Preservation Act (NHPA), Fish and Wildlife Coordination Act, Wild and Scenic Rivers Act (WSRA), and any applicable Executive Orders issued by the President, such as EO 11988, EO 1190, and EO 12898.

4. Operations

    Function: Supervision of government and contract resources and overall project management.

5. Engineering

    Function: Detailed damage assessment, identification of project tasks, assignment of tasks, preparation of estimates, plans and specifications, and recommendation of contract award.

6. Public Information Officer

    Function: Coordinate press releases, contact with local organizations, individuals and the media; and issue public notices for debris removal and disposal contracts.

The staff shall coordinate with all State and Federal agencies responsible for disaster response and recovery operations. The staff will be assigned the task of:

1. Assembling to initiate our Debris Management Plan.

2. Developing an analysis of the County's debris management capability.

3. Discourage development in hazardous zones.

4. Developing public information and education programs.

5. Training personnel in debris management techniques.

6. Maintaining pre-disaster maps, blueprints, photos and other documents.

7. Making a list of critical facilities (streets, roads, and bridges).

8. Identifying non-government groups that are available to assist.

9. Initiating communications outlined in the Columbia County Emergency Operations Plan (EOP).

LEAD DEPARTMENTS:

The Department of Land Development Services is responsible for identifying, acquiring, preparing and mapping emergency or temporary debris management sites and for and for identifying and procuring permanent disposal sites. The County Health District will also be involved to address public health issues and exposure to hazardous materials. The Department of Emergency Management will coordinate through the Emergency Operations Center (EOC) as necessary. The Sheriff s Office and local Fire Districts may be utilized for a Hazardous Material incident.

CONTRACTS:

Sample contracts with a menu of services and generic scopes of work will be developed by Department of Land Development Services and approved by our contract manager and our Columbia County Counsel's Office prior to the disaster. This will expedite their implementation in a prompt and effective manner.

The Department of Land Development Services will be responsible for managing the debris contract from project inception to completion. Managing the debris contract includes such things as monitoring of performance, contract modifications, inspections, acceptance, payment, and closing out of activities.

The three recommended types of debris removal and disposal contracts are the:

Time and Materials Contract. Will be limited to the first 70 hours of operation and only after all available State, tribal and local equipment has been committed. The 70 hours provide time for (1) moving the debris from the roadway to the curbsides or right-of-way to allow passage of emergency vehicles, and (2) negotiating unit price and / or lump sum contracts. Multiple time and materials contracts should run concurrently, not consecutively. Time and materials contract should clearly state: (a.) The price for equipment applies only when the equipment is operating. (b.) The hourly rate includes the operator, fuel, maintenance and repair. (c.) The County can terminate the contract at its convenience. (d.) The County does not guarantee a minimum number of hours. (e.) The contract has either a dollar ceiling or a not-to-exceed-number-of-hours clause.

<u>Lump Sum Contract.</u>   This type of contract should only be used when the scope of work is clearly defined and the areas of work can be specifically quantified and measured by the county and the contractor. The contract must state the quantities of debris to be removed.   This type of contract establishes a total contract price by a one-item bid from the contractor. The price of the work is fixed unless there is a change in the scope of work to be performed. Lump sum contracts will be calculated on either the "area" method or the "pass" method.

<u>The Unit Price Contract</u>. This type of contract uses construction units (Cubic Yards, Tons, Each) and prices for these units to develop line item costs and total contract costs. This type of contract should be used when the scope of work is difficult to define and is based on estimated quantities. This type of contract is the most accurate account of actual quantities removed. Unit price contracts: (a) Require field inspectors or monitors at the pickup and disposal sites to insure accurate account in cubic yards or tons of actual quantities. (b.) Require all truckloads to be documented. (c.) Require all contractor trucks to be accurately measured and numbered. (d.) Recommends using pre-numbered load tickets for most accurate accounting.   (e.) Requires load tickets identifying truck number, contract number, contractor's name, date, time departed from the debris pickup site, and the estimated volume.

The Omnibus Agreement serves as the Mutual Aid Agreement between Signatory County's to provide assistance with debris removal in the event of a disaster resulting in copious amounts of debris:

 (1) Initiate contract with debris contractors as per State approved Contractor list from Oregon Department of Transportation, Oregon State Parks and Oregon Emergency Management. This allows the County to initiate a contract immediately without having to go through the bidding process. The County will hire from the approved contractor list. (2) Department of Land Development Services initiates our local contracts.

<u>PRE-QUALIFIED DEBRIS REMOVAL CONTRACTORS:</u>

Waste Management of Oregon, 7227 N.E. 55th Ave, Portland, OR 97218, 503-493-7845

Environmental Waste Systems, Inc, dba Hudson Garbage and Recycling Service, P.O. Box 1002, St. Helens, OR 97051-8002, 503-397-1534

Hudson Garbage and Recycling Service, dba Clatskanie Sanitary Systems, P.O. Box 1002, St. Helens, OR 97051-8002, 503-3971534 or 1-800-422-9998

P. S. C. Environmental Services, 18000 72nd Ave S., Ste 217, Kent WA 98032, 425-204-7052

The above contractors were selected using the Counties competitive bid process. The need for additional contractors will be determined by the Department of Land Development Services Solid Waste Manager.

COOPERATIVE AGREEMENTS:

Columbia County has and is continuing to enter into cooperative agreements with State and County agencies and local governments to maximize public assets. The development of such agreements must comply with the guidelines established in their agency procurement manual. All State agencies and local governments that wish to participate in such agreements will be identified prior to the development and implementation of the agreement.

These agreements include utilization of personnel and equipment for emergency services from the Public Health District, fire districts, cities, other county governments, other county road departments, and Oregon Department of Transportation. The Urban Area through regional Emergency Management has further identified certain Volunteer Organizations Active in Disasters (VOAD), State and Federal agencies ready to assist. These agencies include Civic Clubs, Church organizations, the Salvation Army, the Oregon National Guard, scrap dealers, and the U.S. Department of Labor. These VOAD organizations will be coordinated by Multnomah County for the region.

SITE SELECTION:

Temporary Debris Management Sites (DMS) will be identified and evaluated by interagency site selection teams comprised of a multi-disciplinary staff that is familiar with the area. A listing of appropriate local, State, and Federal contacts will be developed by the appropriate agencies to expedite the formation of the interagency, multi-disciplinary site selection teams. The Oregon Department of Environmental Quality (DEQ) is responsible for permitting of debris sites and is the lead agency for Columbia County. Once sites are identified and adopted they will be mapped on the County GIS mapping system and referenced in the plan.

Site selection criteria will be developed into a checklist format for use by the teams to facilitate identification and assessment of potential sites. Criteria will include such factors as ownership of property, size of parcel, surrounding land uses, environmental conditions, historic preservation concerns and transportation facilities that serve the site. A site selection priority list is attached as an annex to this plan.

Debris Management Sites:

Vernonia Transfer Station, 500 California Ave, Vernonia, OR 97064. Collection, Oversight and Monitoring Station

Columbia County Transfer Station and Recycling Center, 1601 Railroad Ave., St. Helens, OR 97051, 503-366-2613.

All Contaminated waste or HazMat must go through P. S. C. Environmental Services, 18000 72nd Ave S, Ste 217, Kent WA 98032, 425-204-7052

Temporary Debris Management Sites:

These sites are identified by our County Solid Waste Coordinator and are permitted though Oregon Department of Environmental Quality (DEQ) and our State and Federal permitting agencies.

Initially debris will be placed at the temporary DMS, until the detailed plan of debris collection and disposal is prepared. This is not anticipated until after the local traffic flow has been restored. Temporary DMSs should be readily accessible by recovery equipment and should not require extensive preparation or coordination for use. Temporary DMSs will be on public property when feasible to facilitate the implementation of the mission and mitigate against any potential liability requirements. Activation of temporary DMSs will be under the control of the Director of Land Development Services, and will be coordinated with other recovery efforts through the Emergency Operations Center.

DEBRIS REMOVAL PRIORITIES:

The debris removal process must be initiated promptly and conducted in an orderly, timely, and effective manner in order to protect public health and safety following a major or catastrophic event.

To achieve this objective, the first priority will be to clear debris from all major transportation routes, and all routes to critical facilities throughout the county in order to provide access for emergency vehicles and to get resources into the impacted area. Key roads in the county have been identified.

Remove and collect perishables, dead animals, and bio-hazards and transport them to a safe location for proper handling and then transporting them to one of the designated approved disposal sites. Obtain required permits or waivers from State and Federal permitting agencies.

All Hazardous materials must be identified and labeled and permits obtained before waste is removed and transported to an approved disposal site. The permitting process starts with the County Solid Waste Coordinator, then through the County DEQ State liaison, and then through the US Environment Protection Agency (EPA) to obtain permits for transportation of and final disposition of hazardous waste.

The County Health District will monitor Public Health issues during debris removal activities.

Generally debris removal from private property following a disaster is the responsibility of the property owner. The property owner must determine if their insurance covers the cost of debris removal from their property. If the private property owner moves the disaster generated debris to the public right-of-way the county will pick up and dispose of the debris. However, large-scale disasters may deposit enormous quantities of debris on private property over a large area resulting in widespread immediate threats to the public-at-large. In these cases

the county government may need to enter private property to remove debris to eliminate immediate threats of significant damage to improved property; ensure economic recovery of the affected community to the benefit of the community-at-large; or to remove debris that is considered to be an immediate threat to lives, health, and safety of its residents. In these situations debris removal from private property may be considered to be in the public interest. The county will develop a step by step procedure to gain legal access to private property and will document all legal processes to gain access to the private property.

The procedure will ensure that all sites have been pre-approved and are properly permitted through Columbia County's normal process. The Department of Land Development Services initiates the permitting process and coordinates with Land Conservation and Development Commission (LCDC), Department of State Lands (DSL), State Department of Environmental Quality (DEQ), U S Army Corps of Engineers (USACOE), National Oceanic and Atmospheric Administration Fisheries Services (NOAA) and Environmental Protection Agency (EPA). The County Solid Waste Coordinator works closely with the Department of Land Development Services during the permitting process.

The need and demand for critical services will be increased significantly following a disaster. Therefore, the second priority that debris removal resources will be assigned is providing access to critical facilities pre-identified by State and local governments. Critical facilities in Columbia County have been identified as:

County Court House, 230 Strand Street, St. Helens, OR 97051

Justice Facility, 901 Port Ave, St. Helens, OR 07051

Legacy Urgent Care Clinic, 500 N Columbia River Highway, St. Helens, OR 97051, 503-397-0471

Providence Health System, 510 Bridge Street, Vernonia, OR 97064, 503-216-2004

Oregon Health & Science University Family Medicine, 51377 SW Old Portland Rd, Scappoose, OR 97056, 503-418-4222

Clatskanie Family Health Center, 401 S Bel Air Dr, Clatskanie, OR 97016, 503-728-0424

All Fire/Law Enforcement/EMS/Land Development Services Facilities

All Lifeline Utilities/Facilities and Infrastructure

All City Government Facilities

Strategic Transportation Routes

The third priority for the debris removal teams to address will be the elimination of debris related threats to public health and safety. This will include such things as the repair, demolition, or barricading of heavily damaged and structurally unstable buildings, systems, or facilities that pose a danger to the public. Any actions taken to mitigate or eliminate the threat to the public health and safety must be closely coordinated with the owner or responsible party. If access to the area can be controlled, the necessary actions can be deferred.

DEBRIS CLASSIFICATION:

To facilitate the debris management process, debris will be segregated by type. It is recommended that the categories of debris established for recovery operations will be standardized. The County will adopt the categories established for recovery operations by the U.S. Army Corps of Engineers following Hurricane Andrew and by FEMA. Debris removed will consist of three broad categories clean vegetative/wood debris, mixed construction and demolition (C&D) debris and personal property/household waste. Most common hurricane- or earthquake generated debris will consist of 30% clean woody material and 70% mixed C&D. Of the 70% mixed C&D it is estimated 42% will be burnable but require sorting, 5% will be soil, 15% will be metals, and 38% landfill.

Burnable Vegetative Debris: Burnable vegetative debris includes, but is not limited to, damaged and disturbed trees; bushes and shrubs; and broken, partially broken and severed tree limbs.

Burnable Construction and Demolition Debris: Burnable construction and demolition debris consists of non-asbestos containing materials, non-creosote structural timber, wood products, and other materials designated by the coordinating agency representative.

Non-burnable Debris: Non-burnable construction and demolition debris includes, but is not limited to, creosote timber, plastic, glass, rubber and metal products, sheet rock, roofing shingles, carpet, tires, and other materials as may be designated by the coordinating agency. Garbage and perishables will be considered non-burnable debris.

Stumps: Stumps that measure less that 24 inches in diameter measured 24 inches above the ground level will be considered tree remnants and disposed of as regular vegetative debris. Stumps exceeding 24 inches in diameter measured 24 inches above ground level will require special handling. Stumps with over 50% of the root ball exposed will also require special handling. Any questionable stumps shall be referred to the designated coordinating agency representative for determination of its disposition.

Hazardous Waste: Hazardous waste is waste with properties that make it potentially harmful to human health or the environment. Hazardous waste is regulated under the Resource Conservation and Recovery Act (RCRA). In regulatory terms a RCRA hazardous waste is a waste that appears on one of the

four hazardous waste lists or exhibits at least one of the following four characteristics: ignitability, corrosivity, reactivity, or toxicity. Cleanup measures may include retrieval and proper disposal of orphan drums, pumping water contaminated with hazardous materials, control or stabilization of oil or other hazardous material releases, and cleanup and disposal of hazardous materials. Certified hazardous waste technicians should handle, capture, recycle, reuse, and dispose of hazardous waste. The County must comply with Federal, State, and local environmental requirements for handling hazardous waste. The EPA determines the specific activities that may be under the authority of EPA.

Household Hazardous Waste (HHW): Hazardous products and materials that are used and disposed of by residential, rather than commercial or industrial consumers. HHW includes some paints, stains, varnishes, solvents, pesticides, and other products or materials containing volatile chemicals that catch fire, react, or explode under certain circumstances, or that are corrosive or toxic.

HHW mixed with other debris types will contaminate the entire load, which necessitates special disposal methods such as storage in a particular part of a landfill. Typically, the landfill requires special liners and a more intense permit standard due to the hazardous waste. The disposal cost of HHW is generally higher than the disposal of other waste; therefore, the overall cost of debris disposal can escalate quickly if the HHW collection and disposal is not planned and executed with care.

Local governments, in coordination with the State and county, often host HHW collection center events, or "round-ups," several times during the year. The round-ups are planned scheduled events for residents to legally dispose of unused HHW. The county should host a HHW round-up following a disaster event, in order to avoid the co-mingling of the hazardous waste with other disaster-related debris. This limits the amount of contaminated waste, thereby reducing the overall disposal cost of the debris.

Pre-disaster planning should include training for hazardous waste response teams to collect, sort, store, and dispose of large quantities of HHW. The planning staff may consider having emergency hazardous waste removal/disposal contracts in place or pre-qualifying contractors to perform the work. The planning staff may prepare generic scopes of work that can be fine tuned with minimal effort, in order to begin recovery operations as soon as possible.

Soil, Mud, and Sand: Floods, landslides, and storm surges often deposit soil, mud, and sand on improved public property and public rights-of-way. Facilities commonly impacted by this type of debris may include streets, sidewalks, storm and sanitary sewers, water treatment facilities, drainage canals and basins, parks, and swimming pools. The county will remove the soil, mud and sand debris from improved public property and public rights-of-way where it has the legal responsibility to do so. Natural streams and unimproved property are not considered eligible facilities. To determine the disaster-related debris quantities,

the county will maintain regularly scheduled maintenance reports that indicate the pre-disaster soil, mud, and sand levels.

Putrescent Debris: Putrescent debris is any debris that will decompose or rot, such as animal carcasses and other fleshy organic matter. Disposal of putrescent debris must be in compliance with applicable Federal, State, and local requirements. The National Resources Conservation Service (NRCS) has developed specific disposal guidelines for animal carcasses.

Infectious Waste: Infectious waste is waste capable of causing infections in humans, including contaminated animal waste, human blood and blood products, isolation waste, pathological waste, and discarded sharps (needles, scalpels, or broken medical instruments). Clearance, removal, and disposal of infectious waste may be the authority of another Federal agency.

Chemical, Biological, Radiological, and Nuclear-Contaminated Debris: Chemical, Biological and Radiological, and Nuclear (CBRN) -contaminated debris is debris contaminated by chemical, biological, radiological, or nuclear materials as a result of a natural or man-made disaster, such as a Weapon of Mass Destruction (WMD) event. The clearance, removal, and disposal of CBRN-contaminated debris will be based on applicable Federal statutes, regulations, policies, and other guidance documents.

Garbage: Garbage is waste that is regularly picked up. Common examples of garbage are food, packaging, plastics, and papers. In general, household food wastes can be collected through normal municipal waste collection methods and are not considered storm debris.

White Goods: White goods are defined as discarded household appliances such as refrigerators, freezers, air conditioners, heat pumps, ovens, ranges, washing machines, clothes dryers, and water heaters. Many white goods contain ozone-depleting refrigerants, mercury, or compressor oils. The Clean Air Act prohibits the release of refrigerants into the atmosphere, and requires that certified technicians extract refrigerants from white goods before they are disposed of or recycled. Certified technicians may be required to extract compressor oils before disposing of or recycling white goods. Columbia County will follow all Federal, State, and local requirements concerning ozone-depleting refrigerants, mercury, or oils. Documentation of proper disposal will be maintained.

Electronic Waste or e-Waste: Refers to electronics that contain hazardous materials such as cathode ray tubes. Examples include computer monitors and televisions.

Ineligible Debris: Debris that is ineligible for county assistance during the disaster recovery is:

Any debris removed from unimproved or undeveloped property.

Any debris removed from a private nonprofit (PNP) such as a PNP cemetery or a PNP golf course.

Any debris removed from Federal lands or facilities that are under the authority of a Federal agency or department, such as Federal-aid roads, U. S. Army Corps of Engineers (USACE) navigable waterways, and the National Resource Conservation Service (NRCS) canals.

Any reconstruction debris, sometimes called construction rubble, whether from public or private property.

MONITORING OPERATIONS:

Monitoring Debris Removal Operations: Monitoring operations are meant to ensure that the debris removal contractor is performing the scope of work required by the contract, ensure documentation of the debris removal operations, ensure the debris is being removed and processed efficiently and ensures it is being completed at a reasonable cost. Debris monitoring staff can be force account resources (the County's own labor forces and equipment), temporary hires, and/or contractors, or a combination of them to monitor debris removal operations. Because county employees are the most familiar with the county and know the priorities of the county's debris management plan they will be utilized when possible.

Debris Monitoring Contracts: The contract must be awarded to a contractor who has no vested interest in the debris removal contract or contractor. There must be no conflict of interest between the monitoring contractor and the debris removal contractor. When soliciting for debris monitoring contracts, the advertisement will outline the required qualifications of the debris monitors. The qualifications will be appropriate for the individual responsibilities and duties. The contract specifications should outline possible monitoring locations and reporting requirements to document debris quantities.

Debris monitors should have experience working on construction sites and be familiar with safety regulations, but it is not necessary to have professional engineers and other certified professionals perform these duties. Debris monitors should be able to estimate debris quantities, differentiate between debris types, properly and legibly fill out load tickets in English, and follow all site safety procedures.

Monitoring contracts are typically time-and-materials and should contain a not-to-exceed clause per the requirements of 44 CFR Part 13. For time-and-materials contracts, the county will maintain labor, equipment, and materials records in order to substantiate the actual costs.

It is important that the debris monitoring contract provide for submission of reports and payment estimates to help promote efficiency and effectiveness in the overall debris removal operations. The county will develop a debris monitoring

report to make all reporting documents consistent regardless of who performs the work. The county will require debris monitors to submit the following reports:

Debris collected from curbside and/or collection centers

Debris accepted at the DMS and/or final disposition

Debris recycled/reduced at the DMS and taken to final disposition

Any operational or safety issues

Debris Monitor Roles: The primary role for debris monitors is to document the location and amount of debris collected. The key elements of information that are needed to verify compliance with the contractor's scope of work are the: type of debris collected, amount of debris collected, and the original collection location. The debris monitor's roles and responsibilities in the field will include:

Measure and certify truck capacities.

Re-certify truck capacities as needed for contract and reimbursement considerations.

Complete and physically control load tickets.

Validate hazardous trees, including hangers, leaners, and stumps.

Ensure that trucks are accurately credited for their load.

Ensure that trucks are not loaded to unjustly maximize reimbursement (e.g., debris wetted or fluffed).

Ensure that hazardous waste is not mixed in with non-hazardous loads.

Ensure that all debris is removed from trucks at the Debris Management Site.

Report if improper equipment is mobilized and used.

Report if contractor personnel safety standards are not followed.

Report if general public safety standards are not followed.

Report if completion schedules are not on target.

Ensure that only debris specified in the scope of work is collected.

Monitor site development and restoration of the Debris Management Site.

Ensure daily loads meet permit requirements.

Ensure work stops immediately if human remains or potential archeological deposits are discovered.

Report if debris removal work does not comply with local ordinances or State and Federal regulations.

Monitors should be on the lookout for inaccurate truck capacities, trucks not fully loaded, trucks lightly loaded, trucks overloaded, changed truck numbers, reduced truck capacity, increased truck weight, wet debris when being paid by weight, multiple counting of the same load, or picking up ineligible debris.

Truck Certification List: A truck certification list allows the monitor to identify the truck itself and its hauling capacity in a standardized manner. It is important to know the truck hauling capacity since debris, specifically vegetative debris, is often hauled and billed by volume. The standard list of requirements includes: size of the hauling bed in cubic yards, license plate number, truck identification number assigned by the owner, and a short physical description which should include make and color of the truck.

Load Ticket System: The term "load ticket" refers to the primary debris-tracking document. A load ticket system tracks the debris from the original collection point to the debris management site or landfill. By positioning debris monitors at each point of the operations (collection, debris management site, and/or final disposition), the eligible scope of work can be properly documented. This is how the county documents and tracks the debris from the initial collection location to the debris management site and final disposal location. If the county uses a contract hauler, this ticket verifies hauling activities and is used for billing purposes. Traditionally, load tickets have been carbon paper tickets with at least four copies generated for each load of debris. The following information is populated on the load ticket by the monitor: contract number, contractor's name or number, date, truck number, truck driver's name, type of debris (vegetation, construction & demolition, white goods, household hazardous waste, other with a description), load location (GPS or address preferred), loading date/time (departure from collection location), loading site monitor name/signature, truck capacity in cubic yards or tons, load volume (either in per cent of capacity for cubic yards or in tons), unloading location, unloading date/time (arrival at disposal site), and the unloading site monitor name/signature.

FORECASTING DEBRIS QUANTITIES:

Disaster Debris Streams: Typically, disasters generate a mix of different types of debris. The figure below summarizes the typical types of debris for each type of disaster.

		Typical Debris Streams								
Types of Disaster		Vegetative	Construction & Demolition (C&D)	Personal Property / Household Items	Household Waste	Household Hazardous Waste (HHW)	White Goods	Soil, Mud and Sand	Vehicle and Vessels	Putrescent
	Hurricanes / Typhoons	X	X	X	X	X	X	X	X	X
	Tsunamis	X	X	X	X	X	X	X	X	X
	Tornados	X	X	X	X	X	X	X	X	X
	Floods	X	X	X	X	X	X	X	X	X
	Earthquakes	X	X	X	X	X	X	X	X	X
	Wildfires	X	X	X	X	X	X	X	X	
	Ice Storms	X				X				

Typical House (square feet)	Vegetative Cover Multiplier			
	None	Light (1.1)	Medium (1.3)	Heavy (1.5)
1000 sf	200 cy	220 cy	260 cy	300 cy
1200 sf	240 cy	264 cy	312 cy	360 cy
1400 sf	280 cy	308 cy	364 cy	420 cy
1600 sf	320 cy	352 cy	416 cy	480 cy
1800 sf	360 cy	396 cy	468 cy	540 cy
2000 sf	400 cy	440 cy	520 cy	600 cy
2200 sf	440 cy	484 cy	572 cy	660 cy
2400 sf	480 cy	528 cy	624 cy	720 cy
2600 sf	520 cy	572 cy	676 cy	780 cy

The amount of personal property within an average flooded single-family home has been found to be:

25-30 cy for homes without a basement

45-50 cy for homes with a basement

Manufactured homes have less wasted space due to their construction and use. The walls are narrower, and the units contain more storage space. Therefore, the typical manufactured home generates more debris by volume than a single-family home. Historically, the volume of debris for manufactured homes has been found to be:

290 cy of debris for a single-wide manufactured home

415 cy of debris for a double-wide manufactured home

The formula for estimating debris quantity is: $Q = H \times (C) \times (V) \times (B) \times (S)$

H	(Households)	=	Population/3 (3 persons per household)
C	(Category of Event)	=	Factor (See table below)
V	(Vegetation Multiplier)	=	Factor (See table below)
B	(Commercial Density Multiplier)	=	Factor (See table below)
S	(Precipitation Multiplier)	=	Factor (See table below)

Category	Value of "C" Factor
1 50 yr Flood	2 CY
2 100 yr Flood	8 CY
3 Hurricane Force Winds	12 CY
4 7.0 Earthquake	26 CY
5 8.0 Earthquake	50 CY
6 9+ Earthquake with Tsunami	80 CY

Vegetative Cover	Value of "V" Multiplier
Light	1.1
Medium	1.3
Heavy	1.5

Commercial Density	Value of "B" Multiplier
Light	1.0
Medium	1.2
Heavy	1.3

Precipitation	Value of "S" Multiplier
None to Light	1.0
Medium to Heavy	1.3

Volume – Weight Conversion Factors: These factors to convert woody debris from cubic yards to tons were developed by the U.S. Army Corps of Engineers and are considered to be reasonable.

Softwoods	6 cubic yards = 1 ton	(cubic yards / 6 = tons)
Hardwoods	4 cubic yards = 1 ton	(cubic yards / 4 = tons)
Mixed debris	4 cubic yards = 1 ton	(cubic yards / 4 = tons)
C & D	2 cubic yards = 1 ton	(cubic yards / 2 = tons)

Once the amount of debris has been estimated, the County will require temporary debris management sites the size of which can be determined by taking the following factors into consideration:

The debris pile shall be stacked to a height of no more than 10 feet.

60% of the land area will be devoted to roads, safety buffers, burn pits, household hazardous waste, etc.

10 foot stack height = 3.33 yards

1 acre = 4,840 square yards (sy)

Total volume per acre = 4,840 sy/ac x 3.33y = 16,133 cy/ac.

Using the above assumptions, the estimate of total debris from any earthquake or major flood will be within 30% plus or minus of the actual amount of debris accumulated.

This plan has estimated that under the worst scenario, e. g., a Category 5 event, heavy vegetation cover, heavy commercial density, and heavy precipitation, the amount of acres needed for a temporary landfill is 3,352 acres. The calculation (assuming a population of 500,000) is as follows:

$Q = H \times (C) \times (V) \times (B) \times (S)$

$Q = 166,667 \times 80 \times 1.5 \times 1.3 \times 1.3$

$Q = 33,800,068$ cy of debris.

33,800,068 (cy of debris / 16,133 (cy/ac) = 2,095 acres of debris.

2,095 acres x 1.66 (60% more area needed for roads, etc.) = 3,352 acres.

Note: To help visualize what 33,800,068 cy of debris looks like, picture a building occupying 1 acre. 1,000,000 cy of debris would create a stack 62' high on one acre. That building would be 2,046 feet high or approximately 200 stories high.

REDUCING AND RECYCLING:

Reducing and/or recycling disaster-related debris has financial and environmental advantages. These operations can decrease the overall cost of a debris removal operation by reducing the amount of material that is taken to a landfill. This diminishes the cost of final disposition in the form of tipping fees. In the case of recycling, potential end-use products for specific markets may offset the cost of operations even more. Recycling operations are an important component of the community public policy and are a priority. The staff should evaluate the types of reduction methods appropriate for the anticipated debris based on different disaster scenario events.

Once the debris is removed from the damage sites, it will be taken to an approved temporary Debris Management Site (DMS). The DMS is staffed and will be where all debris will have oversight and coordination with state and federal agencies. Monitoring will take place at the DMS and is where the debris will be separated and classified. The methods of volume reduction are grinding, incineration and recycling.

Incineration: The three primary incineration methods are uncontrolled open-air incineration, controlled open-air incineration, and air curtain pit incineration. Controlled open-air incineration is a cost-effective method for reducing clean woody debris in rural areas. Incineration reduces the volume by 95%, leaving only ash residue to be disposed of. Air curtain pit incineration offers an effective means to expedite the volume reduction process while substantially reducing environmental concerns. The blower unit and pit comprise an engineered system that must be precisely configured to function correctly. The blower unit must have adequate air velocity to provide a "curtain effect" to hold smoke in and to feed air to the fire below. Portable air curtain incinerators are the most effective incinerations systems available because the pre-manufactured pit is engineered to precise dimensions to complement the blower system. The pre-manufactured pit requires little or no maintenance. Portable air curtain units are ideal for areas with high water tables and sandy soils as well as areas where smoke capacity must be kept to a minimum.

Chipping and Grinding: The second most common type of reduction method is to chip or grind disaster-related debris.   Vegetative debris is the most common material reduced by using this method. The planning staff may also employ chipping and grinding methods in reducing rubber and some metals prior to being shipped to the recycling facility. The planning staff will have to investigate the opportunities, economics, and equipment in order to determine if this reduction method is appropriate.

There are significant differences in volume reduction between chipping and grinding and incineration. Incineration reduces the volume by approximately 95 percent, leaving only ash residue for disposal. Chipping and grinding reduces the volume by 75 percent. Since 25 percent of the volume remains from chipping and grinding, the benefit of this reduction method can be increased by identifying alternate uses of the residual material. The ability to use recycled wood chips as mulch for agricultural purposes, fuel for industrial heating or in a cogeneration plant helps to offset the cost of the chipping and grinding operation.

If the grinding operation is strictly for volume reduction, the size of the mulch is not important; however, mulch to be used for agricultural purposes must be of a certain size and virtually free of paper, plastic, and dirt. Because of shallow topsoil conditions in some locations, mulch is a desirable product. In other locations, however, the mulch may become nothing more than a landfill product. The designated debris manager and planning staff should work closely with local environmental and agricultural groups to determine if there is a market for mulch. Plastics should be eliminated completely. To help eliminate contaminants, root rake loaders should be used to feed or crowd materials to the chipper or grinder. Hand laborers should remove contaminants prior to feeding the chippers and grinders.

Bucket-loaders tend to scoop up earth, causing excessive wear to the grinder or chipper. Shaker screens should be used when processing stumps with root-balls or when large amounts of soil are present in the woody debris. The separated soil may be recycled back to the agricultural community.

Recycling: Metals, wood, and soils are prime candidates for recycling. Most of the ferrous and non-ferrous metals are suitable for recycling. Specialized contractors are available to bid on disposal of debris by recycling if it is well sorted. Sorting will take place at the Saint Helens Transfer Station under direct oversight and is coordinated through the Columbia County Solid Waste Coordinator.

Wood chips may be recycled depending on the amount of debris in them. The County and City Parks can also use the wood chips for erosion control and for esthetic value.

The Solid Waste Coordinator will be responsible for coordinating the recycling of waste, contacts with recyclers, and maintaining accurate cost accounting. This will assist the State and Federal recovery agencies in determining costs and in identifying cost recovery through recycling.

DMS SITE CLOSE-OUT PROCEDURES:

The County Solid Waste Coordinator has primary responsibility for closing out debris management sites (DMS's) and potential landfills for final disposition. They will work closely with Columbia County Land Development Services, state and federal oversight agencies and coordinate the final closeout of these sites.

Before activities begin a baseline data collection study will be completed. Baseline data collection is essential to documenting the condition of the land before it is used as a DMS. The following actions are suggested to document the baseline on all sites: videotape and/or photograph (ground or aerial) each site, document physical features, investigate historic significance, and take soil and groundwater samples. Issues such as fuel or oil spills will be documented for future reference. As operations proceed additional data should be collected throughout the operations to be compared with the baseline data for closeout and quality assurance reasons.

When the site operations are complete, the property must be restored to its original condition before returning the site to the property owner. Restoration of a site involves removing all traces of the operations and possible remediation of any contamination that may have taken place during the operations. The site, either county owned or leased, must be brought back to its environmental state, prior to it being returned to the owner.

Debris, processing equipment, storage tanks, protection berms, and other structures built on the site should be removed from the site upon completion of all debris removal and processing operations.

The final environmental site evaluation is an extension of the environmental monitoring program. Similar testing as completed in the baseline study will be conducted to confirm that the site has been returned to its pre-activity state. Test samples should be taken at the same locations as those of the initial assessment and monitoring program. However, if warranted, additional test samples may need to be taken at other locations on or adjacent to the site.

Based on the results of the testing, additional remediation may be required before the owner takes final acceptance of the site. The lease agreement should have provisions to release the county from future damages when the site is returned in its original condition or final acceptance is received from the owner.

DEBRIS MANAGEMENT ACTIONS:

The Debris Management Plan is separated into four stages:

1.   Normal Operations

Pre-identify local and regional critical routes in cooperation with contiguous and regional jurisdictions.

Identify and coordinate with appropriate regulatory agencies regarding potential regulatory issues and emergency response needs.

Develop mutual aid agreements with other State agencies and local governments, as appropriate, following guidelines established in agency procurement manual.

Maintain a current list of local and regional resource contractors who can assist local governments in all phases of debris management. Use Oregon Department

of Transportation, and Department of Environmental Quality's current approved State contractors for emergency work.

Develop sample contracts with generic scopes of work to expedite the implementation of debris management strategies. Hire from the approved State emergency contractors list to avoid a long bidding process.

Establish a debris assessment process.

Develop and coordinate pre-scripted announcements with the Public Information Officer (PIO) regarding debris removal process, collection times, and temporary storage sites use of private contractors, environmental and health issues, etc.

Develop site selection criteria checklists to assist in identifying potential debris storage sites.

Identify and pre-designate potential debris storage sites for the type and quantity of debris anticipated following a catastrophic event.

Develop the necessary right of entry and hold harmless agreements indemnifying all levels of government against any potential claims.

2. Increased Readiness

A natural or man-made disaster is threatening the local area.

Review and update plans, standard operating procedures, generic contracts, and checklists relating to debris removal, storage, reduction, and disposal process.

Alert local departments that have debris removal responsibilities ensuring that personnel, facilities, and equipment are ready and available for emergency use.

Relocate personnel and resources out of harm's way and stage them in effective mobilization areas.

Review potential local, regional, and debris staging and reduction sites that may be used in the response and recovery phases in the context of the impeding threat.

Review resource listing of private contractors who may assist in debris removal process. Make necessary arrangements to ensure their availability in the event of the disaster.

3. Response

Activate debris management plan, coordinate with needs assessment team.

Work closely with DEQ, state and federal agencies on regulatory, permitting and problematic issues.

Begin documenting costs.

Coordinate and track resources (public and private).

Establish priorities regarding allocation and use of available resources.

Identify and establish temporary debris management sites (local, regional).

Begin addressing the legal, environmental, and health issues relating to the debris removal process.

Continue to keep public informed through the Public Information Officer (PIO).

4.   Recovery

Continue to collect, store, reduce, recycle and dispose of debris generated from the event in a timely, cost-effective and environmentally responsible manner.

If necessary, rehabilitate damaged sites to bring them back to a pre-disaster condition.

Continue to document all disaster debris related costs.

Upon completion of debris removal mission, close out temporary debris management sites by developing and implementing the necessary site restoration actions.

Perform necessary audits of operation and submit claims for any available State and/or Federal assistance.

*NOTE: In the event that a situation has not been addressed in this comprehensive disaster debris management plan, the County will rely on the guidance set forth in "The Public Assistance, Debris Management Guide, FEMA – 325, Dated July 2007".

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ESF 4 – Firefighting

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ESF 4 Tasked Agencies	
Primary Agencies	Local Fire Districts in Columbia County
	Columbia County Fire Defense Board
Supporting Agencies	Columbia County Emergency Management
	Columbia County Sheriff's Office
	Columbia County Road Department
	Columbia Health District
Adjunct Agencies	Oregon Department of Forestry

1 Purpose and Scope

ESF 4 provides a mechanism for coordinating firefighting services to meet the demands of a disaster situation. In addition to firefighting, responsibilities in rescue, warning, and radiological protection operations are addressed.

2 Policies and Agreements

Various mutual aid agreements exist between fire districts. The Columbia County Fire Defense Board oversees mutual aid among the fire districts in the County.

This ESF annex will be applied in coordination with the Oregon Fire Service Mobilization Plan and the Columbia County Community Wildfire Protection Plan. These plans were developed to reduce the risk of wildfire and improve forest health in the County.

Individual mutual aid agreements for firefighting services are in place between Columbia County and the following fire services:

- Clatsop County

- Washington County

3 Situation and Assumptions

3.1 Situation

- Columbia County is subject to urban, rural and wildland fires.

- In the event of an earthquake or other significant event, large and damaging fires could result.

- Each fire agency in the County trains to handle most emergency situations within its jurisdiction through emergency call-out and the use of mutual aid agreements.

- The rural fire districts in Columbia County include:

  - Clatskanie Rural Fire Protection District

- Columbia River Fire & Rescue

- Scappoose Rural Fire Protection District

- Mist-Birkenfeld Fire Protection District

- Vernonia Rural Fire Protection District

3.2   Assumptions

■ Efficient and effective mutual aid among the various local, county, state and federal fire agencies requires the use of the Incident Command System (ICS) together with compatible firefighting equipment and interoperable communications.

■ Wheeled-vehicle access may be hampered by bridge failures, washed out roads, and landslides, making conventional travel to a fire location difficult or impossible. Aircraft/air support resources may be needed in those situations, provided airports are not impeded.

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   General

The fire service in the county coordinates its efforts through rural fire district firefighting services, many of which have mutual aid agreements between them; the county Fire Defense Board; the Office of State Fire Marshal; and forestry departments and associations.

4.2   Task Assignments

4.2.1 Local Fire Agencies

■ Command firefighting forces and direct all responding support forces operating within the incident. Establish the initial ICS structure. Call on mutual aid resources as necessary.

■ Maintain communications with the county EOC if activated, coordinating with a Joint Information Center (JIC) and providing uniform information for public dissemination.

■ Maintain communications and liaison with an adjacent Incident Commander when the fire involves land protected by a wildland fire protection agency but is threatening a local fire jurisdiction.

■ Develop an Incident Action Plan.

■ Notify EOC and/or county Fire Defense Board Chief if/when local firefighting efforts will be overwhelmed and additional state support will be needed.

4.2.2   Columbia County Fire Defense Board

■ Assist in activation and operation of the county Emergency Operations Center.

■ Coordinate the planning and response strategies for firefighting capabilities within Columbia County. Ensure that the agency roles and responsibilities are clearly defined.

■ Coordinate fire service response to address the needs at the emergency scene and assure protection for the rest of the county.

■ Analyze fire service resource needs and request assistance from agencies not covered under mutual aid agreements.

■ Recommend invocation of State Conflagration Act from the Office of State Fire Marshal if required.

■ Assign a liaison to work with fire officials from other affected jurisdictions.

■ Provide information and advice to the county Board of Commissioners through county Emergency Management.

■ Coordinate with the county Public Information Officer for dissemination of fire-related warning and emergency information.

4.2.3   Columbia County Emergency Management

■ Assist in activation and operation of county Emergency Operations Center.

■ Assist in the coordination of logistics to support fire control operations.

■ Advise the Board of Commissioners regarding emergency conditions.

■ Maintain contact with Oregon Emergency Management in non-conflagration incidents.

■ Provide training announcements as they become available to county personnel for ICS training.

■ Prepare the county's emergency plans.

4.2.4 Columbia County Sheriff's Office

- Coordinate or assist in law enforcement response to provide traffic and crowd control at fire scene (see ESF 13, Public Safety and Security).

- Coordinate and use local Police Department support in response to fires. Work with other law enforcement agencies to establish adequate mutual aid agreements for fire responses.

- Assist in staffing an incident management team for Columbia County when necessary.

- Assist in warning and evacuation of the public as conditions require.

- Assist in the development and dissemination of emergency information as requested.

4.2.5 Columbia County Road Department

- Assist in traffic and crowd control by providing signs, barriers, equipment, and personnel.

- When requested, provide heavy equipment to assist in fire control operations.

4.2.6 Columbia Health District

- Coordinate with state agencies to assess environmental impact and threat to public health.

- Assist in the development of emergency information related to human services.

5   Concept of Operations

5.1   General

- Columbia County's primary function during a fire is to provide notification, communications, logistical, and law enforcement support to the appropriate Fire Defense District. Columbia County is also empowered to declare a state of emergency, which can bring in more state and federal assistance.

- The fire service in the county is an integrated force trained to respond to a myriad of emergencies. The fire service in the county coordinates its efforts through various municipal and rural fire district firefighting services, many of which have mutual aid agreements between them; the county Fire Defense Boards; the Office of State Fire Marshal; and forestry departments and associations.

■ Emergency firefighting operations will be initiated by local fire agencies to the full extent of their resource capabilities. Additional resources can be requested by using mutual aid agreements.

■ In order to protect life and property against the danger of fire, the Governor may order the firefighting forces and equipment of any firefighting organization in the state to assist anywhere in the state, under the State Conflagration Act.

■ Requests for additional firefighting resources will be made in accordance with the existing mutual aid plans and agreements. If supplemental firefighting resources are needed, local officials will request resources from the Columbia County Fire Defense Board Chief. The county Fire Chief may request assistance from the Office of State Fire Marshal under the Oregon Fire Service Mobilization Plan.

5.2   Urban/Rural Fires

■ Rural fire districts have the primary responsibility for the suppression and control of fires within their respective fire protection jurisdictions. For those incidents requiring additional support, mutual aid agreements may be executed.

■ The Oregon Fire Service Mobilization Plan is intended to deal with the growing problem of urban/wildland interface fires. This included the establishment of the State Fire Defense Board, made up of representatives from various fire defense districts throughout the state.

■ If an urban fire threatens or is likely to become a fire of major magnitude, assistance may be available from the federal government under an emergency declaration by the President. Requests for such assistance are handled through normal emergency management channels.

5.3   Forest Fires/Wildland Fires

■ Through the Oregon Fire Service Mobilization Plan, the Oregon Department of Forestry is capable of mobilizing a substantial response that includes communication equipment, incident management personnel, and other support services.

■ The Bureau of Land Management is responsible for protecting forest lands under federal management. Due to the intermingling of urban and forest areas, the Bureau of Land Management may participate in mutual aid agreements with municipal and rural fire departments and

may assist with forces during a mobilization emergency to wildland fire events.

■ The Bureau of Land Management (BLM) has contracts with the ODF for fire protection of its land in Columbia County.

5.4   Activities by Emergency Management Phase

5.4.1 Mitigation

■ Columbia County Emergency Management will continue to maintain the Community Wildfire Protection Plans and the coordination among the county, ODF, BLM, and fire services for fuel reduction and fire prevention.

■ Columbia County will assist the fire services with community outreach programs to educate county residents and visitors on fire prevention and safety.

5.4.2 Preparedness

■ Columbia County Emergency Management will assist fire services in the county with information on NIMS and ICS compliance.

■ County Emergency Management and city governments will facilitate the use of mutual aid agreements for fire services in the county.

■ Fire districts will test and maintain firefighting response equipment and procedures.

■ Columbia County will attempt to seek funding to facilitate training of firefighting personnel in incident management.

■ Columbia County will maintain communications capability to support response efforts for receiving fire notifications and dispatching personnel and equipment.

■ Columbia County and municipalities will continue efforts to have evacuation plans for their jurisdictions to enhance public protection.

■ Columbia County will maintain a record of airports, airstrips, and helicopter landing zones in the county to facilitate air support for wildland and forest fires.

5.4.3 Response

■ On becoming aware that a fire emergency exists, the responding fire agency's Incident Commander will notify their dispatch center and advise them of the circumstances. When necessary, the Incident

Commander will maintain close coordination with county Emergency Management.

■ Firefighting personnel at the scene will coordinate with other emergency response and mutual aid personnel to assure that necessary operations are undertaken to fight the fire and protect life, infrastructure, the environment, and property.

■ The county EOC will be activated in circumstances that require the additional support and resource management.

■ When a fire emergency exists in the county that is beyond the capability of the fire agency and mutual aid system, the Fire Defense Board Chief will request that the Office of State Fire Marshal provide support under the State Fire Service Mobilization Plan. If the Office of State Fire Marshal determines that a fire emergency exists, he/she can advise the Governor of the conditions and request that the State Conflagration Act be invoked. When authorized by the Governor, the Office of State Fire Marshal may order support from other fire service agencies to respond and assist.

5.4.4 Recovery

■ Columbia County fire agencies will ensure that the local agencies have accounted for all fire and law enforcement personnel.

■ The responding agencies will advise the public when the situation has been terminated. If an evacuation took place, they will provide appropriate instructions to returning evacuees.

■ The Columbia County Sheriff's Office will assist with traffic control for returning evacuees in unincorporated areas of the county. The County will coordinate with police departments for traffic control.

■ Columbia County and the responding fire services will conduct a post-incident review.

6   Direction and Control

■ Command of fire operations will be in accordance with the National Incident Management System (NIMS) Incident Command System (ICS).

■ A fire will typically be initially managed by the initial responding fire service, using an Incident Command Post (ICP) established at the scene of the fire. The local Fire Chief or designee remains as Incident Commander unless he/she transfers command to a higher authority or requests that a Unified Command be established.

- If the fire emergency becomes too large to be effectively managed from an ICP, the county Emergency Operations Center (EOC) may become activated to provide support for the ICP.

- The county Emergency Communications/911 Dispatch Center may assist in dispatching mutual aid partners if requested.

- Each agency/organization will perform their duties in accordance with their own plans and procedures.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- Oregon Fire Service Mobilization Plan, 2008, Oregon Emergency Management

- Columbia County Community Wildfire Protection Plan

8 Appendices

None at this time.

5

ESF 5 – Emergency Management

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ESF 5 Tasked Agencies	
Primary Agencies	County Emergency Management
Supporting Agencies	Homeland Security and Emergency Management Commission
Adjunct Agencies	City Emergency Management Organizations Incident Management Team

1 Purpose and Scope

ESF 5 provides for direction, control, and management of County and municipal emergency operations, as well as allocation and coordination of resources to support local response and recovery activities. ESF 5 also includes a detailed description of the incident management system and command structure in place for the jurisdiction (inclusive of all types of hazards), as well as designation of primary and alternate County EOCs.

2 Policies and Agreements

The following policies and agreements are currently in place:

■ None at this time.

3 Situation and Assumptions

3.1 Situation

Columbia County government, as outlined in ORS 401.305, is responsible for preparing and maintaining an emergency operations plan and an emergency operations facility, including trained staff.

3.2 Assumptions

■ A natural or human-caused major emergency or disaster may occur at any time requiring response capabilities beyond what is normally available to local government.

■ Utilization of the County's EOP does not require activation of the EOC; the need for activation of the EOC will be determined at the time of notification of the event.

■ Due to limited County resources, and depending on how widespread the emergency, the County may not be able to meet the requests for emergency response/recovery assistance from other units of local government in Columbia County in a disaster.

■ The County is responsible for coordinating the response and recovery activities for a major emergency/disaster in Columbia County, even though its own resources may be exhausted.

■ Coordination of emergency response activities among local, State and Federal levels of government can generally best be accomplished from a single location or EOC.

4 Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Organization

The County's Emergency Management Organization consists of an EOC Staff and a Policy Group. During a countywide or multi-jurisdictional emergency, the overall response by local government in Columbia County would be coordinated by the County's EOC staff from the EOC, located at the Columbia County Courthouse Annex. A Policy Group, made up of the Board of County Commissioners (BOCC) and selected officials, oversees the emergency management response to the situation, providing policy guidance and direction, as needed to meet the goals of effectively responding to a major emergency or disaster and assisting the citizens of Columbia County in recovering from its effects.

4.2 Emergency Operations Center Staff

The EOC staff is made up of the Emergency Manager and resource coordinators/liaisons from key County departments and agencies involved in the emergency response activity. The staff's response is organized and managed through the use of the Incident Command System (ICS).

The EOC staff is responsible for the readiness, activation, and operation of the EOC during a major emergency or disaster. The Emergency Manager, in collaboration with the BOCC, is responsible for activating the EOC, as may be necessary or desirable.

The EOC staff will direct and coordinate, from a single location, the County's response to requests for additional resources and measures to protect life and property for situations that are beyond the normal emergency response capabilities.

The EOC staff is responsible for coordination and liaison with city, County, State, and Federal officials in dealing with an immediate response or recovery for a major emergency, including media relations and public information. The staff establishes communications with the Policy Group, the County's emergency responders, and other units of local and State government; gathers data and information; determines immediate priorities; and identifies and coordinates resources for responding to a major emergency/disaster.

4.3   Policy Group

The Policy Group, composed of the BOCC and other key officials (as determined by the BOCC, based on the type of emergency) and chaired by the BOCC Chairperson, oversees the emergency management response to a major emergency or disaster, providing policy guidance and declaring a State of Emergency, as necessary. (NOTE: Any member of the BOCC or the Emergency Manager, following the "Succession of Authority" as outlined in Section 4 of the County's Emergency Ordinance, has the authority to declare a State of Emergency).

During the operation of the EOC, a member of the BOCC may be designated to serve as a representative of the Policy Group by the BOCC Chairperson, to work at the EOC as a liaison with the EOC staff, when deemed desirable or necessary. This Policy Group Liaison will keep the Policy Group informed and call for a meeting of the group, as needed. In addition, this position will have the responsibility for establishing and maintaining communications with elected officials at the local, State, and Federal level.

4.4   Department Heads

County Department Heads are responsible for managing their department's response to the situation, if any. They will work, in many cases, from their own departments or the County Courthouse and will coordinate with and assist the EOC and the Policy Group, as necessary. Department Heads, under the direction of the BOCC, are responsible for the continuing and/or restoring services provided by the County government. In addition, they will ensure that an appropriate level of emergency response is provided by County government.

4.5   Emergency Manager

The County's Emergency Manager is responsible for the readiness, activation, operation, and de-activation of the EOC and serves as the Chief of Staff for the EOC staff. This position initiates and oversees the implementation of the EOP, using ICS to organize and manage the response to a major emergency/disaster.

The Emergency Manager ensures that the Policy Group is fully informed throughout the response and recovery phases of the incident and consulted on major policy issues, as appropriate.

4.6   EOC Management Staff

The Emergency Manager is assisted by a core group of the EOC staff, made up of the representatives of departments and agencies that would be involved in most emergency management responses (law enforcement, public works, fire, American Red Cross, etc.).

Personnel assigned to ICS Command and General Staff positions as members of the EOC staff, along with the Emergency Manager, form the management staff for the EOC.

5   Concept of Operations

5.1   Incident Command System Interface

It is not intended that the County EOC try to assume incident command responsibilities for all of the separate incidents that may occur as the result of a major emergency/disaster, nor does it have authority to do so. However, ICS will be used as the organizational structure to manage the EOC's response activities for the purpose of enhancing the ability to interface with the emergency response agencies that routinely use ICS and the various incident command posts (ICPs) that may be established in the field or at other remote sites during the incident.

The function of the EOC is to coordinate the flow of communications between the various operating agencies, different levels of government, and the public to identify resources for meeting requests for assistance and to allocate those resources as priorities may dictate. Accordingly, personnel assigned to the Operations Section of the EOC will be more involved in serving as a liaison with local government agencies and field units and coordinating the identification and delivery of resources rather than the traditional duties of directing the operational response. Any necessary command decisions will be performed in a cooperative style, consistent with principles of the Unified Command System.

5.2   EOC Staffing

The overall EOC staff is composed of the following support staff, in addition to the management staff described above. The EOC Chief of Staff is responsible for ensuring that all positions are staffed, including management positions, once direction is provided by the Incident Commander (IC) regarding the necessary staffing level.

5.2 1 Administrative Support

The basic administrative support for the EOC will be provided by County personnel, supplemented by trained personnel from other agencies, and will work under the direction of the EOC Chief of Staff. This basic support will include ensuring that the EOC has the necessary office supplies and equipment at all times, as well as staff available to serve as call takers and status board/message recorders.

5.2.2 Communications Support

Communications support will consist of maintaining the current system and an emergency backup system. The Emergency Manager will be responsible for day-to-day maintenance of the public safety radio system for the EOC. The Amateur Radio Emergency Services (ARES) group will be available to provide a backup system, utilizing amateur radio frequencies, if needed. This group will also serve as radio operators for the EOC radio room and for its own mobile communications vehicles.

5.2.3 Security

Establishing security checkpoints will be the responsibility of the EOC Chief of Staff. Checkpoints will be staffed by Sheriff's Office deputies, when requested.

5.2.4 American Red Cross

In accordance with the existing interagency agreement, the American Red Cross, Oregon Trail Chapter, will provide a representative to work with the County EOC to meet local government requests for emergency sheltering and feeding for the public. Disaster assessment assistance will also be provided by the American Red Cross.

5.2.5 Liaison Assignments

Depending on the emergency situation, cities and/or utilities may assign a representative to work in the County EOC for liaison purposes. This position would work with the functional coordinator counterpart, e.g., a Scappoose Police Department representative would work with the EOC's Law Enforcement Coordinator in the Operations Section. The County may also assign liaisons to city EOCs, as dictated by need.

The larger the disaster, the more critical it will be to have appropriate liaison representatives to assist in the coordination and communications.

5.3   EOC Activation

5.3.1 Notification

The Emergency Manager, or designated members of the EOC management staff, may directly receive notification of an emergency situation or, if after hours, will receive notification through the Columbia 9-1-1 Communications District (C911CD). A determination is then made for the appropriate response to the notification or warning message (also, see the Hazard Response Support Annex, Appendices 1 and 2 for Columbia County Emergency Management Incident Response Checklists to assist in activating the EOC).

The Emergency Manager (or designee) is responsible for providing a recommendation to the BOCC Chair (or designee) for the activation of the EOC. In the event of a catastrophic disaster, the Emergency Manager has the authority to immediately activate the EOC.

The level of activation may vary with the situation, e.g., the EOC staff may be put on "standby," indicating that the EOC may be opened at a later time or it may be activated with a limited staff, as determined by the Emergency Manager until full staffing is needed.

5.3.2 Activation Guidelines

The following are general guidelines for consideration in determining the appropriate response to pending or actual emergency situations. However, these

guidelines may or may not meet every situation and there may be instances of less magnitude or seriousness where it is determined to be desirable to utilize the EOP or activate the EOC. For example, an earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activation of the EOC to better coordinate the flow of information and damage assessment.

■ **Advisory**

- A situation is in progress, or has occurred, that is beyond the day-to-day emergency incident but is confined to a small area or population and does not appear to pose a continuing threat to life or property or to be beyond the capabilities of the responding agencies.

Response

- This is basically an "awareness" or information-only response and may or may not require monitoring for possible escalation. Further action or distribution of the information to other members of the emergency management organization would not normally be required for most advisories.

■ **Alert**

- A situation is in progress or has occurred that is a special emergency incident, involving a large area or population, that poses a continuing threat to life or property and may require protective actions or additional resources beyond the capabilities of the responding agencies.

Response

- The Emergency Manager (or designee) should evaluate the situation to determine the level of response (standby, utilize the EOP without EOC activation, activate EOC on a limited basis). The Emergency Manager will then make a recommendation to the BOCC Chairperson who, in turn, will inform the Policy Group of the level of response. The Emergency Manager will, as necessary, make the appropriate notifications.

■ **Major Emergency**

- A situation is in progress or has occurred, involving a large area/population, which has caused significant human or economic loss and continues to pose an immediate threat that requires protective actions and additional resources.

Response

- All EOC staff are to contact/report to the EOC as soon as they become aware of a major emergency situation without waiting for notification. The Emergency Manager will inform the BOCC Chairperson of the activation of the EOC, who, in turn, will inform the Policy Group of the planned response. Members of the EOC management staff who have not reported to the EOC will be contacted to ensure that they are aware of the need to activate the EOC and to check on their safety.

WHENEVER THE EOC IS ACTIVATED, THE EMERGENCY MANAGER, OR EOC STAFF, WILL NOTIFY THE STATE OFFICE OF EMERGENCY MANAGEMENT (OEM) IN SALEM BY CALLING 1-800-452-0311 AND COLUMBIA 9-1-1 COMMUNICATIONS DISTRICT BY CALLING 503-397-1521/22.

5.4   Closure Guidelines

Each situation will need to be evaluated regarding the need for continuing to operate the EOC after the emergency response phase of the incident has been completed. The decision process should start with the EOC IC and management staff considering factors such as those outlined below and formulating a recommendation for the Policy Group.

- If city EOCs are continuing their emergency response operations, the County EOC should probably remain open, preferably with only minimal staffing, to coordinate activities between the State and local levels. Another option may be to assign the Emergency Manager to work as an on-site liaison at the city EOC. The need to remain open or to maintain a liaison should be closely monitored by the BOCC Chairperson.

- During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the County EOC during the day with limited staffing to facilitate the dissemination of information regarding disaster relief programs available for the public and for local government. Arranging for private contractors proficient in relief operations and follow-up paperwork should be considered.

- If there is no longer a need to coordinate response activities or the flow of information from a city EOC to the State Office of Emergency Management (OEM), the EOC should be closed as soon as possible, with the County Emergency Manager assuming responsibility for coordinating follow-up recovery activities for the disaster during the normal work day.

■ The BOCC Chairperson, or the designated successor, as outlined in the Basic Plan section of the EOP, 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, the information needs to be disseminated to the same agencies that were notified when it was activated.

5.5 EOC Location

Columbia County has a pre-designated location to serve as an EOC. The primary site is equipped with emergency communications equipment necessary to gather and distribute information and coordinate response activities. The building has an emergency generator capable of providing power during an outage.

The primary location for the County EOC is:

> **Columbia County Courthouse**
> 230 Strand Street
> St. Helens, OR 97051

If necessary, alternate locations for the County EOC include:

> **Columbia County Sheriff's Office**
> 901 Port Avenue
> St. Helens, OR 97051

> **Columbia County Roads Department**
> 1054 Oregon Street
> St. Helens, OR 97051

To avoid jeopardizing operations, care must be taken to locate the EOC away from dangers associated with the event.

For emergency oversight of short duration, or in case of the need to evacuate the EOC, the C911CD has meeting room space which may be used for Incident Command purposes.

6   ESF Development and Maintenance

The Emergency Manager is responsible for completing a review and updating process for this annex every three years or at any time within that time period that it may be necessary.

7   Supporting Plans and Procedures

The following plans and procedures are currently in place:

■ National Response Framework, ESF 5 – Emergency Management

■   State of Oregon Emergency Operations Plan, ESF 5 – Emergency
    Management

8   Appendices

None at this time.

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ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services

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ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

ESF 6 Tasked Agencies	
Primary Agencies	County Emergency Management
Supporting Agencies	Land Development Services Columbia Health District Community Action Team
Adjunct Agencies	American Red Cross

1   Purpose and Scope

ESF 6 provides non-medical mass care/sheltering, housing, and human services support for victims of emergencies and disasters. 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.

Victims are fed through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as food, water, and ice, is managed and coordinated via established sites within the county. If applicable to the situation, coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Additional functions of ESF 6 include the following.

- ■ Providing assistance for victims' short- and long-term housing needs.

- ■ Supporting and coordinating resources required for crisis counseling and other mental health-related services immediately following an emergency, particularly as services are needed at shelters.

- ■ Coordinating and identifying individuals with special needs within the impacted area. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-speaking), existing disease/medical conditions, dependency on service animals, and any other condition or threat that could warrant special considerations under emergency circumstances.

2   Policies and Agreements

The following policies and agreements are currently in place:

- ■ Memorandum of Understanding between Columbia County and the Oregon Trail Chapter of the American Red Cross for provision of mass care and shelter services.

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

3 Situation and Assumptions

3.1 Situation

Emergencies or disasters can necessitate evacuation of people from residences that may be 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 exists, it is the responsibility of government to work with the various social service agencies to meet those needs.

3.2 Assumptions

- ■ The requirements for sheltering vary depending on the nature and phase of the particular hazard. Government assistance may be needed for shelter or housing in two basic situations:

    - ● Prior to the onset of, or during, a disaster, facilities such as schools and churches will be used to shelter an evacuated population.

    - ● Longer-term, post-disaster temporary emergency housing, such as rental units, hotels/motels, and mobile homes, may be needed for victims whose homes have been severely damaged or destroyed.

- ■ The Oregon Trail Chapter of the American Red Cross, in cooperation and coordination with Columbia County local government, will be the lead agency in providing emergency food and shelter for disaster victims in Columbia County during the response phase, as outlined in the current Memorandum of Understanding between the Chapter and Columbia County.

- ■ Experience has shown that a high percentage of the victims of localized emergencies/disasters will seek lodging with friends, relatives, or hotels and motels rather than go to emergency shelters (especially if they have pets).

- ■ Local government will work with State and Federal government in addressing long-term shelter needs for disaster victims, as necessary.

4 Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

4.1   Organization

- The County Emergency Management Organization (EMO) shall respond in accordance with the direction provided in the County's Basic Plan section of the EOP and/or this annex.

- The American Red Cross should respond by utilizing its own disaster response plans, procedures, and existing agreements, coordinating with local, State, and Federal government, as appropriate.

- Other jurisdictions should respond in accordance with the direction provided in their respective EOPs or the County's EOP, as appropriate.

4.2   Task Assignments

Task assignments for emergency food and shelter operations shall be consistent with those outlined in the Basic Plan section of the EOP, the Emergency Operations Center (EOC) Management Annex and the Memorandum of Understanding between the County and the American Red Cross. Specific tasks are outlined below by phases/stages of emergency management.

4.2.1 American Red Cross
Preparedness and Mitigation

- 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 in Columbia County.

- Develop and maintain Memorandums of Understanding 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 County's Emergency Management Agency to test the EOP.

Response

- Implement the response actions outlined in the Memorandum of Understanding with Columbia County, as necessary.

- Evaluate the direct or indirect effects of the hazard on available shelter resources.

- Specific resource requirements will include feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

■ Coordinate activities with other social service agencies, local, State, and Federal government in the provision of emergency food and shelter.

Recovery

■ Assist the County in determining post-emergency needs for long-term emergency temporary housing, as requested.

■ Prepare report on condition of shelter facilities and make arrangements for returning to normal use.

■ Compile record of emergency expenditures.

■ Critique the provision of shelters for people displaced from their place of residence and institute reforms, as required.

4.2.2 Columbia County Emergency Management
Preparedness and Mitigation

■ Coordinate emergency preparedness planning and exercise activities with the American Red Cross and other local jurisdictions.

■ Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.

Response

■ Assess the situation and make appropriate notifications to activate and staff the EOC, including notification of the American Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.

■ Establish 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 the Memorandum of Understanding are implemented, as necessary.

Recovery

■ Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identifying long-term temporary emergency housing options.

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

■ Ensure that necessary communication activities are accomplished in informing the public of disaster recovery activities, including information about long-term temporary emergency housing assistance.

■ Continue to assist in restoring normal services and operations, as appropriate.

■ Conduct an after-action debriefing/evaluation regarding the overall effectiveness of the County's efforts in providing emergency food and shelter.

4.2.3 Land Development Services
Preparedness and Mitigation

■ Assign staff who may be requested to provide assistance to County Emergency Management when the EOC is activated and to participate in the annual training exercises conducted by Emergency Management to test the EOP.

Response

■ The Emergency Manager may request assistance from the Land Development Services Department in coordinating the planning for a long-term temporary emergency housing program.

■ If it appears that there will be a need for temporary emergency housing, Land Development Services staff will assist the EOC staff in developing a resource list of immediately available emergency housing in the county.

Recovery

■ Continue to assist County Emergency Management in providing long-term temporary emergency housing as necessary and as staffing demands allow.

4.2.4 Incorporated Services
Preparedness and Mitigation

■ Officials of incorporated cities with an established emergency management program should work with their local policy makers in performing mitigation/preparedness activities similar to those outlined above, in conjunction with the city's EOP, including considering the need/desirability for a Memorandum of Understanding with the American Red Cross.

■ Officials of incorporated cities without their own EOPs should utilize the mitigation/preparedness direction outlined above, as appropriate,

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

and coordinate activities with the County Emergency Management Program.

Response

■   Officials of incorporated cities with established emergency management programs should respond in accordance with their city EOPs and ensure that emergency food and shelter requests are coordinated through the American Red Cross Liaison at the County's EOC.

■   Officials of incorporated cities without EOPs should generally follow the response procedures outlined above, coordinating activities with local policy makers and the County's EOC.

Recovery

■   Continue necessary response operations during transition to recovery.

■   Assist other agencies with recovery operations and damage assessment, including the provision of long-term temporary emergency housing, as appropriate.

5   Concept of Operations

5.1   Pre-Disaster Operations

During the mitigation and preparedness phases, the American Red Cross shall plan to provide management and support of shelters for the displaced population and to care for their emergency needs during the period immediately following a disaster. This will require identifying shelters and the services necessary to support the sheltered population, including registration and other life-support assistance, and organizing and training shelter teams to provide those services. The American Red Cross and local government shall mutually participate in emergency management planning and training efforts.

5.2   Disaster Response.

Disaster victims should be encouraged to obtain housing or shelter with friends, relatives, or in commercial facilities. The American Red Cross, in cooperation with County and city government, shall make available shelter, food, and basic life support services for those displaced from their places of residence by an emergency or disaster and without alternative sheltering.

The American Red Cross shall coordinate these activities from the County's EOC. Evacuation centers located within city limits will be coordinated with the respective city government, as well as County government. The State may be asked to assist in providing shelter or housing for special groups such as dependent children, the elderly, or the handicapped. In a large-scale disaster, the

ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

Federal government may be requested to provide assistance for long-term emergency housing.

5.3 Direction and Control

5.3.1 Executive Actions

The Emergency Manager is responsible for ensuring that the emergency food and shelter needs are met for Columbia County citizens that may be displaced from their homes as a result of a major emergency/disaster.

The American Red Cross has a Congressional mandate to provide assistance to disaster victims that includes responsibility for operating emergency shelters.

5.3.2 Coordination

Overall coordination of emergency shelters will be performed by an American Red Cross representative working as a member of the Columbia County EMO in the County EOC, when activated. Existing Memorandums of Understanding will be used to define roles and relationships between the American Red Cross and the County, as well as cities with their own emergency management programs.

6 ESF Development and Maintenance

The Emergency Manager, in conjunction with the Emergency Services Director of the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that this annex, along with the Memorandum of Understanding, is updated and revised per the EOP review schedule or as necessary. The American Red Cross is responsible for developing and maintaining any related operational policies and procedures as per the existing agreement.

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

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

- Oregon State Emergency Operations Plan, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services

8 Appendices

None at this time.

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ESF 7 – Logistics Management and Resource Support

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ESF 7 Tasked Agencies	
Primary Agencies	Columbia County Emergency Management
Supporting Agencies	Finance Department
Adjunct Agencies	

1   Purpose and Scope

ESF 7 provides direction for effective use of human and material resources needed to deal with a major emergency or disaster within Columbia County.

2   Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.

3   Situation and Assumptions

3.1   Situation

Columbia County is subject to a number of potential major emergencies or disasters that could occur locally or as part of a national crisis. The emergency response would require inventorying resources on a continuing basis and having procedures to allocate those resources in a timely and effective manner.

3.2   Assumptions

- Shortages in resources for emergency response could occur in any major emergency or disaster, particularly one that lasted longer than 24 hours.

- Private contractors and volunteer agencies would be willing and able to assist the community during an emergency or disaster.

- Emergent, or "walk-in," volunteers will volunteer to help immediately after a major emergency or disaster occurs.

- Support is available through requests to State and Federal agencies once local capacity to respond is exhausted or nearly so.

4   Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1   General

During emergencies and disasters, the management of resources for response activities will be the responsibility of individual Department Heads. However,

any requests for additional resources will be coordinated through the Emergency Operations Center (EOC). For coordination purposes, the EOC Logistics Section Chief and the EOC Finance Section Chief have authority to fulfill requests for additional resources from Department Heads, as well as to request resources to assist other jurisdictions, and will serve as a clearing house for resources made available to Columbia County.

4.2   Task Assignment

4.2.1 Emergency Manager/EOC Incident Commander

■   During a major emergency or disaster, utilize all physical resources within the county, whether publicly or privately owned.

■   Ensure that resource surveys are conducted and maintained.

■   Ensure that priorities for resource allocation are based on the guidance of this annex and the policy direction of the Policy Group.

■   Resolve resource allocation priority issues in conjunction with the Policy Group, as necessary.

■   Institute resource controls, as appropriate.

4.2.2 EOC Finance Section Chief

■   Coordinate departmental requests for additional resources through Procurement Unit Leader, as necessary.

■   Develop agreements with outside sources for use of resources, if contracts are not already prepared.

■   Screen offers for resources in terms of contracting requirements.

■   Establish emergency purchasing procedures, as needed.

■   Assist departments in maintaining records for emergency purchases of goods, services, and personnel.

4.2.3 Individual Department Heads

■   Develop and maintain, during the preparedness phase, appropriate resource lists of personnel, equipment, and supplies as related to departmental activities and specific emergencies.

■   Designate personnel to work in the EOC during a major emergency, if the department has a major function to perform in an emergency or disaster, e.g., Law Enforcement, Public Works, Health, Corrections, Finance, etc., or if needed to help staff the EOC in other ways.

ESF 7. Logistics Management & Resource Support

- Identify potential resource providers during the preparedness phase by major category, e.g., Heavy Equipment, Hardware, Transportation, Fuel, Food, and Manpower.

- Identify resource needs during the preparedness phase for special or critical facilities and submit lists to Purchasing, as necessary, so that contracts can be in place.

- Develop procedures for the movement of equipment and critical supplies for various emergency situations.

- Coordinate emergency utilization of resources.

Ensure that records of emergency expenditures are prepared during the response phase and submitted to the EOC Finance Section Chief.

5　Concept of Operations

5.1　General

- Voluntary controls of scarce resources are to be used whenever possible. However, in extreme circumstances, where the Board of County Commissioners (BOCC) has declared a State of Emergency, the BOCC Chairperson has the ultimate responsibility for resolving conflicts regarding the application of limited resources. However, in most emergency response situations, priorities would be established by the EOC Staff, based on the guidance of this annex and the policy direction of the BOCC in their role as the policy group.

- In cases where a decision must be made to apply resources to one situation while another problem goes unattended, the preservation of human life shall take priority over the protection of property.

- In addition to public safety response capabilities, essential resources in a major emergency will include food, water, and petroleum products. The preservation/restoration of electrical power, critical routes and bridges and critical facilities will also be priorities.

- Requests for essential resources, that cannot be filled locally, will be forwarded with an endorsement by County Emergency Management to Oregon Emergency Management (OEM).

- During emergencies, each Department Head will manage his or her resources to include the resources available through existing mutual aid agreements. If additional equipment, personnel, and material are required for a major emergency/disaster, those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are to be coordinated through the EOC.

ESF 7. Logistics Management & Resource Support

■ Emergency purchasing procedures will be established and records maintained for expenditures on goods, services, and personnel.

■ The BOCC may take real or personal property to support government forces during a Declared Emergency. However, accurate records will be maintained for reimbursement as the owner of the property is entitled to reasonable compensation.

5.2 Phases of Emergency Management

Columbia County Emergency Management will assume the lead role in coordinating activities, but all governmental agencies have a shared responsibility for all phases of Emergency Management. Incorporated cities with their own EOPs are expected to develop similar guidance for the use of resources, while cities without EOPs can utilize the following guidelines.

5.2.1 Mitigation and Preparedness

■ **Emergency Management**

- Analyze resource requirements;

- Identify sources of equipment, manpower, and transportation;

- Prepare and update resource listings (Resource Directory - Appendix to Resource Support Annex of Columbia County Comprehensive Emergency Management Plan and individual agency resource documents);

- Coordinate resources with other agencies and volunteers in order to maintain adequate reserves;

- Initiate letters of understanding with private sector organizations and mutual aid agreements with neighboring jurisdictions, as appropriate;

- Establish emergency purchasing procedures;

- Train personnel on procedures for effective use of available resources (also done by individual departments/agencies).

- Designate areas of responsibility for providing resources management support.

5.2.2 Response

■ **County EOC**

- Establish priorities and allocate resources;

ESF 7. Logistics Management & Resource Support

- Coordinate delivery of resources to response teams and disaster victims;

- Identify resource distribution centers;

- Identify staging areas for out-of-town emergency response personnel, equipment, and supplies;

- Coordinate local efforts with other agencies;

- Maintain records of emergency-related expenditures, services, and resources rendered during emergencies; and

- Screen emergent volunteers for skills and assign them to assist where appropriate and proper supervision is available.

5.2.3 Recovery

■ **County EOC**

- Assess recovery needs;

- Assess the impact of the emergency on available resources and identify repair, maintenance, and replenishment needs;

- Set priorities and coordinate available resource utilization;

- Disseminate public information regarding resource availability/financial aid; and

- Maintain appropriate records.

6   Direction and Control

6.1   Board of County Commissioners

The BOCC serves as the overall authority for resource management with operational responsibility delegated to the EOC's Incident Commander (IC).

6.2   Department Heads

The Department Heads and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their work forces. They will keep the BOCC informed of resource requirements and coordinate emergency resource requests with the EOC. To the greatest extent practical, potential resource shortages will be projected, identified, and made known to the EOC's IC.

7   ESF Development and Maintenance

The Columbia County Emergency Manager is responsible for the development, exercise, and maintenance of this annex. Each County department will be

responsible for developing standard operating procedures (SOPs) that address assigned tasks.

8   Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 7 – Logistics Management and Resource Support

- State of Oregon Emergency Operations Plan, ESF 7 – Logistics Management and Resource Support

- State of Oregon Donations Management Plan

9   Appendices

- Appendix 1   Columbia County Resource Directory *(to be developed)*

Appendix 1 – Columbia County Resource Directory

[TO BE DEVELOPED]

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ESF 8 – Public Health and Medical Services

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ESF 8 Tasked Agencies	
Primary Agencies	Columbia Health District
Supporting Agencies	EMS Providers
	District Attorney – Medical Examiner
	Columbia County Mental Health
Adjunct Agencies	Local medical facilities
	Funeral Directors

1   Purpose and Scope

ESF 8 ensures that the following services are provided to disaster victims and emergency response workers to supplement disrupted or overburdened local medical personnel and facilities:

- Public health and environmental health;

- Emergency medical and dental services;

- Crisis counseling and mental health services;

- Animal and vector control; and

- Mortuary services.

ESF 8 also refers to services, equipment, and personnel needed to protect the health of the public from communicable disease, contamination, and epidemics, including health and symptomatic monitoring, food and water inspections, immunization and mass prophylaxis delivery, laboratory testing, and animal health/disease management (as it pertains to potential or actual impacts on public health). Other essential tasks included within this support function involve providing professional personnel, services, and facilities to relieve victims and their families, first responders, and/or special needs populations of trauma and mental health conditions caused or aggravated by an emergency/disaster or its aftermath. Depending on the nature and severity of the incident, services, and resources may be in demand for prolonged periods of time.

Note: Refer to ESF 11 for information regarding incidents/disasters potentially or actually impacting the health of livestock, wildlife, and other animals without concern for impacts to human health.

2   Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.

3   Situation and Assumptions

3.1   Situation

- Residents of Columbia County are vulnerable to a number of disaster occurrences which could result in a need for emergency health or medical support.

- The Columbia Health District, local medical facilities, and local EMS agencies are the agency/organizations primarily responsible for the day-to-day provision of health and medical services.

- A mass casualty incident that produces a large number of patients all needing stabilization at the same time and place can occur in the county.

- Local EMS providers in Columbia County include:

    - MetroWest

    - Clatskanie Rural Fire Protection District

    - Columbia River Fire and Rescue

    - Mist-Birkenfeld Rural Fire Protection District

    - Scappoose Rural Fire Protection District

3.2   Assumptions

- The County will attempt, consistent with its resources, to an adequate response to the incident.

- The protection of life and the treatment of injured persons shall have the highest priority in emergency operations.

- Medical treatment of patients will be performed in accordance with guidelines established by the State of Oregon Board of Medical Examiners, Oregon Health Division and by the U.S. Department of Transportation.

- Transportation of medical patients to receiving hospitals will be accomplished on a schedule of priority based upon the extent and severity of the patients' injuries. Initial medical destination of patients will be determined by use of an acceptable communication link. All MCI radio contact will be through the Medical Resource Hospital (MRH), if possible.

- Ambulance service providers within Columbia County, will be the initial providers of emergency medical resources in incidents involving mass casualties. These resources will be supplemented by mutual-aid agreements with neighboring counties, private ambulance service agreements, as well as with State and Federal agencies.

4   Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1   General

- Task assignments for emergency medical operations shall be consistent with those outlined in the Basic Plan section of the EOP for Columbia County and its Annexes and EOC Operating Guidelines.

- See Fire Defense Board's Mass Casualty Injury Plan (under separate cover) for details regarding specific on-scene actions.

4.2   Specific EOC Actions

4.2.1 Incident Commander

- Advise the Board of County Commissioners (BOCC) regarding emergency medical and all other emergency response aspects of the incident.

- Serve as primary liaison with emergency medical officials from other jurisdictions providing resources, until a liaison officer can be appointed.

- Coordinate with the Information Officer (IO) for dissemination of press releases and emergency information.

- Provide continued scene security and assistance for all of the investigatory agencies such as the National Transportation Safety Board (NTSB), Federal Aviation Administration (FAA), Federal Bureau of Investigation (FBI), etc.

- Coordinate with the State Medical Examiner, Public Health Administrator, Oregon Funeral Directors Association, and appointed removal teams for retrieval, storage, identification, and disposition of human remains.

- Conduct frequent briefings for EOC members.

4.2.2 Operations Section Chief

- Coordinate emergency response between on-scene officers and members of the EOC staff.

- Analyze resource needs and advise the Incident Commander (IC) and Logistics Section Chief.

4.2.3 Logistics Section Chief

- Assist in activation and operation of EOC.

- Assist in coordinating logistics to support emergency medical (EMS) services operations.

- Request assistance from agencies not covered under existing mutual aid agreements with Columbia County or its jurisdictions.

- Depending on the nature of the incident, ensure that appropriate notifications are made in a timely fashion.

4.3 EMS Providers

- Coordinate activities with the IC.

- Conduct emergency medical service operations.

- Coordinate with County Fire Chief if the incident requires a second alarm for emergency medical support.

4.4 Fire Service

- Coordinate all response activities that involve fire suppression, EMS functions, and hazardous materials.

- Assist, as needed, in evacuating personnel from the disaster area.

- Assist, as needed, in staffing roadblocks in cooperation with Law Enforcement and Public Works.

4.5 Law Enforcement

Includes the County Sheriff and/or City Police.

- Coordinate activities with the IC.

- Conduct law enforcement activities.

- Provide crowd and traffic control.

- Initiate road closures, blockades, and detours as needed.

- Provide and coordinate activities of Deputy Medical Examiners until such time as the Medical Examiner assumes control and supervision of this function.

- Determine needed road closures, roadblocks, and detours. Provide personnel to set up and staff.

- Coordinate all Law Enforcement activities both on and off-scene relative to the incident.

- Provide security for the personal effects of incident victims.

- Coordinate all off-scene search and rescue activities to include land-based search and rescue (SAR) and dive rescue.

- Provide route security for vehicles carrying human remains to the morgue facility.

- Initiate and coordinate the evacuation of personnel as deemed necessary.

- Provide traffic plan that includes routes of ingress, egress, and evacuation; and continual updating of the Traffic Plan to the IC and Operations Chief.

4.6 Public Works

Includes the County Road Department and/or City Public Works and/or the State Highway Department.

- Coordinate activities with the IC.

- Assist with utility restoration and road closures, blockades, and detours, as needed.

- Assist in traffic and crowd control by providing signs, barriers, equipment, and personnel as required and as available.

- Provide heavy equipment, as appropriate, to assist in the extrication of victims.

- Assist Law Enforcement in determining needed road closures, roadblocks, and detours and help provide personnel and equipment to set up and staff.

- Provide continuing flow of information to the IC regarding the flow of traffic to and from the site of the incident and suggest alternate routes as they may become available and/or more appropriate.

4.7   County Emergency Management

■ Coordinate activities with the IC.

■ Assist with coordination of off-site resources.

■ Develop and maintain the Mass Casualty Incident (MCI) Plan.

4.8   Columbia Health District

■ In conjunction with the State Medical Examiner, assume responsibility for the remains of deceased victims at an MCI scene.

■ Assist with medical care of injured persons at the nearest medical facility or treatment area, as directed by the Medical Branch Director.

■ Coordinate with private mortuary services and/or other agencies as required for efficient and timely disposition of human remains, as outlined in Appendix 1 to this document.

5   Concept of Operations

5.1   Mass Casualty Incident

5.1.1 General

During an MCI, emergency medical service providers will conduct operations to provide immediate resources to minimize the loss of life through prompt medical treatment in the field and to coordinate with medical providers and other support services and resources for the rapid transport of casualties to medical facilities.

5.1.2 Specific Actions

■ Operations at MCIs shall be managed utilizing the National Incident Management System (NIMS) Incident Command System (ICS).

■ The primary operational components of the Medical Branch will be the Rescue, Triage, Treatment, and Transportation Groups.

5.1.3 Notification

■ At the onset of the emergency event, Columbia 9-1-1 Communications District (C911CD) will take the initial report of the incident from a variety of sources. These sources may include calls on the 9-1-1 number, radio reports from Law Enforcement officers in the field, or calls relayed from other agencies. Initial tone-outs and notifications will be made in accordance with established procedures.

■ After determination of the existence of an MCI, C911CD's duties will include:

- Follow-up with additional tone-outs and notifications as necessary and as requested, after size-up by first arriving unit;

- Relaying of updated information, as it is received, to the County Fire Chief, Emergency Manager, and other agencies as appropriate; and

- Working with the EOC, once it is activated, to coordinate communications to and from field units as requested.

■ Informing counties adjacent to Columbia County of the nature and extent of the incident. This should be accomplished by contacting their dispatch centers.

■ The public will be notified, among other methods, through press releases to local radio stations for broadcast. If emergency instructions need to be disseminated, the Emergency Alert System (EAS) and/or Columbia Alert Network (CAN) may be used.

■ State notification will be by telephone to Oregon Emergency Response System (OERS) 1-800-452-0311.

5.1.4 Incident Command

■ **Incident Command Agency**

- The Incident Command Agency, and therefore the IC, shall be determined based on the incident that caused the MCI to occur. For example, for a flood incident, the IC will most likely be the County Road Master; for a traffic incident, the IC will most likely be the County Sheriff or city Police Chief; for a hazardous materials (HazMat) incident, the IC will be the Fire Chief in whose jurisdiction the incident occurs; for an airplane crash, the IC will be the Fire Chief in whose jurisdiction the incident occurs; etc.

- The IC has the authority and responsibility to direct all on-scene emergency response operations.

- The IC, when faced with a Mass Casualty Incident considered beyond the capability of the local emergency medical services, including mutual aid, shall evaluate the extent of the problem and assistance required, and notify C911CD.

- The County shall operate off site, ensuring that an emergency response is taking place and providing support to the Incident Command Agency/IC as needed and requested.

■ **On-Scene Medical Branch Director** - For an MCI, the County designates the ranking Rural Fire Protection District (RFPD) officer on scene(or designee) for the jurisdiction in which the incident occurs, as the Medical Branch Director.

■ **Change of Incident Commander** - The County does have the authority, after a State of Emergency has been declared as provided for in the Basic Plan section of the County's EOP, to assume Incident Command or name a new IC. The County does recognize that in so doing it relieves the current IC of all responsibility and liability for the emergency response.

■ **Change of Medical Branch Director** - The Medical Branch Director will normally remain with the RFPD. However, Incident Command may notify the County Fire Defense Board Chief and may request that he or she assume control of the MCI response and become the Medical Branch Director.

5.1.5 Incident Operations

■ **Initial Incident Response** - The first public safety official on the scene will assume Incident Command and shall:

- Assess the situation;

- Relay the situation to C911CD; and

- Initiate actions to protect the public.

■ **Incident Command System** - When the RFPD arrives on scene, it shall:

- Assume Incident Command;

- Establish ICS (if not already done);

- Designate a Local On-Scene Coordinator (LOSC) for local resources

- Establish an appropriate Command Post (CP)

- Be in charge of and responsible for all on-scene emergency response operations

- Designate an IO

■ **Unified Command System** - The IC will also set up a unified command system if more than one government is involved. All on-scene coordinators (OSCs) shall have a representative at the CP who will work with the IC.

■ **On-Scene Medical Operations** - On-scene medical operations will be conducted in accordance with the MCI Protocol

5.1.6 Emergency Operations Center

The County EOC is located on the first floor of the Columbia County Courthouse Annex in St. Helens, Oregon. It may be activated to a stand-by status at the first notification of an MCI. At the request of the IC, it will be fully activated to support the MCI response. It will be activated as provided in the Basic Plan section of the EOP.

5.1.7 MCI Resources

■ **County Agencies**

- County agencies will provide resource assistance to the Incident Command agency during the incident.

- The County shall be the primary liaison with volunteer medical agencies, hospitals, clinics, mortuaries, transportation agencies, and other special facilities which may be involved in the provision of emergency medical services.

- The County shall be the primary liaison with the State and Federal governments, should it become necessary to access medical resources through the Federal Emergency Management Agency (FEMA), the National Disaster Medical System (NDMS), or other State or Federal agencies.

■ **Local/City Agencies**

- City agencies may provide resource assistance to the Incident Command agency during the incident. City officials shall oversee the emergency capabilities of their first response agencies such as police, public works, and others as applicable.

■ **State Agencies**

- The Oregon Military Department may provide military assistance to civil authorities in the treatment and transportation of casualties. Military personnel responding to an MCI will follow their normal chain of command and will receive their orders from their unit commanders. Military unit commanders will be directed in their response activities by the Military Liaison Officer who is a member of the EOC team. In the absence of a Military Liaison Officer in the EOC, the Military unit commander at the scene will receive direction from the IC.

- Oregon Emergency Management shall coordinate requests for medical resources not covered under mutual-aid agreements or immediately available to the emergency scene.

■ **Federal Agencies**

- Federal medical resources may include military land or air units and medically trained and equipped personnel from Federal agencies.

- Under the National Response Framework, activation of the National Disaster Medical System (NDMS) may provide the following types of assistance:

    — Medical assistance to disaster areas using Disaster Medical Assistance Teams (DMATs), made up of approximately 30 professional medical and paramedical persons with necessary equipment to work directly at the incident scene.

    — Evacuation of patients who cannot be cared for locally to designated locations throughout the United States.

    — Coordination of hospitalization in a national network of medical care facilities that have volunteered to accept patients.

    — Assistance in managing mass fatality incidents through use of Disaster Mortuary Operations Teams (DMORTs). See Appendix 1 – Mass Fatality Operations.

■ **Other Organizations**

- Volunteer organizations may be requested to provide for the social needs of victims. They shall respond only as requested and as directed by the IC.

- Volunteer or outside medical resources shall work within the structure of their parent agencies and within the established ICS.

- Private land and/or air ambulance companies shall be deployed at the request of the IC and shall be utilized for the purpose of rapid transportation to an appropriate medical care facility.

- An information system to provide data on victims may be established through the Patient Locator System activated under the auspices of the National Disaster Medical System (NDMS)

in conjunction with regional hospitals, or the Disaster Welfare Inquiry System supported by the American Red Cross.

5.1.8 Communications

■ Existing two-way radio systems will be the primary method for coordinating emergency medical operations on-scene.

■ Currently, protocols require all Columbia County ambulances to contact the MRH for trauma patients and patients of a disaster. Contact will be accessed via VHF radio frequency 155.340 MHZ.

■ Communications among various emergency services responders from outside the jurisdiction and/or County, who are responding by request or under a mutual aid agreement, will be coordinated from the EOC until the unit reports to Staging. The EMS Communications Officer shall be the only person present at the incident site to establish and maintain communications with responding outside agencies. This person will be in constant contact with required hospitals and/or clinics to determine destinations for medical evacuees.

■ The EMS Communications Officer should be equipped with a cellular telephone. This phone can be used for all initial contact with the MRH and for contacting all other hospitals or clinics to which victims of the MCI will be transported. Radio communications and cell phones can be extremely difficult or non-existent in some parts of Columbia County. Responders should use alternate forms of communication as necessary in the event that primary communications are unavailable.

■ As the individual transporting units near Portland, they are advised to contact the receiving institution via radio or cell phone to provide a report on patient status and receive further instructions.

■ To the greatest extent possible, commercial telephone lines and cellular phones will be used for administrative activities.

5.1.9 Public Information

■ Public information will be coordinated through an IO, who will be appointed by the IC. Information relating to the operational aspects of the incident shall be cleared through the IC prior to release.

■ Due to the fact that the press will be at the scene, it may be advisable to appoint an Assistant Information Officer (AIO), among whose duties will be the release of information to the press concerning the scene, but only after it is approved by either the IC or the IO.

6   Direction and Control

- The Medical Branch Director will supervise and oversee the EMS function at the scene and its environs.

- The IC may be headquartered in the County's EOC, along with the head or chief officer of other County departments and providers of mutual aid.

- Staff support and equipment shall be provided, as appropriate, by all agencies supporting the emergency medical services function.

- Each EMS organization shall be responsible for documenting all activities, personnel and equipment deployed, decisions made, and other information required for evaluation of the emergency response and cost accounting.

- All documents generated, that pertain to the emergency situation, are to be duplicated and forwarded to the Emergency Management Office, 230 Strand Street, St. Helens, OR 97051 immediately upon termination of an agency's activities or involvement.

7   ESF Development and Maintenance

7.1   Planning

Preparation for Emergency Response is the responsibility of the Emergency Manager. Information derived from an emergency response should be used in the planning of the next emergency response. A copy of all reports from units, agencies, and/or officers involved in the emergency response shall be collected and kept in a file for future reference.

7.2   Updates

Columbia County Emergency Management is responsible for reviewing and updating ESF 8 as necessary.

7.3   Exercises

Exercises consist of the performance of duties, tasks, or operations in a manner similar to the way they would be performed in a real emergency.

The goal of inter-agency training/exercising of the MCI Plan is to improve operational readiness by testing the skills and the application of techniques, policies, and guidelines relating to the Plan. In support of that goal, exercises can:

- Reveal planning weaknesses,

- Reveal resource gaps,

- Improve inter-agency coordination,

- Clarify roles and responsibilities, and

- Improve agency/individual performance.

Columbia County Emergency Management has the responsibility to ensure that the Plan is exercised on a periodic basis.

8   Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 8 – Public Health and Medical Services

- State of Oregon Emergency Operations Plan, ESF 8 – Public Health and Medical Services

- Fire Defense Board's Mass Casualty Incident Plan

9   Appendices

- Appendix 1   Mass Fatality Operations

Appendix 1 – Mass Fatality Operations

1   General

Most jurisdictions do not have facilities in which large numbers of bodies must be properly maintained and processed, and Columbia County is no exception. Accordingly, arrangements must be made to use existing facilities as temporary morgues. Historically, in the response to a mass casualty incident (MCI) in which there were large numbers of fatalities, gymnasiums, auditoriums, armories, meat packing plants, refrigerated vans, and airplane hangars have been used very successfully as temporary morgues.

The set-up and operation of a mass casualty morgue, like all other emergency services, requires personnel to staff the various disciplines involved. Also of major concern is the availability of the necessary equipment and materials to perform the functions of those involved disciplines.

Morgue planning is unlike other emergency services in that it requires essentially no mitigation, only response, and in some instances, a recovery phase. The recovery, in most interpretations, refers to activities at a disaster site and to the psychological, emotional, and social assistance provided to the responders handling the remains and to the families of the victims.

It is also understood that in the event of an actual disaster, the State Medical Examiner's (ME) Office would be actively involved. This office would assume control of, and authority over, the activities concerning locating, cataloguing, evacuating, identifying, and processing human remains. This plan is submitted to assist Columbia County in establishing a morgue facility prior to the arrival of the ME and adequately operating this facility in the unlikely event that the ME's staff is either unable to respond or will be delayed in their response. The County does, however, have a number of duly appointed Deputy Medical Examiners (DME) who would act in place of the ME on an interim basis.

2   Purpose

The purpose of these operational guidelines is to provide guidance in the establishment of a central facility to receive, identify, process, store, and eventually provide for disposition of, human remains. This ESF is part of an overall plan to establish lines of control, authority, and responsibility in the event of an MCI. It is also the intent of this Appendix to address the leadership, supervision, function, and personnel needed to perform the tasks required to operate a mass casualty morgue.

In general, mass agencies have concurrent scene responsibility and authority that will vary according to function and time. For example, while police maintain

security and fire departments control rescue, the ME's office coordinates dead body recovery and disposition.

Regardless of the number or type of agencies that respond, the ultimate responsibility for the incident rests with the Incident Commander (IC).

It is the intent of this Mass Fatality Operations Appendix to conform with the legislative intent of ORS 401, whereby local government(s) will plan, prepare, and assume the responsibility for the response, direction, and control of emergencies within their own jurisdictions. Oregon statutes specifically state that... "each county shall have a plan for emergency response to natural or man-made disasters...."

3   Concept of Operations

■   Operation and control of the temporary morgue facilities necessary to provide required services during and immediately after an MCI will be the responsibility of an individual appointed by the IC, Operations Section Chief, or the Logistics Section Chief.

■   The appointed individual will be known as the Victim Service Officer (VSO).

■   This appointment will be made from the most qualified persons available.

■   The VSO will report to the Logistics Section Chief, and all reports generated by this office will be forwarded through the Logistics Section Chief to the Operations Section Chief

■   The individual appointed will assume control of morgue activities and will oversee such details as set-up (if it has not already been accomplished), staffing, facilities, supplies and equipment, record keeping, administrative, and other functions as needed. The VSO will relinquish control of all human remains to the ME (or designee) upon arrival of that individual. The VSO will continue to conduct administrative operations at the temporary morgue facility and will assist the ME (or designee) as required and as requested.

■   If the individual appointed is unable to continue in the required capacity, another individual will be appointed, and all subsequent appointments will be made by the Logistics Section Chief, Operations Section Chief, or the IC.

4   Victims Services Officer

4.1   Responsibility

After appointment, the VSO will oversee the general operation of the temporary morgue facilities for the duration of the MCI and until disposition of the final victim or the remains of the final victim has occurred. The VSO will also assist the State ME and his or her staff once the ME assumes command and control of the morgue operations.

4.2   Duties

Immediately upon being appointed, the VSO will need to make contact (preferably in person) with the Transportation Group Supervisor to discuss any arrangements that may have already been made regarding establishment of a morgue facility.

The VSO is responsible for the overall functioning of any temporary morgue(s) necessary for proper care and disposition of remains of victims of the incident, until these functions are assumed by the ME or Deputy ME.

During and immediately after an MCI, the VSO will need to keep in close contact with and provide regular updates to the Logistics Section Chief.

VSO responsibilities may include any or all of the following:

- Morgue site selection;

- Morgue operation and administration;

- Health and welfare of morgue staff;

- Environmental health facilities for the workers, for the public, and for the facility itself (examination areas);

- Logistics (equipment and material); and

- Public Affairs.

The VSO will need to establish a line of communication with the following individuals, either personally or through the Communications Section:

- Transportation Group Supervisor to choose an adequate site for location of temporary morgue facilities and to keep abreast of any problems that may arise in transporting fatalities from the incident scene to the morgue(s) upon instruction from the ME.

- IC to keep him or her informed regarding the status of operations on a regular basis. These reports should include information on numbers of

victims, problems in victim identification, staffing situation, and other information as it becomes necessary. This information may be sent through the Logistics Section Chief.

■ Medical Branch Director to facilitate proper handling of some of the victims, retrieval of body parts, and information regarding the status of ongoing recovery attempts, discovery of additional victims, and any other information that is pertinent.

■ Logistics Section Chief to assist in acquiring the equipment and material necessary to operate the morgue(s) in the best manner possible, provide environmental health facilities for the staff if it is not part of the building being used, provide food services for the staff, provide accommodations if needed, and provide transportation to and from the scene as required.

If the following positions are not appointed, the VSO is responsible for their function. In order to maintain a proper supervisory ratio (5:1) consistent with the ICS guidelines, two or more of the following may be assumed by one person:

■ Morgue Security Department to establish internal, external, and peripheral security; to keep the general public at a distance while allowing the relatives of victims access; to safeguard the personal belongings of the victims; and to effect traffic control in and out of the morgue area(s).

■ Identification Department responsible for victim identification activities such as dental x-rays and charting, fingerprinting, photographing, gathering of personal papers and personal effects, gathering next of kin information, and relaying identifications to the Clergy/Family Assistance Department for notification of next of kin.

■ Public Affairs Department, which will work in cooperation with the IO section in the EOC or may be taken over by the EOC staff entirely at the discretion of the IC. If this department functions at the morgue site, its primary mission will be to release information to members of the media. Media will include representatives from radio, newspapers, and television. All press releases will be cleared through the VSO and IC before dissemination in order to ensure accuracy and proper content. Persons assigned to this department will be required to assist in and maintain lines of communication for the VSO with both the IC and the Medical Branch Director. This department will also provide for telephone system and staff to answer questions from the general public concerning relatives who may be victims. All other requests for information will be forwarded to the IO.

- Clergy/Family Assistance Department which will include members of the Clergy (as many faiths as possible should be represented), counselors, disaster relief organizations, welfare departments, and volunteers, and will staff a reception area for members of the public at the morgue site(s).

- Receiving Department responsible for the receiving of victims at the morgue site(s), and will initiate records for each victim received. All victims and each separate body part will be assigned a control number and catalogued in a master inventory.

- Maintenance Department responsible for the general maintenance of the morgue facilities (building and adjacent grounds, landing areas, and parking lots). Duties will include set-up, regular cleaning as necessary to maintain sanitary conditions, normal repairs, and dismantling (if necessary) of the facilities to ensure their return to a normal state.

- Other departments as needed - working with the IC, Operations Section Chief and the Logistics Section Chief, the VSO shall appoint individuals to specific assignments as needs dictate.

At the conclusion of the incident and the closing of the temporary morgue facility, the VSO will forward copies of all documents of morgue related activities to the Logistics Section Chief. These documents will then be made available to the Documentation Section.

An "after action" report will be generated and forwarded to the Operations Section Chief through the Logistics Section Chief. This report will include comments on problems encountered in accomplishing assigned tasks, recommendations for solutions to those problems, general discussion of operations, and lessons learned.

NOTE: It would be wise to retain a number of special volunteers to assist at this facility. This is not an easy task, and care should be taken to enlist only those who can handle the stresses, both physical and emotional.

5 Mass Fatality Facilities

5.1 Considerations

The chief requisite in choosing the facility to be used as a temporary morgue is adequacy of accommodation. The structure or area should be centrally located with easy access to the disaster site.

In planning the organization of the morgue facilities, the dominating consideration should be to keep confusion to a minimum and to facilitate quick but accurate identification and disposition of the deceased.

- The facility should have a front and rear personnel door and at least one additional door large enough to accommodate the victim transport vehicles that will be used.

- There should be a plainly marked information area for the public, easily accessible and where it will not interfere with operations.

- A waiting room and public restrooms should be available.

- There should be a separate interview area for individuals seeking missing persons.

- There should be a private area for viewing of victims.

- There should be telephones for public use.

- There should be a separate area for the press and another for the clergy.

- The receiving area should be protected from public view and located to allow easiest flow of traffic.

- The admitting area should be a room large enough to accommodate a desk and an adequate number of workers.

- Medical examination areas should be equipped with good light, stainless steel tables, good ventilation, running water, and good floor drains.

- If possible, an area should be set aside to photograph, x-ray, and fingerprint the victims as well as to conduct dental examinations.

- A separate room for the final preparation of remains prior to release to the families should be provided.

- The facility should also have storage for bodies/remains, and the space should be divided into areas to accommodate the following:

  - Male adults,

  - Female adults,

  - Male children,

  - Female children,

  - Undetermined sex, and

  - Partial remains.

Notes

Proper storage of bodies will be in numerical sequence, in orderly rows, and will allow space for professional and technical examination. Normal spacing (if area permits) is 6' 6" for each body, with 2' between each body in each row and 5' aisles between each row.

It is estimated that the handling of 50 bodies with all the necessary personnel would require approximately 4,500 square feet of floor space, with an additional 1,200 square feet for each 25 additional remains.

Proper storage of bodies and/or remains will be under refrigeration. If a chosen site does not have adequate refrigeration, the use of refrigerated vans should be considered. Care should be taken to mask the name on the side of the van from public view, as well as any ID or code number on the sides or ends of the van. Upon termination of the incident, these vans will be returned to the private sector, and it should be a priority at that time to ensure that the return is uneventful and does not cause any hardship for the owner.

Due to the nature of the work performed at a morgue facility, it is imperative that a rest area be provided for the staff as well as the aforementioned rest area for the family members of victims. The staff rest area should be equipped with tables and chairs; refreshments such as coffee, tea, soft drinks, etc.; newspapers; television; and anything else that would help to alleviate some of the stress and tension. Although this work is not of an emergency nature and therefore does not experience the same time crunch experienced by first responders treating patients, it still involves a great deal of stress, especially if there are a number of children involved. It is imperative that a counselor be available for the staff.

6   Proper Care and Handling of Human Remains

6.1   Recovery Teams

The Recovery Teams' focus is to establish the means and methods for the sensitive, respectful care and handling of deceased human remains in multi-death disaster situations. The Recovery Team, in addition to the necessary act of human remains recovery, may be asked to assist in evacuation, identification, interviewing the next of kin for identification information, environmental health and preservation of remains, counseling, and facilitating the release of identified remains to the next of kin or their representative under the direction of proper authority.

In this area, when a disaster occurs that results in mass deaths, the State Medical Examiner (ME) or designee, will recruit assistance from many sources. One of those sources is the Oregon Funeral Directors Association (FDA). When the FDA is contacted, they will respond with a coordinator who will report immediately to the ME on site or wherever directed. Once on site, the coordinator will assist the ME in determining personnel needed, equipment and methods

needed to remove the victims, and possibly assist in establishing and operating a temporary morgue facility.

The Funeral Directors Association may also provide a mortuary response team to operate the morgue facility, ensure proper and professional disposition of human remains, and provide personnel to assist in coordinating and distributing remains to local funeral homes if necessary.

Each Recovery Team shall contain one person who, in addition to taking pictures showing identification numbers, will make a drawing of how and where the bodies and body parts lie in relation to each other and within the grid. Each team should be led by a knowledgeable coordinator who will ensure that comprehensive pictures are taken.

6.2   Staging

All personnel and agencies who are responding to the incident as part of the Recovery Teams or morgue staffs will report to a morgue staging area to be determined by the VSO. This staging area should be separate from other staging areas and, as a rule, the resources of this staging area will be dedicated to the recovery of human remains and operation of the morgue facility.

6.3   Operational Guidelines

6.3.1 General

- Once the responders have arrived at the staging area, a briefing will be held by the mortuary team coordinator or a representative of the ME's office, and assignments to duties and work areas will be given.

- In some cases, the areas may need to be divided into a grid using light ropes or other such devices to ensure accurate location descriptions.

- Before any bodies are moved, suitable stakes and markings will be placed marking the location of the body, the position of the head, and the direction the body was lying.

- At this point, photographs should be taken from several angles. The photographs will include the victim identification number, which should be on a flag or other suitable device affixed to the location marking stake.

- The victim identification number will be assigned by the team leader and shall be written on the locating flag in waterproof and permanent ink or paint in a color that contrasts highly with the color of the flag. The discoverer's name or identifier (unit #) should also be included.

- It is recommended that all remains or parts of remains be tagged with metal tags. The remains will then be placed in a body bag, which will

be marked with the appropriate ID number written with indelible ink on white adhesive tape and placed on both ends of the bag. Attached to the zipper with plastic fasteners will be a metal or plastic tag with the appropriate ID number and sex of the deceased, if this can be determined.

■ Do not assume that unattached body parts belong together unless you know this to be the case. Otherwise, these parts should be packaged separately and assigned a separate ID number.

6.3.2 Flags

■ A colored flag, marking the position of the head of the remains, should be highly visible. Use only one color for the remains flags. The flag should be twelve inches square and of a material that can be written on with indelible ink and that will stand up to varying weather conditions.

■ The flag should be attached to a stake that is approximately four feet long and of a material sturdy enough to allow the stake to be driven into the ground far enough to ensure that it will remain standing.

■ If a remains flag must be removed to enable access to another body, care should be taken that the pictures of the first position of the flag be thoroughly documented before removal. The flag should be replaced as closely as possible to the original position with a note stating that the body was in that position but at a different elevation.

■ Personal effects flags should be of a smaller size than remains flags (six inches square is recommended) and of a contrasting color. These flags are used to mark the spot of any personal effects detached from the remains and placed before the personal effects are removed. Be sure to document, by photograph and drawing, the location and number assigned to that particular article.

6.3.3 Disposition of Personal Effects

■ Attached valuable and personal effects shall not be removed. All such articles have great identification value and should be placed in the bag with the remains. Under no circumstances should anything be removed from the remains. Be sure photographs are taken of all valuables. Make sure that everything is witnessed.

■ Unattached valuables and personal effects found on or nearby the body or bodies should be placed in a container, tagged with corresponding numbers and data reflecting the location and/or surroundings, and secured. If large amounts of cash are discovered, alert the proper authorities. Be sure to document by photographs and drawings, the grid location, and ID number.

6.3.4 Body Removal Guidelines

■ When all documentation of the site has been completed and authorization has been received from the ME (or designee), the remains may be removed to the Transportation Area for transport to the temporary morgue facility.

■ Contact with the Transportation Group Supervisor needs to be made directly to work out details of movement.

■ The ME (or designee) is in charge of removal. All others are there to assist.

■ All information is to be kept confidential—no one speaks to the media except the authorized media representative.

■ Stay where you are assigned and do not wander around or sightsee. Conduct yourself as though you were on TV because you might be.

■ Do not take souvenirs, no matter how small. They may be something important to the scene or the investigation - or harmful to your person.

6.3.5 Transportation of the Deceased to a Temporary Morgue

■ Evacuation and transportation of the deceased from the disaster site will begin only upon the verified instruction of the ME (or designee). Transportation will be accomplished by the Transportation Group Supervisor and crew with the assistance and cooperation of the ME and FDA.

■ Evacuation of the deceased from the actual disaster will be coordinated by the ME (or designee), and where designated, the disaster response team coordinator shall assist.

■ Before the actual evacuation and/or transportation begins, a briefing should be held to acquaint those involved with expected actions and any specific instructions.

■ The transfer of remains to the temporary morgue facility shall be handled discreetly, with sensitive care of the human body. Whenever possible, a closed vehicle should be used.

■ In most cases, these transportation vehicles will be acquired from the private sector and, therefore, care should be taken to ensure that any names, logos, ID numbers, or other identifying features be masked or temporarily painted over. These vehicles will be returned to the owner at the conclusion of the incident, and the return should be uneventful and cause the owner or lessor no undue stress or harm.

■ Whenever possible, there shall be two escort persons in each transportation vehicle for security purposes. The ME and the FDA recommend no more than two bodies per vehicle; however, if the vehicle can comfortably transport more than this amount, the bodies must all repose on the floor of the vehicle. The remains will not be stacked one on top of another.

■ Transportation vehicles should all travel the same route from the evacuation site to the morgue facility. This route is to be established in coordination with the local traffic control agency.

■ Transportation vehicles are to travel at a moderate rate of speed, maintaining order and dignity.

■ Records will be kept at the evacuation/transportation site regarding the identification of the vehicle and its driver, as well as the tag or ID number of the deceased being transported. A portfolio containing one envelope of records per body will be given to the driver. This portfolio will be turned over to the morgue facility upon arrival of the vehicle, and an immediate inventory of the vehicle will be conducted to ensure that there is a set of records for each body, and that the ID number on the outside of the bag matches the ID number on the record envelope.

6.3.6 Return to the Next-of-Kin

■ Once the remains have been positively identified, the next-of-kin will be contacted. Contact will be carried out by individuals and/or agencies appointed by the ME or any agency that would normally carry out this function, such as local police, County Sheriff, or State Police.

■ The ME, or a team composed of FDA members, will coordinate the release of the remains and personal effects to the next-of-kin or their representatives.

■ In situations where there are unidentified remains, the ME shall make the decision and provide direction regarding their disposition.

■ Where embalming or preparation is necessary and authorized, the procedure will be under the direction of the mortuary team coordinator, who will arrange for later transportation to the family's designated funeral home, cemetery, or other destination.

6.4   Mass Burial Guidelines

■   Mass burial may become necessary when the number of remains cannot be managed and become a public health concern or when remains cannot be adequately refrigerated or embalmed, identified, or processed in an acceptable time-frame.

■   Any decision to begin mass burial must be made at the highest level of state government. Their direction will be essential before such an effort can be initiated for the public health, safety, and welfare.

■   The location of any mass burial site must also be agreed upon by the above agencies, taking into consideration the number of remains to be buried, distance, and transportation considerations. An existing cemetery would be ideal and the most logical location for any mass burial.

■   Consideration may also be given to Federal, State, County, or city owned property or rights-of-way such as parks and recreation areas, flood control basins, sides of freeways and river beds, beneath high tension power lines, in rail yards or along rail lines.

■   Processing of human remains for mass burial will be consistent with the guidelines existing at the time for all FDA member facilities.

6.5   Mass Fatality Basic Equipment

6.5.1   Refrigeration

■   Refrigerated truck or van (possibly several) to transport victims from disaster site to the morgue.

■   Refrigerated trailer(s), refrigerated railroad car(s), or refrigerated van(s) to store bodies and or remains at the morgue.

■   Power source: Use of readily available commercial power is recommended, but a stand-by generation set is still a must, especially in the event of a natural disaster that may increase in scope.

6.5.2   Communication Equipment

■   Transceiver base

■   Portable units (mobiles)

■   Phone system with mass extensions or the capability to be expanded with a minimum of effort and time

■   Cellular phone(s)

6.5.3 Lighting

- General work area

- Examination area

- Landing area (this area needs lights and flares for both illumination and wind direction indicators

- Parking area and entrance area

6.5.4 X-Ray

- Portable x-ray units will be needed in each morgue facility, and each should be accompanied by a portable generation set capable of operating the x-ray unit.

6.5.5 Cameras

- Photographic equipment must be on hand to record and document the injuries, position found, and condition of each body or separated body part. This equipment will include digital cameras with flash cards, additional cameras, film, batteries, flash unit (and bulbs if required), and a trained operator.

6.5.6 Records

- If records are to be kept on a computerized system, a computer and its appropriate peripheral equipment is needed. If the record keeping system is to be manual, then an adequate supply of appropriate blank forms, pens and pencils, typewriters, and other items as necessary must be kept at hand.

6.5.7 Maintenance

Certain items of maintenance are required such as:

- High-powered vacuum cleaners (shop-vac types)

- Mops and mop buckets

- Cleansers and disinfectants

- Waterproof aprons, boots, and gloves

- Air/room deodorizers

6.5.8 Other Supplies

- Gowns, masks, surgical gloves

- Surgical instruments

- Small tape recorders for examination teams

- Pens, pencils, note pads

6.5.9 Chemicals

- A supply of embalming chemicals and preparation chemicals will be needed (the total amount, of course, will be dependent upon the number of victims). An estimate of the total amount and type of chemicals needed should be made and a source for additional chemicals should be identified as early in the incident as possible.

Notes

As stated earlier, the State ME will be assuming command and control of any deceased in the event of a MCI. The ME's office will also alert the Oregon FDA. This association will contact the appropriate coordinator who will report immediately to the ME on site or wherever directed. Once in place, the coordinator will assist the ME in determining personnel requirements, necessary equipment, and will assist with supervision of removal of all bodies and body parts from the disaster site. The coordinator may also assist in the activities associated with the set up and functioning of a morgue facility.

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ESF 9 – Search and Rescue

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Primary Agencies	Columbia County Sheriff's Office
Supporting Agencies	Local Fire Districts
Adjunct Agencies	

1   Purpose and Scope

1.1   Purpose

ESF 9 provides for the effective utilization of search and rescue (SAR) resources and for the control and coordination of various types of SAR operations involving persons in distress as the result of a major emergency or disaster.

1.2   Scope

- This ESF addresses wilderness (remote areas) and urban (city buildings) SAR and includes SAR on the ground, from the air, or in the water.

- Planning for every conceivable SAR situation is beyond the scope of this ESF.

2   Policies and Agreements

The following policies and agreements are currently in place:

- The Columbia County Sheriff's Office (CCSO) is responsible for searching for persons lost in remote areas, and the Rural Fire Protection Districts (RFPDs) are responsible for urban rescue, e.g., building collapse due to natural disasters and for Technical Rescue operations (ORS 401.560 and 401.573). The Columbia County Road Department is the lead agency for the provision of heavy equipment. The Columbia County Land Development Services (LDS), Building Division, is the lead agency for providing technical advice concerning structures.

- It is the policy of Columbia County that Technical Rescue operations be a team effort of law enforcement, fire services, volunteers, other governmental agencies, and the private sector.

3   Situation and Assumptions

3.1   Situation

Refer to the Columbia County Hazard Analysis for situational information on emergency/disaster conditions and hazards.

3.2 Assumptions

■ Technical rescue operations, or water rescue, will be a team effort of law enforcement, fire service, trained SAR personnel, and other agencies as appropriate under the Incident Command of the appropriate response agency.

■ People will become lost, injured, or killed while outdoors, requiring SAR activities.

■ An emergency or disaster can cause buildings to collapse or leave people stranded due to rising water, threatening lives and requiring prompt SAR or medical care.

■ Large numbers of local residents and volunteers will initiate activities to assist in SAR operations and will require coordination and direction.

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 Local Response Partners

4.1.1 Sheriff's Office

■ Provide direction to SAR operations in cooperation with Emergency Management and be responsible for SAR operations.

■ Identify the emergency needs for equipment and supplies and ensure that they are available in convenient locations.

■ Maintain a list of SAR personnel.

■ Inform Emergency Management of needed resources to be requested from the State Office of Emergency Management (OEM).

■ Provide manpower for SAR activities under the direction and control of the Sheriff's Office.

■ Train and prepares for SAR activities.

■ Track and verify information for volunteers involved in SAR.

4.1.2 Emergency Management/EOC

■ Secure SAR mission numbers from the State OEM upon request from the SAR Coordinator.

- Maintain SAR mission and training records, and forward appropriate records reimbursement requests and claims to the State OEM.

- Support SAR operations with resource coordination and activation of the Columbia County Emergency Operations Center (EOC), if required by the scope of the event.

4.1.3 Road Department (City Public Works)

- Provide heavy equipment to support rescue operations.

- Assist with traffic and crowd control.

4.1.4 Rural Fire Protection Districts

RFPDs conduct rescue operations commensurate with the availability of equipment and the degree of specialized training, to include:

- Extricating trapped persons;

- Rendering essential medical aid at time of release and/or prior to removal;

- Accomplish other tasks commensurate with the situation and capabilities; and

- Provide Incident Command for Technical Rescue operations.

- Mist-Birkenfeld Fire also has a SAR team to support operations.

4.1.5 Public Safety Answering Point

- Support SAR operations with prompt dispatch activities.

4.1.6 Volunteer Organizations

- Establish membership standards in accordance with county and national standards and keep Emergency Management informed of the latest active membership lists and call-out procedures.

4.2 State Response Partners

4.2.1 Oregon Emergency Management

- Coordinate state and regional SAR resources.

- Request Federal Urban SAR assistance when requested by the County.

4.3   Federal Response Partners

4.3.1 Federal Emergency Management Agency

■ Task Federal agencies to perform SAR activities under Declaration of Emergency or Major Disaster Declaration by the President.

4.3.2 Air Force Rescue Coordination Center

■ Coordinate Federal resources providing SAR assistance to states during non-diaster times. See the National Search and Rescue Plan.

5   Operations by Time Phase

5.1   Before the Disaster

5.1.1 Sheriff's Office

■ Assist in recruiting and training volunteers in SAR skills.

■ Appoint an SAR Coordinator who will control SAR Field Operations and serve as advisor to local SAR units.

■ Assesses equipment and training needs.

■ Maintain and distribute call-out list.

■ Maintain emergency operating procedures.

■ Maintain personnel and equipment resource lists.

■ Maintain procedures for implementing SAR plan.

■ Ensure that equipment is in proper working order and response personnel attain and retain proper certification to meet State and local requirements.

5.1.2 Emergency Management

■ Maintain an operational EOC and EOC emergency operating procedures.

■ Maintain an SAR personnel list.

■ Promote survival and emergency preparedness education programs in consultation with local officials, volunteers, and civic service organizations to help minimize SAR incidents.

5.1.3 All Agencies/Organizations

■ Maintain appropriate emergency operating plans and procedures.

5.2 During the Disaster

5.2.1 SAR Coordinator

■ Report to an incident site and take control of field operations or set up an Incident Command Post (ICP), as appropriate.

■ Obtain a mission number from the State OEM or request that the Sheriff's Office or Emergency Management obtain the mission number.

■ Notify appropriate SAR units of activation. May request Emergency Management to assist with this function.

■ Request additional resources, as needed. Resource requests should be made through the normal emergency management channels.

■ Maintain a log of SAR activities during the mission.

5.2.2 Police Chiefs (or designees)

■ The Police Chiefs will respond in the same manner as the Sheriff in their own political subdivisions. The Police Chief may request the Sheriff to take over the SAR operations.

5.2.3 Emergency Management

■ Obtain SAR Mission Number from the State OEM upon request of the SAR Coordinator.

■ Activate the EOC, if appropriate, and/or establish necessary communications support.

■ Coordinate local SAR resources, as necessary.

■ Submit requests to the State OEM for additional resources when local capabilities are exceeded.

■ Support SAR operations, as requested by the Sheriff and/or SAR Coordinator.

5.2.4 SAR Units

■ Respond, as requested by the SAR Coordinator, Department of Emergency Management, or Communications Cap (COMCAP).

5.2.5 Rural Fire Protection Districts

■ Provide for rescue operations commensurate with the availability of equipment and the degree of specialized training, to include extrication of trapped persons or essential medical aid, if appropriate.

5.2.6 All Other Departments/Agencies

■ Support SAR operations as identified in emergency operating procedures or as requested by Emergency Management and/or the EOC staff.

5.3   After the Disaster

5.3.1 SAR Coordinator

■ Continue SAR operations until the mission number is terminated.

■ Submit appropriate forms and reports to the local Department of Emergency Management within 10 working days after the operation/mission is terminated.

■ Arrange for a critique of the mission, as appropriate, for the purpose of determining strengths and weaknesses in mission response and ways of improving future effectiveness for all responders.

5.3.2 SAR Units

■ Continue SAR mission until subject(s) has been located or the SAR Coordinator terminates the search.

■ Submit appropriate forms and reports to the SAR Coordinator within five working days of operation/mission termination.

■ Restore equipment, vehicles, forms, etc. to a state of operational readiness.

■ Attend critique of SAR mission, as requested by the SAR Coordinator.

5.3.3 Emergency Management

■ When receiving notification from the SAR Coordinator that the mission is terminated, notify the State OEM to terminate the mission number, allowing adequate time for volunteers to first return home.

■ File SAR Reports with the State OEM within 15 days of operation/mission termination.

■ Process compensation claims for emergency workers (volunteers) resulting from SAR missions, as necessary.

6   Concept of Operations

■ The Columbia County EOC may be activated to provide coordination, technical, and administrative support to SAR operations. Similar provisions may be made from the State Emergency Coordination Center (ECC) to support local efforts.

■ Coordination from the incident scene or from the local EOC to the State ECC will be conducted through normal radio and telephone capabilities, augmented by back-up direction and control systems. Local SAR field operations will utilize whatever communication means necessary to carry out effective SAR operations.

■ If additional urban SAR capabilities are needed, this may be accomplished through mutual aid with existing jurisdictions that have the capability. If these jurisdictions have been impacted by a major event, a request may be made from the State for additional resources from the National Urban Search and Rescue Response System.

■ The CCSO SAR Coordinator or Emergency Management, upon request from the SAR Coordinator, will obtain a mission number from the State OEM for SAR missions.

■ Local jurisdictions have the responsibility to establish criteria and standards for emergency workers whom they register. This may include the workers' demonstrated proficiency to perform emergency activities as indicated by assignment and personnel class.

■ Air support or reconnaissance may be requested through the State OEM to assist the ground teams, as needed.

■ The State OEM will issue mission numbers to local authorities in response to downed or missing aircraft for ground search only and will coordinate these missions with the Department of Transportation, Division of Aeronautics.

■ The United States Coast Guard directs all SAR operations on or above navigable waters (waters where the Coast Guard maintains navigational aids and/or where there is commercial shipping and navigation).

   ● Upon notification of a possible boating accident or possible drowning, the Coast Guard will notify:

- Appropriate law enforcement agency, and

- Local fire agency.

■ The United States Air Force directs search operations for downed or missing military aircraft, aircraft carrying people or things of national significance, or aircraft of international origin.

- Upon notification of the possibility of a downed aircraft in Columbia County, COMCAP (airborne coordinators) will notify the SAR Coordinator who will:

  - Request SAR mission number from the State OEM using proper procedures.

  - Activate other SAR units, as appropriate, when a possible location is determined.

7   ESF Development and Maintenance

The Emergency Manager, in conjunction with the CCSO, is responsible for ensuring that this annex is updated and revised, as necessary. The CCSO is responsible for developing and maintaining any related operational policies and procedures.

8   Supporting Plans and Procedures

The following plans and procedures are currently in place:

■ National Response Framework, ESF 9 – Search and Rescue

■ State of Oregon Emergency Operations Plan, ESF 9 – Search and Rescue

■ Columbia County Sheriff's Office Search and Rescue Plan

9   Appendices

None at this time.

10

ESF 10 – Oil and Hazardous Materials Response

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ESF 10 Tasked Agencies	
Primary Agencies	Columbia County Emergency Management
	Local Fire Districts
Supporting Agencies	Columbia Health District
Adjunct Agencies	Oregon Department of Environmental Quality
	Oregon Department of Transportation
	Oregon Public Health Division
	Regional HazMat Response Teams

1   Purpose and Scope

1.1   Purpose

The purpose of this annex is to describe how Columbia County will operate during emergencies involving the spill or release of hazardous materials within its jurisdiction. Hazardous materials include radioactive materials, petroleum products, chemicals, and biological substances.

This annex covers all incidents (regardless of mode of transportation, location, or storage) involving the spill or release of hazardous materials except as listed below.

1.2   Disclaimers

This annex does not address the following:

- ■ Nuclear reactor incidents.

- ■ Military weapons (conventional or nuclear) or weapons material incidents.

- ■ Spills into water under the jurisdiction of the U.S. Coast Guard.

Government entities, while complying with the provisions of this annex, shall not be liable for death, injury, or loss of property except in cases of willful misconduct, gross negligence, or bad faith.

1.3   Scope

This annex describes the responsibilities of county responders. It identifies who will be in charge of an incident and provides guidelines for coordinating emergency response resources during a HazMat emergency. It also describes coordination between county, state, and federal agencies, local jurisdictions, industry, and volunteer organizations.

This annex has jurisdiction in the unincorporated area of the county and within the incorporated cities of Columbia City and Prescott.

This annex has no jurisdiction within the following incorporated cities of the county:

- City of Clatskanie

- City of Rainier

- City of St. Helens

- City of Scappoose

- City of Vernonia

When a City with its own hazardous materials plan determines that the response to an emergency is beyond its capabilities, and the city requests the county to assume operational responsibility for the emergency response, this annex shall then have jurisdiction within that city.

If requested, the county may provide resources to assist a city during a HazMat emergency. County resources will augment the city's resources, but will remain under the direction and control of the agency providing those resources.

2   Policies and Agreements

The following policies and agreements are currently in place:

- None at this time.

3   Situation and Assumptions

3.1   Situation

As stated in the Basic Plan section of the EOP, Highway 30 and the rail lines go through the middle of the county's major cities. Highway 30 and the rail lines are major transportation routes for materials not just between Portland and Astoria, but, especially concerning Highway 30, as a bypass route for Interstate 5 which carries materials from Canada to Mexico.

In addition, the county has several industries which create a need for site specific hazardous materials response planning. Some, but not all of the sites which use or store hazardous materials are the Boise Paper Solutions mill in St. Helens, Dyno Nobel Inc. plant near Columbia City, the municipal airport in Scappoose, Trojan Nuclear Power Plant outside Rainier and Georgia Pacific's Wauna Mill. Wauna Mill is served by Clatskanie Fire.

3.2   Assumptions

- Hazardous materials emergencies may be transportation or fixed site incidents and may involve biological agents, corrosives, cryogenics,

drug labs, explosives, flammable liquids or solids, gases, oil, oxidizers, poisons, and radioactive materials.

■ The occurrence of a HazMat emergency will require prompt and effective response and coordination between government, industry, and other HazMat emergencies may be of such magnitude and severity that state and/or Federal assistance is required.

■ In responding to a HazMat incident, the county, the Rural Fire Protection Districts, law enforcement, and other emergency response agencies have a responsibility to the public not to place themselves in a position that prevents them from responding to other incidents. Agencies will respond to a HazMat incident only to the extent which they determine is within their capability. This response may be limited to determining the public's exposure and implementing actions needed to protect life and property. Emergency responders will not implement or assume responsibility for any other needed response action (such as control, stabilization, containment, or recovery and/or clean-up) if they determine it is beyond their capability due to lack of knowledge, training, expertise, personnel, or equipment.

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   General Responsibilities

4.1.1 Rural Fire Protection District (Fire and Ambulance Service)

■ Provide on-scene Incident Command.

■ Conduct emergency medical operations.

■ Conduct fire suppression and rescue activities.

■ Assist with radiological monitoring and decontamination.

■ Coordinate with the County Fire Chief if incident requires a second alarm.

■ Stand by for emergency response during a security or drug lab incident.

■ Provide technical advice and support to the law enforcement Incident Commander in the case of a security or drug lab incident.

4.1.2 Law Enforcement

■ Direct Evacuation operations.

■ Provide crowd and traffic control.

■ Initiate road closures and blockades as needed.

■ Coordinate activities with the Incident Commander.

■ Provide on-scene Incident Command for security and drug lab incidents.

4.1.3 County Public Works

■ Coordinate activities with the Incident Commander.

■ Assist with utility restoration and road closures/blockades/detours as needed.

■ If requested by the Incident Commander, provide and place material to dike, block, or absorb spilled material to stop or limit run-off (provided employees have the proper OROSHA training and the necessary equipment).

4.1.4 County Emergency Management

■ Assist with coordination of off-site resources.

■ Coordinate activities with the Incident Commander.

■ Conduct exercises to test the plan and response capabilities.

■ Manage the Emergency Operations Center during major emergencies and disasters.

■ Oversee the preparation and update of ESF 10.

4.1.5 Industry

■ Report spills or incidents.

■ Coordinate response activities with the Incident Commander.

■ Conduct cleanup and site restoration when required to do so by law.

■ Use, store, and transport hazardous materials safely and in a manner that poses the least threat to the safety of the public.

■ Be familiar with this annex and, working with local government, ensure that their emergency plans are consistent with this annex.

■ Respond to emergencies as required by law unless directed otherwise by the government agency with jurisdiction to enforce applicable law.

4.2   Level 3 Emergency Roles and Responsibilities

4.2.1 On-Scene

■ **First Public Safety Officer**

- Notifies 9-1-1

- Assumes initial command

- Assesses the hazards

- Initiates actions to protect the public

■ **Incident Commander**

- Assumes command upon arriving on scene

- Establishes Incident Command System

- Responsible for:

  — Rescue

  — Emergency medical

  — Fire fighting

  — Security (traffic/crowd control)

  — Notifications

  — Communications

  — On-scene liaisons

  — Public information

  — Hazard determination

  — Initial protective actions

  — Decontamination control

  — Responsible Party

  — Notifies OERS and NRC

  — Cleans up or contracts cleanup

■ **HazMat Specialist**

- Provides technical advice and support to Incident Commander

- Assures cleanup is done properly

- Assures materials are disposed of properly

4.2.2 Off-Scene

■ **Responsible Party**

- Provides operational support to on-scene responders

- Provides information about materials

■ **Lead State Agency**

- Provides technical advice to Incident Commander

- Coordinates with IO to provide public information

- Coordinate with responsible party to assure cleanup if no responsible party

4.3   Level 2 Emergency Roles and Responsibilities

4.3.1 On-Scene

■ **First Public Safety Officer**

- Notifies 9-1-1

- Assumes initial command

- Assesses the hazards

- Initiates actions to protect the public

■ **Incident Commander**

- Assumes command upon arriving on scene

- Establishes Incident Command System

- Responsible for:

  — Rescue

  — Emergency medical

  — Fire fighting

> ‒ Security (traffic/crowd control)
>
> ‒ Notifications
>
> ‒ Communications
>
> ‒ On-scene liaisons
>
> ‒ Public information
>
> ‒ Hazard determination
>
> ‒ Initial protective actions
>
> ‒ Decontamination control

■ **Responsible Party**

  ● Notifies OERS and NRC

  ● Provides support to Incident Commander

  ● Cleans up or contracts cleanup

■ **HazMat Specialist**

  ● Provides technical advice and support to Incident Commander

  ● Assures cleanup is done properly

  ● Assures materials are disposed of properly

■ **Regional HazMat Team**

  ● Provides advice and support to Incident Commander with stabilization and control if needed

■ **State HazMat Team**

  ● Assumes command for oversight of cleanup and restoration

4.3.2 Off-Scene

■ **County Emergency Management**

  ● Provides support to on-scene operations

  ● Activates EOC if necessary

■ **Responsible Party**

  ● Provides operational support to on-scene responders

- Provides information about materials

■ **Lead State Agency**

- Provides technical advice to Incident Commander

- Coordinates with IO to provide public information

- Coordinates with responsible party to assure cleanup

- Contracts for cleanup if no responsible party

■ **Local Hospital**

- Treats the injured

- Maintains contamination control procedures

4.4 Level 1 Emergency Roles and Responsibilities

4.4.1 On-Scene

■ Same as for Level II for all positions except for addition of:

■ **Cleanup Contractor**

- Performs final cleanup and decontamination at direction of the State

■ **Federal Experts**

- Provide technical and logistical support to Incident Commander

4.4.2 Off-Scene

■ Same as for Level II for all positions except for addition of:

■ **Lead Federal Agency**

- Provides technical advice to Incident Commander

4.5 Security Incident Emergency Roles and Responsibilities

4.5.1 On-Scene

■ **First Public Safety Officer**

- Notifies 9-1-1

- Assumes initial command

- Assesses the hazards

- Initiates actions to protect the public

■ **Law Enforcement Agency Which Has Jurisdiction**

- Assumes the role of Incident Commander

- Establishes Incident Command System

- Responsible for the following:

  — On-scene operations

  — Initiating emergency response actions

  — Response actions

  — Notifications

  — Investigations

  — Arrests

  — Crowd and traffic control

■ **Other Local and State Law Enforcement Agencies**

- Support law enforcement agency which has jurisdiction

■ **Rural Fire Protection District**

- Provide technical advice and support to the Incident Commander

- Provide stand-by emergency response capability

■ **Responsible Party**

- Supports Incident Commander during emergency operations

4.5.2 Off-Scene

■ **Lead State Agency**

- Provides technical advice to law enforcement agencies and on-scene operations

4.6   Drug Lab Emergency Roles and Responsibilities

4.6.1 On-Scene

■ **First Public Safety Officer**

- Notifies 9-1-1

- Assumes initial command

- Assesses the hazards

- Initiates actions to protect the public

■ **Law Enforcement Agency Which Has Jurisdiction**

- Assumes the role of Incident Commander

- Establishes Incident Command System

- Responsible for the following:

    ‒ On-scene operations

    ‒ Initiating emergency response actions

    ‒ Notifications

    ‒ Investigation

    ‒ Arrests

    ‒ Crowd and traffic control

■ **Other Local and State Law Enforcement Agencies**

- Support law enforcement agency which has jurisdiction

■ **Rural Fire Protection District**

- Provide technical advice and support the Incident Commander

- Provide stand-by emergency response capability

4.6.2 Off-Scene

■ **Lead State Agency**

- Provides technical advice to law enforcement agencies on-scene

ESF 10. Oil and Hazardous Materials Response

■ **Department of Environmental Quality**

     ● Assume responsibility for clean-up and storage of the hazardous material

5 Concept of Operations

5.1 Notification and Warning

Notification of a HazMat incident will normally be received through 9-1-1, the Columbia 911 Communications District (C911CD). If notification is made through another avenue, the information will be immediately made available to C911CD to affect a proper response.

Public warning can be accomplished by the use of:

■ If the emergency is localized, the Sheriff's Department, city police, or fire personnel will alert residents by mobile public address systems and door-to-door contact. In rural areas of the county, law enforcement vehicles with sirens and loud speakers can patrol and alert the public.

■ If the emergency is large scale, in terms of the danger to the public, and requires immediate action or evacuation by the public, all available means of warning will be utilized.

■ Columbia Alert Network (CAN) may be used to give public emergency instructions via telephone calls.

■ Public emergency instructions can be given through the Emergency Alert System (EAS). Detailed instructions on the use of EAS are contained in the EAS Plan which is part of this EOP.

State notification of a HazMat incident will be accomplished by telephone to the Oregon Emergency Response System (OERS) at 1-800-452-0311. The spiller is required to notify OERS, but the county Incident Commander and/or C911CD should also make notification to ensure the incident is reported. Depending on the type of incident, OERS will notify the appropriate state agencies and the U.S. Coast Guard.

■ The U.S. Coast Guard in Portland can be reached at (503) 240-9300.

■ Federal notification can be made to the National Response Center (NRC) at 1-800-424-8802. Depending on the type and quantity of material spilled, the spiller must notify the NRC.

5.2   Incident Command

5.2.1 Incident Command Agency

The county will, consistent with its resources, ensure an adequate response to the incident.

- For a Level I, II, or III HazMat emergency, the county designates the Rural Fire Protection District (RFPD) for the jurisdiction in which the incident occurs as the incident command agency, and the Incident Commander will be the ranking RFPD officer on-scene or his designee.

- For a security or drug lab incident, the county designates the law enforcement agency which has jurisdiction as the incident command agency, and the Incident Commander will be the ranking law enforcement official or his designee.

- The Incident Commander has the responsibility and authority to direct all on-scene emergency response operations and the authority to commit county resources and funds in that effort.

- The county shall operate off-site, ensuring that emergency response is taking place and providing support to the Incident Commander as requested.

5.2.2 Change of Incident Command

Incident Command will normally remain with the RFPD until the response phase is completed and stabilization has been accomplished. Incident Command may change under the following conditions:

- After a second alarm, the Incident Commander shall notify the County Fire Defense Board Chief and may request that he assume control of the emergency response and become the Incident Commander.

- Upon activation of the Oregon State Fire Service Plan, Incident Command may pass from the County Fire Defense Board Chief to the State Fire Marshal's Office.

- The county has the authority, after a State of Emergency as been declared (as provided for in the county's Comprehensive Emergency Management Plan), to assume Incident Command or name a new Incident Commander. The county recognizes that in assuming Incident Command, or naming a new Incident Commander, it relieves the current Incident Commander of all responsibility and liability for the emergency response.

■ When the cleanup and restoration begins, the Incident Commander will turn command over to the lead State agency.

5.3   Incident Operations

5.3.1 Emergency Response Phase

■ **Initial Incident Response**

- The first public safety official on the scene will assume Incident Command and shall:

    – Assess the situation

    – Relay the situation to C911CD

    – Initiate actions to protect the public

■ **Incident Command System**

- When the lead agency arrives on scene it shall:

    – Assume Incident Command

    – Establish the Incident Command System

    – Establish a Command Post

    – Designate an Information Officer (IO)

■ **Unified Command**

- The Incident Commander will initiate unified command if more than one government or major agency is involved.

■ **Emergency Operations Center (EOC) Operations**

- The EOC will be used to coordinate off-site support and resources to on-scene emergency response. It is the primary location for Incident Command when command is off-scene. The Incident Commander then directs the response through staff subordinates in the EOC and the Operations Section Chief on-scene.

5.3.2 Cleanup and Recovery Phase

If the size and complexity of the incident merits it, the lead agency may change and thus the Incident Commander may change during this phase.

5.4   Emergency Operations Center

The EOC is located on the first floor of the Columbia County Courthouse Annex in St. Helens, Oregon. At a Level II emergency, the EOC will be activated to a stand-by status; personnel from the Department of Emergency Management will be on hand ready to assist or fully activate the EOC. At a Level III emergency, the EOC shall be fully activated in accordance with the county Comprehensive Emergency Management Plan.

5.5   Technical Assistance

■   Technical assistance on hazardous materials is available from the Boise Paper Solutions mill in St. Helens, the Georgia Pacific mill at Wauna near Clatskanie, Dyno Nobel Inc. near Deer Island and Columbia City, and the Trojan Nuclear Power Plant near Rainier.

■   Site plans for local facilities and a hazard analysis for the county provide additional information for HazMat incidents. The site plans and hazard analysis identify the contact person, the chemical(s) on site, special characteristics contributing to the risk at a fixed site (or transportation route), and any facilities, lands, or special populations which may be subjected to risk in the event of an incident.

■   Plans for fixed sites are maintained by the Rural Fire Protection District having jurisdiction over that site. The hazard analysis is available at all local fire district offices in Columbia County as well as the Department of Emergency Management in St. Helens.

■   The State Fire Marshal's Office has compiled a list of all hazardous substances reported by companies in Columbia County. This report is updated periodically and is available for review at the Department of Emergency Management in St. Helens and at each RFPD in Columbia County.

■   Twenty-four hour technical assistance from state agencies is available through OERS at 1-800-452-0311.

■   Twenty-four hour toxicological information and medical/treatment advice is available from the Poison Control Center at 1-800-222-1222.

■   Twenty-four hour technical assistance is available from Federal agencies through the National Response Center (NRC) at 1-800-424-8802.

■   Twenty-four hour chemical information is available from CHEMTREC at 1-800-424-9300.

5.6　　　Public Information

An Information Officer (IO) will be designated by the Incident Commander to carry out public information activities concerning the incident and coordinate with the media.　The IO will issue information approved by the Incident Commander. During unified command incidents, information releases will be coordinated between each agency and the Incident Commanders.

5.7　　　Resources

5.7.1　County Agencies

County agencies will provide, as required and if within their capability, resources, technical advice, and support to the Incident Commander during the HazMat incident.

5.7.2　Local/City Agencies

When an incorporated city becomes subject to this annex, it will provide resource assistance, technical advice, and support to the Incident Commander during the incident.

5.7.3　State Agencies

State agencies may provide resource assistance to the Incident Commander and will provide technical advice during an incident.　A state agency will assume the lead role during the Recovery phase of major incidents.

5.7.4　Federal Agencies

Federal agencies may provide resource assistance and/or technical support to the Incident Commander during the HazMat incident.

5.7.5　Industry

When requested, and if possible, industry will provide support to the county to help mitigate the effects of a HazMat incident.

Private cleanup contractors, if engaged, will provide resources and accomplish the removal and disposal of contaminated materials and do so in a manner consistent with all applicable laws.

5.7.6　Volunteer Organizations

Volunteer organizations may be requested to provide aid to victims.　They shall respond only if requested and as directed by the Incident Commander.

5.8　　　Categorization of Incidents by Severity

Hazardous materials are classified by the severity of the threat to public health or the environment.　Three types of emergencies are defined by increasing severity and two are classified as illegal activities.　The severity of an incident is

dependent upon the amount of material spilled, the location, the toxicity of the material, and the potential exposure. A spill involving thousands of gallons of a material with low toxicity would be classified as a Level I emergency if it posed little or no threat to the public or environment. Conversely, a small spill of an extremely toxic material or a spill in a very sensitive location requiring a coordinated response to save lives and property could be classified as a Level III emergency.

5.8.1 HazMat Level 1 (HZ1)

A Level 1 incident results in a large release of oil or hazardous materials creating a serious environmental, health, or safety threat, and may cause sheltering or relocation of the affected population.

NOTE: Requires EOC notification. EOC will activate at this level.

Examples of HZ1 incidents include:

- Incident involving a significant or very large release of radioactive or toxic smoke or fumes, oil or hazardous materials.

- Incident resulting in a major release of toxic fumes or hazardous materials.

- Radioactive materials directly involved in a fire or explosion at a facility resulting in the spread of the material, or a significant accidental exposure to radiation.

5.8.2 HazMat Level 2 (HZ2)

A Level 2 incident results in a localized release of oil or hazardous materials. The health and safety of people and emergency workers in the immediate area may be threatened if protective actions are not taken, and a probable environmental impact exists.

NOTE: Requires EOC notification. EOC may activate at this level.

Examples of HZ2 incidents include:

- An oil or hazardous materials release in amounts sufficient to pose a threat to public health or the environment.

- A package or container containing radioactive materials damaged during handling.

- An incident resulting in the release of a significant amount of radioactive material.

- Abandoned oil or hazardous materials being released into the environment and posing a threat to health or the environment.

5.8.3 HazMat Level 3 (HZ3)

A Level 3 incident involves an accident where little or no hazardous materials are released. Public health or safety is not immediately threatened but the potential may exist for the incident to escalate.

Examples of HZ3 incidents include:

- A small spill or release of oil or hazardous materials.

- Abandoned drums with little or not release of products.

- Vehicle broken down and to be parked at a location for a long period of time, carrying radioactive materials, explosives or hazardous materials.

5.8.4 Security Incident

A HazMat incident classified as a security incident involves probable, threatened, or actual sabotage to a hazardous or radioactive materials shipment or facility, or a demonstration of civil disobedience such as blocking a shipment of hazardous materials or a mass protest that obstructs traffic and threatens the safety of the public.

5.8.5 Drug Lab Incident

A HazMat incident classified as a drug lab incident involves the illegal manufacture of drugs. It is primarily a law enforcement situation, but due to the chemicals and materials involved, it is treated as a HazMat emergency. It will require technical advice, support, and stand-by emergency response capability from the local Rural Fire Protection District.

5.9   Response Activities and Incident Severity

The severity of an incident directly affects the kind of response that is needed, the number of agencies and levels of government that must respond, and the roles and responsibilities of those that do respond.

While a HazMat incident classified as Level I normally involves a single emergency response agency and a simple command organization, an incident classified as a Level II may involve several responders, and a Level III will involve many responders and several levels of government providing specialized expertise or resources. A Level III incident requires a unified command structure.

5.9.1 Incident Command System

The Incident Command System will be utilized when responding to any HazMat incident. The Incident Command System is discussed in the Command and Control section of this EOP. At a minimum, the command structure will include the Incident Commander and the responder(s). Depending on the complexity of

the incident, the ICS structure will be expanded as required to respond to the emergency.

6 ESF Development and Maintenance

6.1 Updates

The Department of Emergency Management is responsible for reviewing and updating ESF 10 – Oil and Hazardous Materials as necessary.

6.2 Exercises and Training

An exercise is an observed and evaluated test of the performance of duties, tasks, or operations conducted by a response agency during a simulated emergency used to measure the ability of that agency to respond in the event of a real emergency.

The goal of training and exercising ESF 10 is to improve the operational readiness of responders and to test the application of techniques, policies, and guidelines relating to HazMat incidents. In support of that goal, training and exercises can do the following:

- Reveal planning weaknesses

- Reveal resource shortfalls

- Improve inter-agency coordination

- Clarify roles and responsibilities

- Improve agency/individual performance

7 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 10 – Oil and Hazardous Materials

- State of Oregon Emergency Operations Plan, ESF 10 – Oil and Hazardous Materials

8 Appendices

None at this time.

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ESF 11 – Agriculture and Natural Resources

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ESF 11 Tasked Agencies	
Primary Agencies	Columbia County Emergency Management
Supporting Agencies	Columbia County Animal Control
Adjunct Agencies	Extension Office Local Veterinarians

1 Purpose and Scope

Emergency Support Function (ESF) 11 provides information regarding coordinating the protection of agriculture and natural resources in Columbia County in the event of an emergency. Services addressed by this ESF include:

■ Protection of the local agricultural food supply.

■ Response to animal and plant diseases and pests that can potentially affect animal and plant health or pose significant risk to the local economy.

■ Sheltering, care, and/or evacuation of animals.

■ Protection of natural and cultural resources and historic properties.

This ESF overlaps with ESFs 6 and 13 in addressing some aspects of care and assistance for household pets and service animals (ESF 6, Mass Care, Emergency Assistance, Housing, and Human Services, addresses care for household pets and service animals primarily associated with moving persons to shelters; and ESF 13, Public Safety and Security, addresses evacuation of persons and, by extension, some of the impacts for their pets and service animals).

2 Policies and Agreements

The ODA, in accordance with Oregon State law, specifically ORS, Chapter 596 (Disease Control Generally) and OAR 603 Division 11 has the authority to:

■ Declare an animal health emergency;

■ Impose restrictions on importations of animals, articles, and means of conveyance;

■ Quarantine animals, herds, parts of the state, and the entire state, and create quarantine areas;

■ Stop the movement of animals;

■ Require the destruction of animals, animal products, and materials;

■ Specify the method for destruction and disposal of animals, products, and materials;

■ Indemnify owners for animals destroyed; and

■ Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency programs are administered through the U.S. Department of Agriculture (USDA) and are subsequently activated by the U.S. Secretary of Agriculture in support of a natural hazard event, such as drought. These include the following.

■ Noninsured Assistance Program,

■ Emergency Conservation Program,

■ Emergency CRP Haying and Grazing Assistance, and

■ Emergency Loans.

Not all Farm Service Agency programs require a disaster declaration prior to activation.

The Farm Service Agency has local offices throughout the state that are often co-located with the Natural Resources Conservation Service and/or the local soil and water conservation district office. More information about programs administered by the Farm Service Agency can be accessed via the following website: http://disaster.fsa.usda.gov/fsa.asp.

3   Situation and Assumptions

3.1   Situation

See the EOP Basic Plan and the supporting documents referenced by this ESF.

3.2   Assumptions

■ None at this time.

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   Tasks by Phase of Emergency Management

4.1.1   Mitigation

■ Provide surveillance for a foreign animal disease or an animal borne poison or toxin that may pose a threat to the animal industries, the economy or public health.

■ Provide for surveillance of plant pests of unknown or questionable origin that may pose a potential threat to agriculture, horticulture, the economy or public health.

4.1.2 Preparedness

■ Develop standard operating guides and checklists to support ESF 11 activities.

■ Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.

■ Identify sources to augment emergency food and water supplies.

■ Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.

■ Develop mutual aid agreements with government agencies,, professional associations and private agencies and organizations with personnel and equipment to support ESF #11 activities.

■ Conduct and participate in training to support the implementation of ESF 11.

■ Develop and/or review procedures for crisis augmentation of personnel.

■ Participate in and/or conduct drills and exercises.

4.1.3 Response

■ Support the disaster response and recovery with all available resources.

■ Provide assistance to established pet shelters.

■ Restrict movement, detain or move animals, equipment, products and personnel as necessary to control and eradicate animal or plant disease.

■ Manage and direct evacuation of animals from risk areas and provide technical assistance to prevent animal injury and the spread of disease.

■ Provide and/or receive appropriate mutual aid.

■ Secure supplies, equipment, personnel and technical assistance from support agencies, organizations and other resources to carry out the response plans associated with animal health or any act of agro terrorism.

4.1.4 Recovery

■ Continue to support disaster operations as needed.

■ Restore equipment and restock supplies to normal state of readiness.

■ Participate in after action reports and meetings.

■ Make changes to plans and procedures based on lessons learned.

■ As permitted by the situation, return operations to normal.

5 Concept of Operations

5.1 Overview

■ Columbia County Emergency Management and county departments and organizations will coordinate and/or provide the agriculture and natural resources services they are equipped to and then coordinate with other emergency response partners, especially ODA and USDA, for emergencies that affect the local agricultural food supply, animal and plant health, and the well-being of animals in the county. If the provided services still are not adequate, the county can declare a state of emergency in accordance with the declaration requirements in the EOP Basic Plan.

■ If the county EOC is activated, agriculture and natural resources services will be coordinated through the EOC under the Incident Command System.

■ Each supporting agency and organization will perform their duties in accordance with their own EOPs, plans, and procedures.

5.2 Agricultural Food Supply

■ Columbia County Emergency Management office will coordinate with its emergency response partners regarding the safety and viability of locally grown food (including items grown in private gardens) potentially affected by an emergency event (such as drought, flooding, a terrorist act involving hazardous or radioactive materials, etc.). This will entail coordinating with ODA, USDA, the county Public Health Departments, and others regarding the safety of the local food supply and, for a national emergency, the safety of the national food supply, in order to inform and protect persons in the county.

5.3 Animal and Plant Diseases and Health

■ Domestic animals, wild animals, plants, and the timber industry could be vulnerable to the spread of animal or plant diseases related to an

emergency. The Columbia Health District has some procedures and policies specific to managing disease control and the health of certain animals and plants affected by an emergency, which are referenced in ESF 8 – Public Health and Medical Services. Important elements to consider include the identification and control of animal and plant diseases associated with or exacerbated by an emergency; isolation or quarantine of animals; and the disposition of animals killed by the emergency or required to be destroyed as a result of the emergency.

■ Columbia County Emergency Management and the Columbia Health District will coordinate with emergency response partners for related information and services. The Columbia Health District, with support from the Oregon Department of Human Services, Public Health Division, will be the principal point of contact for an outbreak of a highly infectious/contagious animal or zoonotic (capable of being transmitted from animals to people) disease posing potential impacts to human health (also see ESF 8, Public Health and Medical Services).

■ ODA in particular has broad expertise with animal and plant diseases and health, including the authority to:

● Declare an animal health emergency.

● Impose restrictions on importations of animals, articles, and means of conveyance.

● Quarantine animals, herds, parts of the state, and the entire state and create quarantine areas.

● Stop the movement of animals.

● Require the destruction of animals, animal products, and materials.

● Animal quarantine measures will be implemented through county Public Health Departments and do not require a court order.

5.4   Care and Assistance for Animals

■ The County recognizes that care and concern for domestic animals might delay and affect emergency actions necessary for the well-being of humans. Animals in Disasters planning should adddress care and assistance for livestock, household pets, other domestic animals that are not household pets (e.g., horses), and wild animals affected by an emergency. This includes concerns such as sheltering them, evacuating them, and aiding injured or displaced animals. The County will coordinate with local emergency response partners to accomplish this, including the county Emergency Management office (which

might open animal evacuation shelters, for instance, at a local school),
local veterinarians, ODA (for livestock and other domestic animals
that are not pets), and Oregon Department of Fish and Wildlife (for
wild animals).

■ Persons in the county have the primary responsibility for the health
and welfare of their livestock, household pets, and other domestic
animals and will be encouraged to provide for their care in an
emergency to the extent possible. This is best handled by public
information campaigns as part of emergency preparedness.

5.5   Natural and Cultural Resources and Historic Properties

■ Local soil and water conservation districts and other state and federal
organizations will take the lead for assessing threats to natural
resources from an emergency, including water quality, air quality,
forest land, fishing, wildlife, soil quality, and others. The County will
coordinate with the State Historic Preservation Office and others
regarding impacts to cultural resources and historic properties owned
or managed by the county.

■ Important emergency response entities will include county and state
Forestry Departments, local soil and water conservation districts,
Oregon DEQ, Oregon Department of Fish and Wildlife, and tribal
organizations.

6   Direction and Control

■ To be developed.

7   Supporting Plans and Procedures

The following plans and procedures are currently in place:

■ ESF 8 – Public Health and Medical Services.

8   Appendices

Appendix 1   Columbia County Response Plan for Animals in Disaster

Appendix 1   Columbia County Response Plan for Animals in Disaster

(DRAFT)

Plan Administration

The Columbia County Animals in Disaster Plan, including attachments, will be reviewed and revised as necessary on an annual basis by the Emergency Manager. Additions of organizations through the execution of additional Memorandums of Understanding (MOU'S) will not require a full review of the plan, however copies of such MOU'S will be provided to the appropriate agencies/organizations. All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change Number	Summary of Changes

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Table of Contents

1   Introduction

1.1   Purpose

The purpose of this plan is to outline roles and responsibilities as they apply to the care and housing of companion animals, domestic animals, including birds, that will need to be cared for in all types of non ¬disease disasters or scenarios. The plan is a guide for rapid response to emergencies/disasters affecting the health, safety and welfare of animals. The plan coordinates the response of state and local government agencies and volunteer organizations to address the needs of companion animals, livestock, poultry and captive wildlife during disasters. This plan is an annex to the Columbia County Emergency Operations Plan. These procedures should be encompassed by First Responders and Animal Care Personnel as part of the action to respond to emergencies involving the emergency evacuation of animals. Control of emergency services provided for animals in a disaster shall be coordinated through the Incident command system.

1.2   Authority

- Pets Evacuation and Transportation Standards Act of 2006. Became Public Law No: 109 308, October 6, 2006.

- Oregon Revised Statute 401.271, 401.272, 401.273 and 401.274.

- Columbia County currently provides animal Control Services through the Appointment of a County Animal Control Officer under the County Board of Commissioners and the County Land and Development Services Director. County Animal Control is under statutory authority granted under ORS 609.

- Animal Sheltering Services are provided by the Animal Control Department at the Holshiemer-Lamar Animal Shelter located in Saint Helens Oregon. The Holshiemer-Lamar Shelter is operated as a joint shelter between Columbia County and the Columbia Humane Society.

- The City of Saint Helens provides their own Animal Control Officer in the form of a City Code Enforcement Officer, sheltering services are provided to the City of Saint Helens via a contract with Columbia County.

1.3   Scope

- The focus of this plan is on all animals including birds. Consideration may be given to captive wild animals affected by natural and man made disasters.

■ This plan is applicable to state, local, and private agencies with response and support capabilities for the evacuation, shelter and care of domestic animals during non disease disasters and emergencies.

■ This plan will be utilized to the fullest extent allowed by available resources. Human life safety operations shall be the core objective immediately following a disaster.

1.4   Assumptions

■ Many companion and livestock animal owners consider their animals an intrinsic part of their household and may refuse to leave them behind during a disaster event. Livestock owners may be reluctant to evacuate and risk the loss of a considerable financial burden caused by the loss of livestock.

■ When possible, evacuation operations should include transportation and shelter for people who wish to evacuate with their companion and livestock animals. Livestock owners will feel a responsibility and take on risk to protect their livestock animals during a disaster.

■ Depending on the nature of the disaster, companion animals, livestock, like cattle, horses, sheep, goats, pigs and poultry, may need to be evacuated, sheltered and cared for. Sheltering and transportation of livestock animals requires special arrangements for sheltering and care.

■ Emergency planning for animals requires extensive collaboration among emergency management officials, animal control staff, humane and animal welfare organizations, veterinarians, county agencies, animal service providers, breeders, volunteer groups and citizens, and state agencies to develop community specific plans.

■ In an emergency or disaster, response and short term recovery efforts are best directed through an organization operating consistent with the National Incident Management System (NIMS).

■ In an emergency or disaster, a significant number of companion animals or livestock may escape or be abandoned. These animals are likely to suffer in an emergency and pose a risk to rescuers and the public.

■ Disasters and emergencies increase the potential for companion animals and livestock to contract and transmit animal diseases. The removal of deceased animals is an important consideration in the prevention of the spread of animal related disease.

■ A terrorist incident involving chemical, biological, radiological, nuclear or explosive agents could contaminate not only large human populations but also animal populations.

■ Animal food supplies may become contaminated, destroyed or in limited supply because of an emergency/disaster.

■ Special arrangements must be made for shelter location, transportation and facilities for exotic animals, and livestock during natural disasters.

■ The safety of rescue and shelter workers is very important. At no time should the evacuation, shelter and care of animals compromise worker safety.

■ Identification and vaccinations of all animals are of significant importance and consideration during an emergency or disaster.

■ Red Cross shelters typically do not allow animals in the shelters except for service animals.

1.5   Concept of Operations

■ The National Incident Management System, Incident Command System (ICS) will be used to manage the response in Columbia County when disasters occur. A Unified Command may be used if the event involves multiple jurisdictions and agencies. See Appendix 2 for an example of a proposed ICS structure. See appendix 3 for agencies that may have Responsibility in Columbia County Disasters.

■ Develop an incident command system for animal disaster response plans that will include the evacuation, shelter and care of domestic and captive wild animals during disasters. See appendix 4 and 5 for companion and livestock animal procedures and shelters.

■ See IV Standard Operating Procedure for all Animal Operations in Columbia County

2   Organizational Roles and Responsibilities

2.1   Columbia County Emergency Management (CCEM) will

■ Work with OEM, ODA/AHID and other agencies and organizations as needed to develop the County Animal - Disaster Response Plan during their preparation phase.

■ Activate the County Animal - Disaster Response Plan to address issues of evacuation, shelter, and care as needed for displaced companion

animals, service animals and livestock. Plans should take into account the needs of individuals with household companion animals, service animals and livestock prior to, during and following a major disaster.

■ Information and checklists for developing the County Animal - Disaster Response Plan can be found in Section III. Resource Information.

2.2 Oregon Department of Agriculture (ODA)/Animal Health and Identification (AHID) will

■ Serve as the lead support agency in issues involving evacuation, shelter and care of companion animals, service animals and livestock.

■ Assist cities/counties during their preparation phase in the development of a local animal disaster response - plan for natural and man-made disasters that include plans to dispose of carcasses from impacted areas.

■ Assist cities/counties with efforts to provide food, water, shelter and veterinary care to affected animals. Examples might include contact information for animal food providers, contact information for shelter equipment and supplies and contact information for veterinarians and veterinary staff who are trained as emergency responders.

■ Monitor for an increase in the prevalence of infectious animal diseases, including zoonotic diseases, and if found activate the Oregon Animal Disease Emergency Management Plan to control the outbreak.

2.3 Oregon Emergency Management (OEM) will

■ Serve as the lead state agency coordinating support efforts from the State Emergency Coordination Center (ECC) with local governments and the Federal Emergency Management Agency (FEMA).

■ Serve as the point of contact with the Governor's Office, local city/county emergency management agencies, and support state agencies that are involved in companion animal, service animal and livestock evacuation, shelter and care.

■ Assist in establishing communications with any companion animal and livestock evacuation, shelter and care organizations with experience necessary to develop successful strategies and partnerships.

■ OEM and ODA/AHID will be responsible for the maintenance of this Animal - Disaster Response Plan. Updates will be made annually.

3   Concept of Operations

3.1   Standard Operating Procedure for All Animal Operations in Columbia County

3.1.1 General

The primary and support agencies will manage and coordinate, or assist in coordinating, local animal protection activities. These agencies will use established animal protection and support organizations, processes, and procedures. Responsibility for situation assessment and determination of resource needs in the event of a large-scale emergency lies primarily with Columbia County Emergency Management, the local incident commander, and Columbia County Animal Control, or the designated lead member. Depending upon the nature of the emergency, other partners may assist as listed under primary and support agencies in appendix 3 of this plan.

When county resources and mutual aid agreements are insufficient, animal protection assistance and resources such as food, medicine, shelter material, specialized personnel, and additional veterinary medical professionals, will be requested from the State of Oregon Emergency Management. Should the need for State or Federal resources arise, the State Emergency Operations Center will coordinate the requests for assistance.

Animal protection operations will be managed using the Columbia County Comprehensive Emergency Plan and NIMS - the National Incident Management System. Public health concerns will be managed in accordance with appropriate Columbia County plans and procedures.

Animals included under the plan: Domestic

The sheltering, protection, and identification of domestic animals (including livestock) are the responsibility of their owners. In times of emergency or disaster, public interests may take precedence with regard to sheltering, evacuation, and care of animals.

Domestic animals that are lost, stray, incapable of being cared for by their owners, or a danger to themselves or the public will be the responsibility of the Columbia County Animal Control. These animals will be sheltered, fed, and, if possible, returned to their owners. If the animals cannot be returned to their owners, their disposition will be handled in accordance with established animal control guidelines. The animal control guidelines regarding holding periods may need to be extended to provide time to locate owners during a time of disaster.

3.1.2 Notification & Communications

This plan and its procedures will be activated in the event of an emergency that results in a significant need for animal protection. Columbia County Emergency Management will determine when these procedures will be implemented and

notify the appropriate primary, support, and mutual aid agencies. Columbia County Emergency Management will maintain a call down notification system.

Communications among the emergency management coordinator, the Columbia County Animal Control Team, and support agencies will occur primarily through telephone, facsimile, and cellular telephone transmission. Amateur radio will be used as a backup system if other communication is impossible due to the nature of the emergency situation. Columbia County Emergency Management will maintain a list of radio and TV stations for the purpose of public notification when necessary.

Step 1 – Columbia County Emergency Management Coordinator contacts the County Companion Animal Coordinator and the Livestock Animal Coordinator, who will serve as part of EOC structure.

Step 2 – These Coordinators will initiate call-down procedure to its members.

3.1.3 Response

The owners of pets or livestock, when notified of an emergency, will take all reasonable steps to evacuate, shelter, and care for animals under their control.

Proposed ICS Structure

Proposed ICS Structure for Animal Disaster Incidents

[**Planner note:** INSERT UPDATED GRAPHIC]

3.1.3.1   Search and rescue procedures

- **Equine, cattle, and other livestock** - Equine, cattle, and other livestock loose or in need of assistance due to the emergency will be the responsibility of the owner; or in the event of the death or evacuation of their owners, will become the responsibility of the Columbia County Animal Control. All reasonable steps will be taken involve the owner in this process. However, animal control coordinator will identify key people who have animal handling training and understand the basic emergency management concepts (ICS training) to assist rescue efforts if needed.

  - Appendix 8 – Animal Care Resources

  - Appendix 19 – Animal Transportation Resources

  - Appendix 15 – Volunteer Resources

- **Domestic pets -** Domestic pets loose or in need of assistance due to the emergency will be the responsibility of the owner. In the event of the death or separation from their owners, pets will become the responsibility of Columbia County Animal Control. All reasonable steps will be taken by Animal Control to provide assistance under

these circumstances. Prior to an incident, Animal control will identify key people who have animal handling training and understand the basic emergency management concepts (ICS training) to assist rescue efforts.

- Appendix 8 – Animal Care Resources

- Appendix 19 – Animal Transportation Resources

- Appendix 15 – Volunteer Resources

■ *Steps*

- Identify trained individuals in animal search and rescue techniques prior to an incident. (Appendix 8 or 17)

- Incident Commander identifies geographic areas requiring search and rescue efforts and activates team.

- A representative of Animal Control determines that the livestock or companion animal is able to be cared for by its owner. If the owner is incapacitated or cannot be found, the animal becomes the responsibility of Animal Control.

- Trained personnel assess and document medical condition and temperament of animal.

- Apply triage on-site if necessary or move animal to treatment facility or shelter using pre-arranged methods of transportation.

- Document all pertinent information and ensure that a tracking system is in place to return animals to owners.

3.1.3.2 *Evacuation and Sheltering of Animals*

■ **Evacuation / sheltering of equine, cattle, and other livestock/small animals -** In most cases, equine, cattle, and other livestock/small animals should be sheltered in place. If not feasible, animals will be transported to private or public facilities by the owner of the animals with assistance from the Animal control. Livestock/small animal owners should have evacuation plans, including multiple evacuation routes decided upon before the need to evacuate arises. Owners are expected to have official identification on all animals which require this (varies by species, information can be obtained from the ODA).

If needed, the County Animal Control will provide assistance or facilitation in the transportation of evacuated livestock to a shelter or a medical care facility. Animal control will ensure that a tracking system is in place to unite sheltered horses and livestock/small animals with their rightful owners. Cleaning and disinfection of transport

vehicles will also be overseen by Animal Control. Transportation will be provided by individuals licensed as livestock haulers when possible. The livestock owner is expected to reimburse transport personnel. Every effort will be made to prevent the spread of communicable diseases during the shipping/sheltering period through prevention of co-mingling of animals and appropriate isolation, cleaning and disinfecting protocols. If practical, vaccination of animals and measures to control endo- and ectoparasites should be employed. These protocols should be established in consultation with a veterinarian.

If the need arises, the County Animal Control may provide an equine and/or livestock shelter. Columbia County Fairgrounds will be the site of large and small animal shelter. Use of County or city parks are another source for animal shelters. Private boarding barns or other privately owned facilities may also be considered for shelters with prior approval of the owner, pending the availability of liability insurance and biosecurity measures.

- Appendix 8 – Animal Care Resources

- Appendix 17 & 18 – Animal Host Sites

- Appendix 19 – Animal Transportation Resources

- Appendix 24 – Emergency Housing and Care for Equine, Cattle & Other Livestock/small animals.

■ *Steps*

- Attempt to shelter livestock in place. If the farm is threatened (e.g., rising flood waters), inform livestock owners of the need to evacuate their animals.

- Determine if there is a need for Animal Control to activate livestock shelters at pre-determined sites. Contact partners with whom mutual aid agreements have been made to activate sites.

- Determine type and quantity of resources needed. Contact pre-arranged suppliers to have resources delivered to distribution location.

- Activate volunteer resources for care of animals in shelters.

- Provide information to livestock/small animal owners about the locations in which animals may be sheltered.

- Provide information to owners on what items should be taken with the animals (tack, feed, water, medications, records, etc.).

- Provide assistance in obtaining transport of livestock/small animals, if requested by owner.

- Ensure that livestock haulers contracted by Animal Control are using effective protocols for maintaining biosecurity when transporting animals.

- Ensure that a tracking system is in place to reunite animals with their owners after the incident. For large livestock, this should include identification that can be easily seen from a distance.

- Maintain strict biosecurity protocols at the livestock/small animal shelters to prevent transfer of communicable diseases between animals as well as between animals and the people caring for them.

■ **Evacuation and Sheltering of Domestic Animals -** If the need arises, the County Animal Control may open a main pet shelter and or a temporary shelter.

The main shelter will be located in Saint Helens at Animal Control. This shelter will house found and rescued animals until owners can reclaim them. The main shelter will process animals recovered by rescue groups or other person for proper identification of lost animals. This shelter will be used as a focal point for domestic companion animal food drop off. Food from this location will be transported to areas of need or to a distribution center near the operation area.

A temporary shelter will provide effective confinement and provision of basic animal care needs such as food, water, and bedding, and will be located as close as possible to the evacuated citizen shelter. Prior to an event, it should be determined if public transportation resources will allow companion animals to accompany their owners during an emergency evacuation. An area at the citizens' evacuation center should be available to provide directions to the pet shelter. This shelter should provide housing and care for common household pets, including dogs, cats, ferrets, rabbits, guinea pigs, etc. For exotic species which require specialized housing or care, Animal Control may refer owners of these animals to shelters specializing in the care of these species, if such shelters are available. Owners of exotic animals requiring specialized care should be encouraged to plan for evacuation and sheltering of their animals. The temporary shelter will be set up so that owners can take care of their own animals. they must walk, feed, and provide basic care for their animals. Help will be available for the elderly or disabled persons who have animals in the temporary shelter if needed. Food and cleaning supplies will be

provided by the Animal Shelter Manager and oversee the animals care. Domestic pets will not be allowed to run free at the shelter. They must be on a leash and under the owners control at all times. Pets will be held in crates or portable kennels and thus will need to be walked and exercised regularly. An exercise area will be set up for this purpose. The only animals allowed in the temporary shelter are those who have family in the shelter.

Domestic pets of evacuated citizens may be sheltered at private boarding kennels and veterinary hospitals, at the owner's expense.

Owners are encouraged to have a means of proving identification and ownership of pets. This may include microchips, photographs of the owner with the pet, licensing information, medical records, etc. Each of the citizens' evacuation shelters will have an animal caretaker on the premises. This caretaker will be experienced in or otherwise qualified to evaluate the medical and temperament needs of animals brought to the facility. Recommendations will be made for treatment and/or sheltering provisions, possibly on a case-by-case basis. Pets with significant injuries or illnesses will be transported to a designated animal hospital or provided with medical treatment on-site by veterinary professionals.

A representative of County Animal Control and support organizations will provide assistance in the transportation of the evacuated pets to either the shelter facility or hospital and ensure that a tracking system is in place to reunite sheltered pets with their rightful owners. Every effort will be made to prevent the spread of communicable diseases during this transportation/sheltering period through prevention of co-mingling of animals and appropriate isolation, cleaning, and disinfecting protocols. If practical, all animals admitted to the shelter should be vaccinated and measures to control endo- and ectoparasites should be taken. These protocols should be established in consultation with a veterinarian.

Citizens with special needs (individuals with mental or physical challenges who require evacuation assistance) may also require assistance in evacuating their pets. Therefore, in the interest of public safety, animal owners may be assisted with finding shelter and care for their animals during a public emergency. Upon arrival at the shelter, pets not trained specifically to assist the individual (e.g. seeing-eye dogs) will be transported to a private boarding facility or other animal evacuation facility.

- Appendix 8 – Animal Care Resources

- Appendix 17 & 18 – Animal Host Sites

- Appendix 19 – Animal Transportation Resources

- Appendix 24 – Emergency Housing and Care for Household Pets and Exotics

■ *Steps*

- Inform owners of the need to evacuate their animals.

- Determine if there is a need for Animal Control to activate companion animal shelters at pre-determined sites. Contact partners with whom mutual aid agreements have been made to arrange use of these sites.

- Determine type and quantity of resources needed. Contact pre-arranged suppliers to have resources delivered to distribution location.

- Activate volunteer resources for care of animals in the designated shelters.

- Provide information to pet owners about the locations in which animals may be sheltered, including information on what items should be taken with the animals (food, water, medications, records, etc.).

- Set-up information center at human evacuation shelters to direct pet owners to animal evacuation shelters.

- Provide assistance in obtaining transport of pets, if requested by owner.

- Ensure that a tracking system is in place to reunite animals with their owners after the incident.

- Maintain strict biosecurity practices at the pet shelters to prevent, as much as possible, the transfer of communicable diseases between animals as well as from animals to people caring for them.

3.1.3.3   *Stray/Lost Animal Procedures*

■ **Equine, cattle, and other livestock** - Stray and lost animals will be returned to the owners and/or transported according to the plans outlined in current County policy/procedure applied to such animals under ordinary circumstances.

- Appendix 8 – Animal Care Resources

- Appendix 17 & 18 – Animal Host Sites

- Appendix 19 – Animal Transportation Resources

- Appendix 26 – Emergency Housing and Care for Equine, Cattle and Other Livestock.

■ **Domestic Pets –** Stray and lost animals will be transported and sheltered according the plans outlined in current County policy/procedure applied to such animals under ordinary circumstances.

- Appendix 8 – Animal Care Resources

- Appendix 17 & 18 – Animal Host Sites

- Appendix 19 – Animal Transportation Resources

- Appendix 24 – Emergency Housing for Household Pets and Exotics

3.1.3.4   *Incapacitation of Shelters*

If the primary animal shelter is incapacitated, mutual aid or alternative plans will be implemented.

3.1.3.5   *Shelter Staff & Supplies*

■ **Staff** - Animal Control will be responsible for prearranged staffing of both the large and Small Animal sheltering facilities they establish. Private boarding kennels and veterinary hospitals, if utilized, will be responsible for staffing their own boarding facilities and will be compensated by the animal owners according to established policies.

■ **Supplies** - For shelter facilities established by Animal Control, Animal Control will be responsible for pre-identifying sources for critical supplies, for example: potable water, food, medical, cleaning and other shelter supplies. In the event of an emergency, the suppliers will be asked to deliver the needed items to a delivery point, which will serve as a storage center and a distribution center for the shelter.

Private boarding kennels, animal shelters and veterinary hospitals are encouraged to pre-identify sources for critical supplies.

If the need arises, resource agencies (e.g., humane groups, pet stores, pet food companies, etc.) may be asked to donate cages and other various shelter supplies.

- Appendix 8 – Animal Care Resources

- Appendix 16 – Veterinary Resources

● Appendix 15 – Volunteer Resources

3.1.3.6   *Medical Assistance*

■ **Animal Treatment Facilities -** The County Animal Control will coordinate resources to establish a medical facility for domestic animals that require medical care due to illness or injury. This medical care area may be in the same location or near the animal shelter area for convenience. The Animal Control coordinator will identify private veterinary hospitals and other locations that may serve as alternate medical facilities and/or shelters as space permits.

■ **Staff -** Under the supervision of a licensed veterinarian, trained volunteers may assist in providing care in these medical shelters. Depending upon the extent of the emergency situation, volunteer veterinarians and technicians or Veterinary Medical Assistance Teams (VMAT) from the American Veterinary Medical Association may be requested to assist in the treatment of domestic and non-domestic animals.

● Appendix 16 – Veterinary Resources

● Appendix 15 – Volunteer Resources

■ *Steps*

● If animals that are the responsibility of Animal Control are in need of medical care, transport them to participating private veterinary medical facilities. (Appendix 16)

● If these facilities resources have become overwhelmed, Animal Control should establish a temporary animal medical treatment center.

● Request assistance from veterinary professionals and trained volunteer resources to care for animals. (Appendix 16 and 9)

● Notify pre-identified suppliers of veterinary medical resources to request delivery.

● Arrange for shelter of animals requiring treatment, giving consideration to separating animals that show symptoms of contagious disease.

● Ensure that a tracking system is in place to reunite animals with their owners.

3.1.4 Recovery

3.1.4.1 Recovery of Companion Animals with Owners

Columbia County Animal Control will support efforts to identify owners of stray/lost animals. If owners cannot be found, disposition of animals that cannot be placed in adoptive care or sold, will be handled in accordance with established animal control guidelines. The animal control guidelines regarding holding periods may need to be extended to provide time to locate owners during a time of disaster.

3.1.4.2 Disposal of Animal Carcasses

Disposal of deceased animals will be coordinated by the County Animal Control, in cooperation with the Columbia County Health Department, Oregon Department of Agriculture and the Oregon Department of Environmental Quality. The Animal control will arrange for disposal of euthanized animals and animals killed as a result of the incident. Refer to ORS 601.090(7), "Disposal of Solid Waste"

- ■ Livestock or cattle farm planning - Each livestock producer or owner should have a disaster plan that consists of the following:

  - ● Equipment to move dead animals

  - ● Identify on site designated land for burial

  - ● Determine a contact person with Oregon State University Extension or USDA County Emergency Board to report damages and request assistance and/or indemnity.

- ■ County-wide plan

  - ● Identify all premises containing large populations of animals.

  - ● Identify local animal response team member for administering dead animal emergencies.

  - ● Identify commercial clean out crews (people to remove dead animals and wet/destroyed bedding material).

  - ● Identify equipment for handling/hauling dead animals

  - ● Make arrangements with other counties or solid waste disposal facilities for resources and land space.

- ■ Carcass disposal methods (Subject to change during an infectious disease outbreak):

  - ● Rendering

  - ● Landfill

- On-site composting

- Burial

- Incineration

3.2   Standard Operating Procedure for Companion Animal Shelters

3.2.1 Introduction

There are numerous challenges developing shelters, for both human and animal, which can only be solved by creative ideas and innovative programs. This plan has been developed for the operation of a cat and dog friendly shelter for various counties within the state of Oregon. It is an adaptation created through investigating industry standards for animal shelters, other states pet shelter programs, as well as ongoing experience.

This plan outlines the shelter operation associated with pet friendly shelters. Not all shelters can be pet friendly.

3.2.2 Assumptions

■ The Columbia County animal control officials, emergency managers, and first responders will lead animal sheltering operations in local communities. Support agencies may include those listed in Appendix 3. Any emergency resulting in evacuation of residents to a shelter will result in companion animal issues. Natural, technological, or manmade disasters could affect the well being of domesticated and or non-domesticated animals. This, in turn can affect the county's overall emergency response plan.

■ The sheltering and protection of companion animals is the responsibility of their owner. CCEM promotes personal preparedness, including for all animals.

■ The owners of household pets, exotics and livestock, when notified of an impending emergency, will take reasonable steps to shelter and provide for animals under their care and/or control. Owners of animals should make every effort to have all animals identified and to maintain records of this identification. Some livestock species require identification by law, and owners must keep these records.

■ Animal protection planning should ensure the proper care and recovery of animals impacted during an emergency. This should include measures to identify housing and shelter for animals. establish methods of communicating information to the public, collect stray or lost animals, procure necessary supplies for the care of the animals,

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and plan for animal release and return to owners or natural habitat for non- domestic animals.

■ Public information statements, including locations where animals may be accepted during emergency situations, will be issued through various media outlets.

3.2.3 Purpose

To control and support the humane care and treatment of companion animals during an emergency situation.

3.2.4 Concept of Operations

The Columbia County Animal Control is the lead local agency for situation assessment and determination of resource needs. As needed, the State will support actions for the protection of animals affected by an emergency to include rescue, sheltering, control, feeding, and preventative immunization of animals left homeless, lost of strayed as a result of an emergency.

Request for state assistance with animal protection and resources will be routed through County Emergency Management Coordinators to the Oregon Emergency Management Division who is responsible for coordinating with other state agencies through the State Emergency Coordination Center.

The sheltering, protection, and identification of domestic animals (including livestock) are the responsibility of their owners. In times of emergency or disaster, public interests may take precedence with regards to sheltering, evacuation, and care of animals.

Domestic animals that are lost, stray, incapable of being cared for by their owners, or a danger to themselves or the public will be the responsibility of Columbia County Animal Control. These animals will be sheltered, fed, and if possible, returned to their owners. If the animals cannot be returned to their owners, their disposition will be handled in accordance with established animal control guidelines. The animal control guidelines regarding holding periods may need to be extended to provide time to locate owners during a time of disaster.

Incident Management System for Shelters (See Appendix 2)

[**Planner note:** INSERT UPDATED GRAPHIC]

3.2.4.1 Shelter Management

Shelter Unit Leader – Responsible for overall operations. If possible two persons should share the supervisor role at each shelter. The Shelter Unit Leader should report to the Shelter Group Supervisor.

■ Designate shelter management teams.

■ Ensure animals receive proper and timely care.

■ Submit Situation Reports to CCEM.

3.2.4.2 Operations

Operations Team Leader - Responsible for the operation of the animal facility.

■ Oversees the registration of incoming companion animals.

■ Manages the day to day operation of the animal facility.

■ Responsible for documenting injuries and providing animal care.

■ Responsible for managing shelter workers.

■ Implement and maintain an animal identification system.

3.2.4.3 Planning

Planning Team Leader - is responsible for tracking resources and developing appropriate reports.

■ Work with operations and logistics to develop Incident Action Plans for each operational period.

■ Assist the Shelter Leader and/or Supervisor with developing Situation Reports (to include animal census) to be sent to CCEM.

3.2.4.4 Logistics

Logistics Team Leader - is responsible for overall logistical support of the cat and dog shelter component. Resource requests need to go through the EOC logistics.

■ Set up signage and registration location at designated shelter.

■ Set up animal shelter facility and designate separate areas for dog and cat living quarters.

■ Designate animal walk and/or exercise areas.

■ Evaluate building facilities and report conditions.

■ Inventory supplies and report on needs and surplus.

■ Procure animal feed and set up fans, trash cans, and other necessary supplies.

■ Stage additional support supplies including disinfectant, refrigerators, first aid, etc...

■ Provide food and care for shelter staff.

3.2.4.5　　Finance

Finance Team Leader – Responsible for monitoring costs and mutual aid response.

■ Monitor and track expenditures.

■ Track volunteer's hours.

■ Maintain cost accounting for supplies and other materials procured before, during, and after the event.

■ Monitor claims for injuries to companion animals and owners due to the disaster.

■ Submit financial summary to Shelter Leader or Supervisor on scheduled frequency.

3.2.4.6　　Suggested Animal Sheltering Requirements

■ **Dogs**

- Kennel or crate large enough for pet to stand up, turn around comfortably and room for food and water.

- Collars of various sizes and leashes.

- Dogs shall be walked at least twice a day for 20-minute intervals.

- The kennel shall have prominently posted:

  – Owner's name

  – Pet's name

  – Owner's contact information (cell phone, pager, shelter sleeping location, etc.)

- Potable water shall be available at all times.

- Water container should be rust proof, cleaned daily and mounted so the animal can not tip it over or urinate in it.

- Ample food stored in dry location protected from rodents and insects.

- Self feeders if used should be mounted so dogs can not urinate or defecate in them.

- Bedding of blankets or towels must be used and in sufficient quantity readily available should soiling occur.

- Newspapers, plastic disposable gloves, and trash bags for owner handling waste.

- Owner should bring medicine the animal is currently taking and food to prevent an abrupt change in diet.

■ **Cats**

- Kennel or crate large enough for pet to stand up, turn around comfortably and room for food, water and litter.

- Collars of various sizes and leashes.

- Cat kennels shall be serviced (cleaned) at least twice a day.

- The kennel shall have prominently posted:

  – Owner's Name

  – Pet's Name

  – Owner's contact information (cell phone, pager, shelter sleeping location, etc)

- Cat litter and pan must be provided in each cage.

- Water and dry food should be available at all times.

- Bedding of blankets or towels must be used and sufficient quantity available.

- Owner should bring medicine the animal is currently taking and food to prevent an abrupt change in diet and maintain food consumption.

3.2.4.7 *Shelter Setup*

■ **Building** - check the following prior to use

- Water and power

- Adequate lighting

- Clear entrance and exit pathways of obstructions

- Readily available fire extinguishers (tagged within the last 12 months)

- Functionality of restrooms

■ **Registration area**

- Located near a strategic entry point for segregating "people" shelter from "pet" shelter.

- Picture will be taken of animal with owner if possible.

- Owner is wrist banded to signify authorization into pet area.

■ **Pet Housing Locations**

- Designate animal living quarters.

  – Dog living quarters, separate quarantine area for aggressive or loud dogs.

  – Cat living quarters, separate quarantine area for aggressive cats.

- Designate Dog Walk Area and Cat Exercise Area.

- Animals in heat or animals that show signs of aggression will be isolated from the general population of animals.

- Focus on keeping animals facing away from each other.

- Monitor for aggressiveness and relocate as necessary.

- Establish a system to identify the location of animals within the animal shelter. Reference that location on the registration forms, wrist band, etc.

■ **Volunteer Registration Desk**

- Registration for volunteers willing to assist and support agencies and organizations with various tasks.

- Volunteers must be qualified by education and or experience for the duties.

■ **Cleaning Operations**

- Surface areas will be disinfected and sanitized with a solution suitable for antiviral/antibacterial situations.

- Clorox clean-up wipes for hands of all involved or other appropriate hand sanitizer.

- Trash cans to handle animal waste with liner of at least 3 mil thick or greater.

- Disposable cleaning cloths (or high grade paper towels) for cleanup activities.

3.2.4.8 *Equipment & Supplies*

There are a number of supplies and materials necessary to support a pet friendly shelter. The below list of equipment and supplies are outlined by locations.

■ **Registration Area**

- Radios (walkie-talkie)
- Cell phone
- Digital or camera w/film
- Pens, markers, pads
- Color wrist bands for owners
- Note pads
- Animal Care forms
- Duct tape
- Table and chairs
- Signage
- Labels, plain white
- Labels assorted colors preprinted (intact male, intact female, in heat, geriatric, people aggressive, animal aggressive)
- Portable fans for kennel areas
- Refrigerators for can foods
- Flea control products (Advantage, Frontline, or Capstar)
- Catch pole
- Sharpie markers
- Micro-chip scanner
- Easel stands for signage
- Human first aid kit
- Animal first aid kit

■ **Dog Shelter Room**

- Muzzles (various sizes)

- Carriers (various sizes)

- Can openers

- Spray bottles

- Hand disinfectant

- Paper towels

- Heavy duty plastic bags

- Mops, buckets, sponges

- Table and chair

- Leashes, collars, and harnesses

- Quality rope

- Signage

- Water

- Assorted foods

- Blankets & towels

- Trash cans & trash bags

- Disinfectant

- Food & water bowls

- Poop scoops

- Newspaper for bedding

- ID neckbands

■ **Cat Shelter Room**

- Heavy gauntlets/cat gloves (welder gloves are acceptable as an alternative)

- Carriers (various sizes)

- Can openers

- Spray bottles

- Hand disinfectant

- Paper towels

- Heavy duty plastic bags

- Mops, buckets, sponges

- Table and chair

- Leashes, collars, and harnesses

- Quality rope

- Cat litter and disposable pans

- Signage

- Water

- Assorted foods

- Blankets & towels

- ID neckbands

- Food & water bowls

- Disinfectant in spray bottles

3.2.4.8   *Intake/Discharge Process*

■ **Registration** (Example of procedures and information to collect) - Shelter workers and pet owners will complete the following:

- Owner (head of household) fills out Shelter Admission/Discharge Form.

- Owner fills out top part of form. Ensure that driver's license number is correct and that owner' address is from the affected disaster area. Please ensure owner fills out entire form and completes all information legibly.

- Staff will ask to see owner/head of household's driver's license or resident ID to verify what was written on the form. The designated head of household/ owner will be the only person permitted to discharge the animal. After the form is complete, file alphabetically by owner's last name in the shelter administration binder, along with the Request for Emergency Care and Release of Liability

- Form stapled to Shelter Admission /Discharge Form.

- Assign a shelter impound number to each pet. The shelter number shall consist of three parts. The first part will be the owner's (head of household) initials first and last. The second part will be the owner's driver's license or other ID number. The third part will be a letter signifying the individual animal. For instance if Mr. and Mrs. Peter Thims arrives at the shelter with two dogs and one cat, Mr. Thims' (head of household) drivers license # is 786421. Their pet's shelter number's will be PT786421A, PT786421B, and PT 786421C.

- Take a picture of the animal with the owner (if possible). Use a small dry erase board to log the shelter impound number on the board and include this in the picture.

- Make a photocopy (if available) of owner's drivers license or resident ID card for file.

- Assign the animal(s) to an identified/numbered location within the facility. Record the owner, type of animal, impound number, and numbered location on the Admission Form.

- Write shelter impound number and numbered location on the neck band with pet's name and owner's last name.

- Write shelter impound number and numbered location on the wrist band for owner to carry to permit owner into animal living quarters.

- Escort owner to animal living quarters.

- Shelter workers are responsible for ensuring pet owners take care of their pets. If an owner has not walked, cleaned, fed and watered their pet twice a day once in the morning and once in the afternoon, the shelter worker will notify the Operations Leader and they will care for the pet. The Animal Care Form shall be signed by the shelter worker in red to signify that the shelter worker cared for the pet and not the owner. A failure to comply reprimand will be issued.

- Shelter workers should not attempt to handle animals unless directed by the Operations Leader orsection head. If animals are in distress, shelter workers shall contact Operations Leader. Operations Leader has full authority to evict a shelter worker for not cooperating and following rules.

■ **Discharging a Pet** - To discharge a pet, the head of household/owner must present driver's license or resident ID to shelter staff for proof of ownership. Locate the admission form. Verify ownership and note date and time of departure and have owner sign form. After paperwork is

complete, remove forms from admission binder and file forms alphabetically in Discharge binder. The volunteer will then escort the owner to retrieve the animal(s) and confirm that all supplies from the owner are returned to the owner.

■ **Companion animal Owner Agreements and Forms** - The forms and agreements are displayed in the Appendices.

3.3   Standard Operating Procedure for Livestock Sheltering Facilities

3.3.1 Introduction

There are numerous challenges developing shelters, for both human and animal, which can only be solved by creative ideas and innovative programs. This plan has been developed for the operation of a livestock sheltering facility for various counties within the state of Oregon. It is an adaptation created through investigating industry standards for livestock facilities, other states shelter programs, as well as ongoing experience.

This plan outlines the shelter operation associated with livestock facilities.

3.3.2 Assumptions

■ This SOP applies to facilities that have intact stalls or pens such as those found at fairgrounds, public arenas and/or auction barns. Host Site facilities may or may not have stalls, but must assess their facility to determine the number and kind of livestock that can be accepted. (Appendix 22)

■ The Columbia County Animal Control Officials, Emergency Managers, and Agriculture Groups will lead livestock sheltering operations in local communities.

■ Support agencies may include those listed in Appendix 3.

■ **The protection of livestock is the responsibility of their owner.**

■ The owners of exotics, and livestock, when notified of an impending emergency, will take reasonable steps to shelter and provide for animals under their care and/or control. Owners of animals should make every effort to have all animals identified and to maintain records of this identification. Some livestock species require identification by law, and owners must keep these records.

■ Animal protection planning should ensure the proper care and recovery of animals impacted during an emergency. This should include measures to identify housing and shelter for animals, establish methods of communicating information to the public, collect stray or

lost animals, procure necessary supplies for the care of the animals, and plan for animal release and return to owners.

■   Public information statements, including locations where animals maybe accepted during emergency situations, will be issued through various media outlets.

3.3.3 Purpose

To control and support the humane care and treatment of livestock during an emergency situation.

3.3.4 Concept of Operations

The protection and care of livestock is the responsibility of the owner. CCEM promotes personal preparedness, including livestock. The County may assist only in extreme circumstances. The Columbia County Emergency management is the lead local agency for situation assessment and determination of resource needs. As needed, the State will support actions for the protection of animals affected by an emergency to include rescue, sheltering, control, feeding, and preventative immunization of animals. Request for state assistance with animal protection and resources will be routed through Columbia County Emergency Management Coordinators to Oregon Emergency Management who is responsible for coordinating with other state agencies through the State Emergency Coordination Center.

The sheltering, protection, and identification of livestock are the responsibility of their owners. In times of emergency or disaster, public interests may take precedence with regards to sheltering, evacuation and care of animals.

Domestic animals that are lost, stray, incapable of being cared for by their owners, or a danger to themselves or the public will be the responsibility of Columbia County Animal Control. These animals will be sheltered, fed, and if possible, returned to their owners. If the animals cannot be returned to their owners, their disposition will be handled in accordance with established animal control guidelines. The animal control guidelines regarding holding periods may need to be extended to provide time to locate owners during a disaster.

Incident Management System for Livestock Facilities (See Appendix 2).

[**Planner note:** INSERT UPDATED GRAPHIC]

3.3.4.1   *Facility Management*

Facility Unit Leader is responsible for overall operations. If possible, two persons should share the supervisor role at each shelter. The Facility Unit Leader should report to the Facility Group Supervisor.

■   Designate facility management teams.

■ Ensure livestock receive proper and timely care.

■ Submit Situation Reports daily to the local EOC.

3.3.4.2   Operations

Operations Team Leader is responsible for the operation of the livestock facility.

■ Oversees the registration of incoming animals, and returning animals to their owners.

■ Manages the day to day operation of the livestock facility.

■ Responsible for managing facility workers. Ensuring owners or adequately trained volunteers are   the only persons handling the animals.

■ Responsible for documenting injuries.

■ Implement and maintain an animal identification system.

■ Oversee animal care by owners and/or workers.

3.3.4.3   Planning

Planning Team Leader is responsible for tracking resources and developing appropriate reports.

■ Work with operations and logistics to develop Incident Action Plans for each operational period.

■ Assist the Facility Leader with developing daily Situation Reports (to include animal census) to be sent to Columbia County EOC.

3.3.4.4   Logistics

Logistics Team Leader is responsible for overall logistical support for livestock shelters. Resource requests must go through CCEM Logistics.

■ Set up signage and registration location at the designated facility.

■ Designate separate areas for livestock species.

■ Evaluate facilities and report conditions.

■ Inventory supplies and report on needs and surplus.

■ Set up portable stall panels if needed, and locate feed and water supplies (buckets, hay).

■ Stage additional support supplies including disinfectant, first aid supplies, etc...

■ Provide all registration material needed (Polaroid camera, neck bands, mane tags, forms).

■ Provide food and care for staff members.

3.3.4.5   *Finance*

Finance Team Leader is responsible for documenting disaster costs and monitoring expenditures.

■ Monitor and track expenditures.

■ Monitor worker/volunteer hours.

■ Maintain cost accounting for supplies and other materials procured before, during, and after the   event.

■ Monitor claims for injuries to livestock and owners due to the disaster.

■ Submit financial summary to Facility Leader or Supervisor on scheduled frequency.

3.3.4.6   *Facility Setup*

■ **Holding facility** - check the following prior to use

   ● Water and power

   ● Adequate lighting for pens and/or stalls

   ● Clear entrance and exit pathways of obstructions

   ● Restroom facility

■ **Registration area**

   ● Locate near the facility entry point for checking in livestock.

   ● Take photo of animal(s) with owner if possible. If a photo is not possible, other forms of animal identification may be used.

   ● Owner is wrist banded for identification and subsequent entry.

■ **Volunteer Registration Desk:**

   ● Registration for volunteers willing to assist and support agencies and organizations with various tasks.

- Volunteers must be qualified by education and or experience for their assigned duties.

■ **Cleaning Operations**

- Clean stalls/pens at least daily and more frequently if needed.

- Sanitize stall or pen surface areas, feed and water containers, etc. after removing animals and before other animals are placed in the stall or pen.

- Make wheelbarrows, shovels/pitch forks and bedding material available to cleaning.

- Workers should wash hands and/or use hand sanitizer.

3.3.4.7   *Equipment & Supplies*

There are a number of supplies and materials necessary to support a livestock shelter. A suggested list of equipment and supplies by assigned location is given below.

■ **Registration Area**

- Radios (walkie-talkie)

- Portable fans, depending on season

- Cell phone

- Signage

- Camera with disc/film

- Digital printer for camera

- Pens, markers, pads

- Extension cords

- Colored wristbands for owners

- Identification collars, tags

- Labels, plain white

- Micro-chip scanner

- Animal Care forms

- Easel stands for signage

- Duct tape

- Human first aid kit

- Table and chairs

- Animal first aid kit

■ **Stall Area**

- Water/feed buckets in case owners do not bring them.

- Pitch fork, manure fork, shovels and wheelbarrow.

- Feed as needed.

- Bedding material (wood shavings or straw) as required by floor surface.

3.3.4.8 *Intake/Discharge Process*

■ **Registration and Forms (Example procedures and information to collect) -** Shelter workers and livestock owners should complete the registration forms as directed below.

- Owner (head of household) fills out the Individual or Multiple Facility Admission/Discharge Form.

- Owner fills out top part of form. Ensure that driver's license number is correct and that owner has an address from disaster-affected area. Please ensure owner fills out entire form and completes all information legibly.

- Staff will ask to see owner/head of household-driver's license or resident ID to verify what was written on the form. The head of household/owner or designated agent will be the only person permitted to discharge the animal.

- After the form is complete, file alphabetically by owner's last name in the Shelter Administration binder, along with the Request for Emergency Care and Release of Liability Form stapled to Shelter Admission /Discharge form.

■ **Registration for owners with small number of livestock**

- Assign a shelter number to each animal for animal identification purposes.

  – When assigning the shelter number, it shall consist of three parts. First, record the owner's (head of household) initials first and last. Second, record the owner driver's license or state ID number. Third, record a letter signifying the individual animal.

— Example, Peter Thims arrives at the shelter with two horses, Mr. Thims'(head of household) driver's license # is 7864321. The livestock shelter #'s will be PT7864321A, and PT7864321B.

- For added security, take a picture of the animal with the owner (if possible). Individual photos may only be practical for an owner with a few animals. Use small dry erase   board to log the animal's number on the board and include this in the picture. As an example, it is not feasible to use a photo for 20 black steer calves for individual animal identification.

- Make a photocopy (if copier available) of owner-driver's license or resident ID card for file.

- Write the shelter number on the animal's ID neckband if the animal does not have another identification number. If using an ear tag or mane tag, the neckband is not required and the tag numbers will be the animal identifier.

- Assign the animal(s) to a numbered stall or pen. Record the owner, type of animal, identification number (PT7864321A), and stall # on the Individual Animal Admission Form and on the owner's wristband.

- Direct owner to the appropriate stall or pen.

■ **Registration for owners with greater numbers of livestock**

- If an owner has several animals with individual identification numbers, assign the animals to a   numbered enclosure or enclosures as appropriate for the species and animal.

- Record the owner, type of animals, animals' identification numbers and stall number(s) on the Multiple Animal Admission Form.

- Multiple animal ID numbers cannot be placed on the wristband. For discharge purposes, the wristband will be matched to the admission form to determine the animals identification numbers.

- Direct owner to the assigned enclosure(s).

- When an owner has several animals that do not have identification numbers, have appropriate identification devices or methods applied before release to enclosure(s). Mane tags, numbered   collars, crayon livestock markers or livestock back tags applied with back tag glue are examples of other

identification methods that may be used. Application of ear tags in cattle will require sufficient restraint such as a squeeze chute.

- Proceed with process as described in 1‒4 above

■ **General registration requirements for all classes of livestock**

- If the owner or family is available, they will be responsible for feeding, watering and cleaning up after their animal(s).

- The Animal Care Form will be annotated by the owner when the animal is fed, watered and stall cleaned.

- Shelter workers will verify feeding and cleaning has been accomplished and will initial the Animal Care Form. If feeding and care is not accomplished, the shelter worker will feed and care for the animal and initial the Animal Care Form in red to create a historical record of non-compliance.

- Shelter workers are responsible for feeding, watering and caring for the livestock if the owner indicates that he/she will not be able to feed and care for the animal(s).

- Workers must initial the animal care forms when they feed and care for the animals.

- If animals are fractious or in distress, shelter workers shall contact the Operations Leader. Shelter workers should not attempt to handle such animals unless they are directed by Operations Leader or section head. Operations Leader has full authority to evict a shelter worker for not cooperating and following rules.

■ **Discharging Livestock -** To discharge an animal, the head of household/owner must present driver's license or wristband ID to assist staff determine proof of ownership and locate admission form.

- Verify ownership and note date and time of departure and have owner sign form.

- After paperwork is complete, remove forms from admission binder and file forms alphabetically in the Discharge binder.

- The volunteer will then assist the owner retrieve the animal(s) and confirm that all supplies from the owner are returned to the owner.

3.3.4.9 Livestock Owner Agreements and Forms

The forms and agreements are displayed in the appendices.

4 Appendices

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Appendix 1-B	Proposed ICS Structure
Appendix 1-C	Agencies that may have Responsibility In Columbia County
Appendix 1-D	Owner Agreements and Forms
Appendix 1-E	Request for Emergency Care and Release of Liability Form for all Animals
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Appendix 1-L	Suggested Rules for Owners/Agents with Livestock in an Emergency Care Facility
Appendix 1-M	Local Animal Response Team
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Appendix 1-O	Volunteer Resource List
Appendix 1-P	Veterinary Resource List
Appendix 1-Q	Animal Host Site Questionnaire
Appendix 1-R	Checklist for Animal Host Facilities
Appendix 1-S	Animal Transportation Resource List
Appendix 1-T	Animal Care Resource List (feed, bedding, and confinement)
Appendix 1-U	Companion Animal Owner Evacuation Request Form

Appendix 1-V   Livestock/Small Animal Owner Evacuation Request Form

Appendix 1-W   Companion Animal Owner's Guide for Disaster Planning

Appendix 1-X   Emergency Housing and Care of Household Pets and Exotics

Appendix 1-Y   Livestock/Small Animal Owner's Guide for Disaster Planning

Appendix 1-Z   Guidelines for Handling Horse and Cattle During Emergencies

Appendix 1-A   Glossary of Terms

Animal Control specialist – Animal Control Officer providing field services for animals in a disaster as defined in the ICS system.

Animal Handling Specialist – Shelter staff and volunteers that will provide animal shelter care as defined in the ICS system.

Animal Shelter Manager – Animal Control specialist that will establish and manage the temporary animal shelter as defined in the ICS system.

Captive Wildlife - Animals that normally live in the wild, but are held in captivity in a person's home as a pet, or in a facility used for exhibition or research.

Care of Animals - Providing proper feed, water, shelter and/or medical care of animals.

Companion Animal - domestic animal commonly kept as a household pet.

County - The political body operating within Columbia County, Oregon.

County Volunteer - A person approved and authorized by the County to provide assistance and aide during an emergency or disaster.

Domestic Animals - Animals that have been domesticated by humans by having their behavior, life cycle or physiology systemically altered as a result of generations of human control.

Emergency - Defined in ORS 401.025, an emergency includes any human caused or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS, 466.605, contamination, utility or transportation emergencies, civil disturbance, riot, sabotage and war. This response plan will not address emergencies that are caused by disease, blight, infestation, or crisis influx of migrants unmanageable by the county for animals in a disaster as defined in the ICS system.

Host Site - Facility used to provide temporary housing and care of animals during a disaster. These could include pet friendly shelters run in conjunction with the Red Cross.

Livestock - Cattle, horses, sheep, goats, pigs, poultry and other animals designated by the State Department of Agriculture.

Livestock Control Specialist – Livestock control specialist designated to provide field services for animals in a disaster as defined in the ICS system.

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Major Disaster - Defined in 42 U.S.C. 5122(2), a catastrophic event that involves a large number of human deaths, injuries, or illnesses; substantial property damage or loss; or extensive disruption of public services; and in the determination of the President, is of such severity and magnitude that effective response is beyond the capabilities of the affected State or local government. For purposes of the Animal Disaster Response Plan, it will also include a catastrophic event that involves a large number of animal deaths, injuries, or illnesses.

Non disease Disaster - Disaster caused by nature or man and not disease producing biological organisms.

Service Animal - an animal that assists or performs tasks for a person with a sensory, emotional, mental or physical disability.

Welfare of Animals - Describes the good or satisfactory care of animals.

Zoonotic Disease - Disease that may be transmitted from animals to man.

Appendix 1-B   Proposed ICS Structure

Proposed ICS Structure for Animal Disaster Incidents

[**Planner note:** Insert updated graphic]

This proposed ICS structure is an example of how an animal disaster response team might be incorporated into the local emergency management Incident Command System. The extent of the disaster and the rules of establishing an Incident Command System that addresses span of control of personnel resources will determine the number of teams and their function.

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Appendix 1-C   Agencies that may have Responsibility In Columbia County

Agencies that may have Responsibility In Columbia County

STATE AGENCIES may provide the following services:

- **Oregon Animal Control Council**

- **Oregon Department of Administrative Services -** Assist in identifying resource providers and in purchasing supplies, equipment and services needed.

- **Oregon department of Emergency Management**

- **Oregon Department of Environmental Quality -**   Assist and coordinate with local agencies on carcass disposal, cleaning and disinfection.

- **Oregon Department of Fish and Wildlife -** Capture and relocate displaced wildlife. Provide care of diseased or injured wildlife and provide for euthanasia and disposal of diseased/injured wildlife.

- **Oregon Department of Human Services -** Coordinate with the Addiction and Mental Health Division to provide grief counseling support for animal owners experiencing need. Public Health Division, Acute and Communicable Disease Prevention Program will serve as a consultant on zoonotic diseases.

- **Oregon Department of Transportation -** Assist in movement of state resources during an animal disaster. Provide traffic control and routing assistance, barricades, and road monitoring. Provide equipment and operators to assist with animal disposal.

- **Oregon Humane Society**

- **Oregon National Guard -** To be called upon under the direction of the Governor to assist in animal disaster response and recovery as needed.

- **Oregon State Police -** Coordinate with local law enforcement throughout response and recovery and provide support as needed.

- **Oregon State University -** Through the College of Veterinary Medicine (CVM) provide veterinary support and expertise throughout an animal disaster as needed. Through CVM-Veterinary Diagnostic Laboratory provide appropriate diagnostic support services. Through Cooperative Extension Service provide coordination, communication,

and information dissemination between the emergency coordinators, industry groups and local communities during animal disasters.

LOCAL AGENCIES may provide the following services:

- **Columbia County Animal Control:**

  - Companion Animals

    - Help with overall animal operations; primarily companion animals.

    - Assist Columbia County Emergency Managers (CCEM) develop a local Animal-Disaster Response Plan.

    - Provide animal handling and rescue training for volunteers as requested by CCEM.

    - Assist CCEM in the rescue, sheltering and care of displaced animals.

    - Design and implement a portable temporary animal shelter for disasters.

  - Large livestock

    - Oregon Equestrian Trails (OET) will help with overall animal operations, primarily; livestock.

- **Columbia County Emergency Management Office** - Overall Emergency Management. Activates plan and oversees operations.

- **Columbia County Public Health Departments -** Assist CCEM respond to concerns about zoonotic diseases and disposal of animals with appropriate state agencies.

- **Columbia Humane Society**

- **Law Enforcement -** Assist CCEM and animal rescue groups in animal disaster response and recovery.

- **Saint Helens Animal Control -** Assist CCAC when possible

- **Search and Rescue -** Assist CCEM in animal disaster response and recovery.

PRIVATE AGENCIES that may provide the following services:

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- **American Red Cross -** Are required to allow service animals to enter human shelters during natural and man-made disasters per the Americans with Disabilities Act. Assist CCEM and other animal rescue planners, with providing space temporary animal shelters near human shelters. May provide public information regarding owner plans for evacuation of their animals.

- **Columbia County Farm Bureau -** Could assist with livestock logistical information

- **Humane Societies and other animal service organizations -** Assist state and local agencies in developing animal-disaster response plans. Coordinate with CCEM and other animal rescue groups to operate or assist with animal shelters and rescue of animals as a result of emergencies or disasters.

- **Oregon Veterinary Medical Association/Local Veterinary Medical Associations -** Assist state and local agencies develop animal disaster response plans. Assist local response agencies with locating and employing veterinary support during animal disasters.

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Appendix 1-D   Owner Agreements and Forms

Suggested Rules for Companion Animal Owners in an Emergency Care Facility

Animal owners or their agents agree to the following:

- You must have identification with you and on your cat or dog and animal cage at all times (see attached pet care outline).

- You may provide an animal kennel for your pet. However, it must be the appropriate size (large enough for the animal to lie down, stretch the feet and easily turn around).

- You may be asked about your animal's vaccination history.

- There may be designated "living areas" for residents and designated "living areas for cats and dogs. Residents may NOT bring their companion animal to the "residents living areas. Personnel entering the shelter may be limited and must have a wrist band showing animal ownership.

- Owners agree to feed, water, sanitize, and exercise their cat or dog on a scheduled frequency of before 10:30 AM and after 4:00 PM.

- Owners will not permit other shelter occupants to handle or approach their animal(s).

- Owners agree not to handle any other shelter occupant's pet.

- Owner agrees that if their animal(s) become unruly, aggressive, show signs of contagious disease, is infected by parasites (fleas, ticks, lice, etc...), the pet(s) may be removed to a more isolated location.

- Owner acknowledges that failure to follow these rules may result in the removal of their animal(s).

- Owner acknowledges that any decision concerning the care and welfare of their animals(s) and the shelter population as a whole are within the sole discretion of the local / county chief animal officer or designee – whose decisions are final.

- Any pet found abandoned or without an owner in the people shelter, will result in the animal being relocated to the nearest animal control facility with final disposition left to the discretion of the animal control authority. Unless prior arrangements are made with the Shelter Manager, an animal is considered abandoned when the owner has failed to take care of and sign the animal care form for 48 hours. If the owner fails to care for the animal for 48 hours, that animal will be

removed from the shelter and sent to the nearest animal control facility.

■ Owner shall permit their animal(s) to be examined to determine if medical or stress conditions are present and require attention. Owner also agrees to the administration of medication to alleviate symptoms.

I have read and agree to abide by the above rules and regulations

Owner name (please print) _____

Signature _____

Appendix 1-E   Request for Emergency Care and Release of Liability Form for all Animals

The undersigned are owners (agents) of the animal described as follows:

Name of animal: _____

Species: _____ Breed: _____

Description of animal:_____

_____

I (we) request emergency sheltering and/or evacuation of the animal listed above due to a pending or occurring disaster. I (we) hereby release the person or entity who is receiving the animal (herein called shelter worker) from any and all liability of injury or death during the care, transportation, and sheltering of the above animal during and following this emergency. Person or entity includes but is not limited to: Veterinarians assisting in the care of above animal; professional animal haulers; authorized emergency workers at relocation facilities and their designees; relocation facilities and their staff; any and all government agencies. The owners (agents) acknowledge that if emergency conditions pose a threat to the safety of animal, additional relocation may be necessary, and this release extends to such relocation.

The animal owners (agents) acknowledge that the risk of injury or death to the animal during an emergency cannot be eliminated (although every effort will be made to prevent harm to the animal) and agree to be responsible for any veterinary expenses which may be incurred in the treatment of their animal. Owners (agents) also acknowledge their responsibility to contribute financially to the feeding, and if possible, to the daily care of the animal.

Owners (agents) agree to claim animal within ten (10) days of admission into the shelter or notify shelter workers of other arrangements if owners (agents) are not able to claim above animal. Owners (agents) acknowledge that above animal could be adopted or relocated if animal is not claimed within ten (10) days.

Page 1 of Request for Emergency Care and Release of Liability Form for all Animals

I (we) will abide by rules of this facility regarding the care and management of my (our) animal(s) during their stay here.

Owner (agent)_____ Date _____
                   (Please print)

Owner (agent)_____ Date _____
                   (Signature)

Address _____

Phone number (s) _____

Witness _____Title_____

Page 2 of Request for Emergency Care and Release of Liability Form for all Animals

Appendix 1-F   Companion Animal Shelter Admission/Discharge Form

Owner Information

Date: _____

Name _____

Address:_____

City:_____   State:_____   Zip:_____

Home Phone: _____Work Phone: _____

Cell Phone: _____   Pager: _____

E-mail Address: _____

Place of Employment _____

Driver's License #: _____

How can you be contacted while your pets are here? _____

Please list anyone authorized to care for your pets while they are here at the shelter. (No one under 18 years is allowed in the animal living quarters.)

Name: Relation to Owner:

_____   _____

_____   _____

_____   _____

_____   _____

Pet Information			
	Pet A	**Pet B**	**Pet C**
Location of Pet			
Name			
Breed			
Date of Birth			
Color			
Gender			
Spayed/Neutered			

List Medication			
List Special Diet			
List allergies/illnesses			
Identifying marks, tattoos			
Micro-chip number			
Pet Medical History			
Rabies Vaccine			
DHLPP Vaccine			
Kennel Cough Vaccine			
FVRCP Vaccine			
Veterinary Information			
Current Veterinarian: _____ **Phone:** _____			
Other Information			

Do you have your own transportation: Yes _____   No _____

Phone: _____

Admission Date: _____

Owner/Agent (signature): _____

Discharge Date: _____

Owner/Agent (signature): _____

Appendix 1-G   Daily Check In/Out Form for all Animals

Visitor Log				
Page _____ of _____ Shelter Location: _____ Date: _____				
Owner Name	**Animal Name**	**Time In**	**Time Out**	**Comments**

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Appendix 1-H   Animal Care Form for all Animals

Pet Information

Pet Name: _____

Cage/Stall: _____ Impound/Identification #: _____

Legend

F= Food   **W**= Water   **Eating**= Y or N   **UR**= Urine   **BM**= Bowel Movement   **CC**= Cage Cleaned   **SC**= Stall Cleaned
Animals are to be walked/exercised by legal owners only

Details

Date	Shift	Care						Checked by		Notes
		F	W	E	UR	BM	CC	Owner	Volunteer	
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									

Details										
Date	**Shift**	**Care**						**Checked by**		**Notes**
		F	**W**	**E**	**UR**	**BM**	**CC**	**Owner**	**Volunteer**	
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									
	AM									
	PM									

Appendix 1-I   Companion Animal labels

[**Planner note:** Insert PDFs of labels to ensure printing is accurate each time]

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Appendix 1-J   Individual Large/Small Animal Shelter Admission/Discharge Form

Owner Information

Date: _____

Name _____

Address:_____

City:_____   State:_____   Zip:_____

Home Phone: _____Work Phone: _____

Cell Phone: _____   Pager: _____

E-mail Address: _____

Place of Employment _____

Driver's License #: _____

How can you be contacted while your pets are here? _____

Please list anyone authorized to care for your animals while they are here at the shelter. (No one under 18 years is allowed in the animal living quarters.)

 Name: Relation to Owner:

_____   _____

_____   _____

_____   _____

_____   _____

Animal Information			
	Animal A or ID#	**Animal B or ID#**	**Animal C or ID#**
Stall Number			
Name			
Breed			
Date of Birth			
Color			
Gender			

Intact/Neutered			
Medication required			
Special diet required			
Any allergies/illnesses			
Identifying marks, tattoos			
Micro-chip number			
Current Vaccinations			

Veterinary Information

Current Veterinarian: _____

Phone: _____

Other Information

Do you have your own transportation: Yes _____   No _____

Admission Date: _____

Owner/Agent (signature): _____

Discharge Date: _____

Owner/Agent (signature): _____

**Appendix 1-K   Multiple Large/Small Animal Shelter
Admission/Discharge Form**

Owner Information

Date: _____

Name _____

Address:_____

City:_____   State:_____   Zip:_____

Home Phone: _____Work Phone: _____

Cell Phone: _____   Pager: _____

E-mail Address: _____

Place of Employment _____

Driver's License #: _____

How can you be contacted while your pets are here? _____

Please list anyone authorized to care for your animals while they are here at the shelter. (No one under 18 years is allowed in the animal living quarters.)

 Name: Relation to Owner:

_____   _____

_____   _____

_____   _____

_____   _____

Animal Information

Circle Species: Horse   Cattle   Sheep   Goats   Swine   Camelid   Other

Identification	Stall	Breed	Age	Gender	Brand Location

Current Vaccinations

Veterinary Information

Current Veterinarian: _____

Phone: _____

Other Information

How did you become aware of this shelter? _____

Do you have your own transportation: Yes _____   No _____

Admission Date: _____

Owner/Agent (signature): _____

Discharge Date: _____

Owner/Agent (signature): _____

Appendix 1-L   Suggested Rules for Owners/Agents with Livestock in an Emergency Care Facility

Owners and/or their Agents agree to:

■ Keep your animal(s) in assigned stall(s) or pen(s) or under owner/agent control in the designated exercise area during scheduled time. (Exercise areas may not be available at some locations).

■ Agree to properly feed and water your animal(s) and sign the animal care sheet twice a day, before 10:30 a.m. and again after 4:30 p.m.

■ Agree to clean your animal(s)' enclosure(s) at least daily and more often if necessary or required.

■ Agree to sanitize the feed and water containers and the stall/pen area when your animal leaves the facility.

■ Not permit unauthorized shelter occupants to handle or approach owner's animal while it is in this facility and agree not to handle any other owner's sheltered animals.

■ Maintain proper identification on their animal, the stall or pen and on themselves at all times.

■ Permit the examination of your animal(s) to determine if medical or stress conditions are present and require attention. Also, agree to the administration of medication to alleviate symptoms by animal facility personnel if they cannot.

■ Acknowledge that failure to follow these rules may result in the removal of your animal(s). Further understand that if your animal(s) becomes unruly, aggressive, shows signs of contagious disease, is infested with parasites, or begins to show signs of stress related conditions, the animal maybe removed to a more isolated location.

■ Understand that any decision concerning the care and welfare of your animal(s) and the animal population in the facility as a whole are within the sole discretion of the facility manager or designee, whose decisions are final.

■ Certify that your animal(s) has no history of aggressive behavior and has not been diagnosed with any contagious diseases for which it has not received successful treatment.

I have read and agree to abide by the above rules and regulations.

Owner name (please print) _____

Signature _____

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Appendix 1-M   Local Animal Response Team

Branch Director: _____   Phone: _____

Branch: _____   Cell: _____

Deputy Branch Director: _____   Phone: _____

Cell: _____

Group Supervisor: _____   Phone: _____

Group: _____   Cell: _____

Team Leader: _____   Phone: _____

Team: _____   Cell: _____

Other Team Members: _____   Phone/Cell: _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

Team Leader: _____   Phone: _____

Team: _____   Cell: _____

Other Team Members: _____   Phone/Cell: _____

_____   _____

_____   _____

_____   _____

_____   _____

_____   _____

Group Supervisor: _____   Phone: _____

Group: _____   Cell: _____

Team Leader: _____   Phone: _____

Cell: _____

ESF 11. Agriculture and Natural Resources

Companion Animal Response Team - Volunteer Questionnaire

1. **Are you willing to participate in the Companion or Large Animal Response Team?**

   Companion Animals   Yes_____ No_____

   Large Animals: Yes_____ No_____

2. **If yes, what areas do you wish to participate? (If marked yes for both species please specify below)**

   General Volunteer work: _____

   Provide a Host Site for evacuated animals: _____

   Assist in Evacuation/Rescue work: _____

   Assist in Shelter work for evacuated animals: _____

3. **I feel competent working with the following animal species:**

   Dogs _____   Cats _____

   Birds _____   Reptiles _____

   Exotics _____   Other _____

4. Contact Information:

   Name: _____

   Address: _____

   City/State/Zip: _____

   Home phone: _____ Work phone_____

   Cell: _____ Email: _____

5. Have you been trained in emergency response/rescue or other training programs such as the Incident Command System? Yes _____   No _____

   If yes, list the training: _____

6. Are you willing to participate in emergency training programs?

   Yes____   No___

ESF 11. Agriculture and Natural Resources

Livestock/Small Animal Response Team Volunteer Questionnaire

1. Are you willing to participate in the Livestock Disaster Response Team?

    Yes_____   No_____

2. If yes, what areas do you wish to participate?

    Volunteer work_____

    Provide a host farm site for evacuated livestock_____

    Provide transportation for evacuated livestock_____

3. I feel competent working with the following animal species:

    Horse/ponies _____   Alpaca/llama _____   Cattle/calves _____

    Bees _____   Sheep/lambs _____   Goat _____

    Bison _____   Swine _____   Rabbits/Cavies _____

    Mules/Burros/Donkeys _____   Poultry/turkeys/other fowl _____

    Others _____

4. I have a horse/stock trailer and vehicle to provide for evacuating livestock/small animals.

    The capacity is _____(number)   _____(specie).

5. I would like to volunteer to be a host farm site in case of emergency evacuation.

    I can care for _____(number) _____(specie) for _____(days).

6. Contact Information:

    Name: _____

    Address: _____

    City/State/Zip: _____

    Home phone: _____ Work phone_____

    Cell: _____ Email: _____

7. Are you willing to participate in emergency training programs?

    Yes____ No____

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Appendix 1-N　　　**List of Hotels and Motels that Accept Animals**

Hotels / motels that accept animals in the Columbia County Area (Note: Some hotels and motels will ease pet restrictions during an emergency situation)

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Hotel/motel name: _____

Address: _____

Phone number: _____ Number of rooms: _____

Types of animal allowed: _____

Appendix 1-O   Volunteer Resource List

VOLUNTEER RESOURCES (Note: emergency management should seek and use volunteers who are animal care professionals and/or credentialed animal responders. The use of non-trained people may result in increased numbers of injuries, animal losses and animal mishandling and should therefore be avoided)

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Name: _____

Address: _____

Phone number: Cell:_____Home_____Alt:_____

Animal Care Experience/credentials:_____

_____

_____

Appendix 1-P   Veterinary Resource List

Oregon Department of Agriculture
State Veterinarian
(503) 986 4680
After hour emergencies: Same number

USDA APHIS VC
Area Veterinarian In Charge
(503) 399 5871

Oregon State University College of Veterinary Medicine
Veterinary Diagnostic Lab (541) 737 3261
Small Animal Services (541) 737 4812
Large Animal Services (541) 737 2858
Extension Veterinarian (541) 737 5853 or (541) 737 7667

Oregon Department of Fish and Wildlife
Wildlife Veterinarian (541) 757 4186

Oregon Veterinary Medical Association
Executive Director (503) 399 0311, (800) 235 3502

Private Veterinarians

Veterinary Clinic

Name:_____

Veterinarian(s) name(s):_____

_____

Address:_____

Clinic phone:_____ Emergency phone:_____

Species treated (check all that apply)

___ Companion   ___ Avian   ___ Exotic   ___ Equine   ___ Livestock

___ Cervid   ___Other

Veterinary Clinic

    Name:_____

    Veterinarian(s) name(s):_____

    _____

    Address:_____

    Clinic phone:_____ Emergency phone:_____

    Species treated (check all that apply)

    ___ Companion   ___ Avian   ___ Exotic   ___ Equine   ___ Livestock

    ___ Cervid   ___Other

Veterinary Clinic

    Name:_____

    Veterinarian(s) name(s):_____

    _____

    Address:_____

    Clinic phone:_____ Emergency phone:_____

    Species treated (check all that apply)

    ___ Companion   ___ Avian   ___ Exotic   ___ Equine   ___ Livestock

    ___ Cervid   ___Other

Veterinary Clinic

    Name:_____

    Veterinarian(s) name(s):_____

    _____

    Address:_____

    Clinic phone:_____ Emergency phone:_____

    Species treated (check all that apply)

    ___ Companion   ___ Avian   ___ Exotic   ___ Equine   ___ Livestock

    ___ Cervid   ___Other

Appendix 1-Q   **Animal Host Site Questionnaire**

1. Are you willing to participate in companion or large animal emergency housing?

Companion animals: Yes_____ No_____

Large animals Yes _____   No _____

2. If yes, list your name and the name of your facility/farm if applicable:

Name: _____

Facility/Farm name: _____

Address: _____

Telephone No: _____

Fax No: _____

Cell No: _____

3. What species and number will you accept?

Dog___   Cat___   Bird___   Reptiles___   Exotics___   Cattle/calves___

Horses/ponies___   Sheep/lambs___   Goats___   Swine___   Bison___

Rabbits/Cavies___   Alpaca/Llama___   Bees___   Mules/Burros/Donkeys___

Poultry/Turkeys/other fowl _____ (type & number)

Other_____ (specify)

4. Are you willing to provide housing pro bono or at a reduced fee for those people who do not have the financial resources to pay because of the disaster?

Pro Bono_____   Reduced fee_____   Neither_____

5. Are there minimal requirements for entry into your facilities/farm?

Yes_____ No_____

If yes, list requirements _____

_____

6. Are you willing to waive any part of these requirements? Yes_____ No_____

7. How would you handle sick or injured animals? _____

   _____

8. Do you have an isolation area/room(s) that could be used? Yes_____ No_____

9. How would you handle animals on sustaining medications? _____

   _____

10. List two employees with their home phone and cell phone numbers who can be contacted to coordinate your acceptance of animals if the disaster occurred when your facility is closed at night or weekends.

   Name_____

   Home Phone _____   Cell Phone _____

   Name_____

   Home Phone _____   Cell Phone _____

11. Other Comments:

   _____

   _____

Appendix 1-R   Checklist for Animal Host Facilities

Facilities may include boarding kennels, pet stores, farms, animal shelters, and veterinary hospitals. Information collected should include but not limited to the following:

- Contact information, including owners and employees of the facility, veterinarian and volunteers that can assist in transporting animals to safety or temporarily house the animals in a disaster. Post the list where it is readily accessible.

- Have a written evacuation plan.

- Plan to care for the well and injured or sick animals. Include the veterinarian in your plan.

- Have alternate sources of water and power, in case utility service is lost.

- Plan for multiple means of communication. In a major disaster, cell phones may not work.

- Identify an emergency staff member that can take charge if the owner is not available.

- Plan for disposing of dead animals and list priorities (render, burial, compost, incinerate).

- Discuss the options and get approval from Oregon Dept of Environmental Quality, and Oregon department of Agriculture, Natural Resources.

- Make a resource list to include but not limited to transportation of animals, personnel required, alternate shelters, food and water, etc. Identify where the resources are coming from. If you have the resources, have them located in one location, properly identified and maintained (example, start your generator periodically).

- Have drills and discuss the procedures with staff and volunteers.

- Have written agreements with county/city emergency response officials.

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ESF 11. Agriculture and Natural Resources

Appendix 1-S   Animal Transportation Resource List

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Name of Hauler: _____

Address: _____

Phone (Home): _____ (Cell)_____ (Alt)_____

Type of vehicle/animal species hauled/capacity: _____

_____

_____

Appendix 1-T   Animal Care Resource List (feed, bedding, and confinement)

Consider the following businesses for obtaining these resources: pet supply stores, tack shops, feed elevators, farm equipment supply stores, hardware stores, grocery stores, pharmaceutical and medical supply companies or distributors. Large private farms may also have needed resources. These suppliers should be contacted in advance of an incident and pertinent information should be periodically updated. Make copies of this sheet to accommodate all information.

Business Name: _____

Business Address:_____

Contact person (owner/manager):_____

Phone number:_____

Alternate phone in case of emergency: home:_____ cell:_____

Supplies available:_____

_____

_____

Business Name: _____

Business Address:_____

Contact person (owner/manager):_____

Phone number:_____

Alternate phone in case of emergency: home:_____ cell:_____

Supplies available:_____

_____

_____

Business Name: _____

Business Address: _____

Contact person (owner/manager): _____

Phone number: _____

Alternate phone in case of emergency: home: _____ cell: _____

Supplies available: _____

_____

_____

Business Name: _____

Business Address: _____

Contact person (owner/manager): _____

Phone number: _____

Alternate phone in case of emergency: home: _____ cell: _____

Supplies available: _____

_____

_____

Business Name: _____

Business Address: _____

Contact person (owner/manager): _____

Phone number: _____

Alternate phone in case of emergency: home: _____ cell: _____

Supplies available: _____

_____

_____

Appendix 1-U   Companion Animal Owner Evacuation Request Form

Form for people requesting evacuation of their companion animals

Name: _____ Phone #: _____ Cell #: _____

Address: _____

1. The normal population of animals at my house is:

    Dogs_____   Cats_____   Birds_____

    Other _____

2. These animals are normally:

    Confined in the house._____   Loose in the yard._____

    In a cage in the house._____   Leashed outside._____

    Other _____

3. It would take me _____ (hrs/min) to gather my animals for transport.

4. My animals are identified by:

    Photographs _____   Registration papers_____

    Electronic ID implants _____ Other _____

5. Evacuation equipment and personnel

    I have collars and leashes available for my animals. Yes____No____

    I have transportation to evacuate all my animals.   Yes____No ____

    I will need assistance in evacuating my animals.   Yes____No____

    I have relatives/friends who can help me.   Yes____No____

    Name _____   Phone # _____

    Name _____   Phone # _____

    If I am not available, _____(name/phone #)
    will act on my behalf.

6. Destination (plan for minimum of 5 miles).

    I will take my animals

    _____ to the designated shelter   _____ to other facilities listed below

    Name_____

    Location _____

    Phone # _____

    The best direct route:_____

    _____

    The best alternate route:_____

    _____

7. My veterinarian is: _____

    Phone number is: _____

Appendix 1-V   Livestock/Small Animal Owner Evacuation Request Form

Form for people requesting evacuation of their livestock

Name _____

Phone #_____Cell#_____

Address_____

1. My farm can house or pasture the maximum number of animals listed below:

    Horses/ponies_____   Bison _____   Cattle/calves_____

    Rabbits/Cavies _____   Sheep/lambs_____   Alpaca/Llama _____

    Goats_____   Bees _____   Swine_____   Mules/Burros/Donkeys _____

    Poultry/Turkeys/other Fowl_____

    Other_____   (list the species)_____

2. The normal census of animals on my farm is:

    Horses/ponies_____   Bison _____   Cattle/calves_____

    Rabbits/Cavies _____   Sheep/lambs_____   Alpaca/Llama _____

    Goats_____   Bees _____   Swine_____   Mules/Burros/Donkeys _____

    Poultry/Turkeys/other Fowl_____

    Other_____   (list the species)_____

3. These animals are normally:

    Confined in swine/poultry houses or barns_____

    In paddocks_____   On pasture_____

4. It would take me _____hours to gather my animals/birds for loading.

5. My animals are identified by:

    Photographs (both sides of animal)_____   Registration papers._____

    Electronic ID (implant or RFID ear tag)_____   Ear tattoo_____

Lip tattoo_____   Ear tag_____   Wing band_____

Neck band_____   Brands_____

6. Evacuation equipment and personnel.

I have ____ (number) of stock trailers.

I can haul ____ (number) animals/birds per load.

To evacuate all my animals, I will need ____ (number) more trailers.

I will be able to use trailers from:

Name _____Phone_____

Name _____Phone_____

7. My trailer is/is not usually hitched to a tow vehicle.   It takes _____hrs/min.
to hook up the trailer.

8. I can rely on ____ (number) of competent people to help me evacuate my
animals.

Name _____ Phone _____

Name _____ Phone _____

Name _____ Phone _____

If I am not available, _____(name/phone#) will
act on my behalf. It will take _____ (hrs/min) for them to be available.

9. Destination and routes (plan for minimum of 5 miles). The barn or house
where I will take my animals are:

Name_____Phone_____

Address_____

Best direct route:_____

_____

Best alternate route:_____

_____

10. It will take _____ (number) trips to evacuate my animals.

11. If I cannot evacuate all my animals, the following is the priority of animals I prefer to evacuate first.

_____

_____

12. My veterinarian is _____

The phone number is_____

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Appendix 1-W   Companion Animal Owner's Guide for Disaster Planning

Develop an Emergency Plan and Practice It:

How can you get started with emergency preparedness? Start by imagining the types of disasters that you might encounter. This is the first step toward developing an effective disaster plan. Then, develop a general family disaster plan. The federal and local emergency management agencies and the American Red Cross have brochures that will help you develop your plan.

Some points on plan development include:

- Practice evacuation of your family and pets until you can evacuate within a few minutes.

- Decide on a place where your family will meet if you get separated.

- Decide who will take care of your pet and where he or she will stay during a crisis.

- Consider having your pets and animals micro-chipped to assure proper identification of your pets and animals if they should become separated from you

- If you have a personal emergency, make arrangements for pet care with neighbors, family and friends. Make sure they have keys to your house and leave information on where you will be, how you can be reached, which room the animals are in, and how to care for your pets.

- Do not leave unfamiliar foods and treats for your pet. They may overeat which leads to intestinal problems. Provide water in a heavy bowl that cannot be tipped over.

- Always keep exotic pets in separate rooms. Many exotic pets can be very dangerous to disaster personnel and other animals not familiar with them or who encounter them unexpectedly. Leave warnings and handling instructions for all exotics, especially poisonous ones.

- Paste labels clearly for rescue workers to see what animals they will encounter, how many and where they can contact somebody familiar with how to take care of them.

- For disaster or local emergency situations, think of who you would phone outside of your area. Often people cannot phone into a disaster zone, but it is possible to phone out. An out-of-state contact can help relay information and keep your family connected. The best

emergency plans involve many people and systems that can back each other up. Here are some people and groups you need to get involved:

- Family

- Friends

- Neighbors

- Your veterinarian

- Your local animal control or humane shelter

- Local boarding and grooming kennels

- Local hotels and motels in your area that accept pets

Disaster Preparedness Checklist for Animal Owners.

Following are items every animal owner should have in preparation for a disaster that may require animal rescue:

- Your written family disaster plan

- Disaster preparedness kit (see below)

- Crate and bedding

- Food, water, manual can opener, and dishes

- Plastic bags, paper towels, newspaper (when shredded, can be used as cat litter), disinfectant

- Collar, leash, harnesses

- Muzzles, gauze rolls

- Identification tags

- Current medical and vaccination records. Vaccination examples are rabies, distemper, parvo and bordatella for dogs and feline rhinotracheitis for cats. Check with your veterinarian about other vaccinations.

- Extra bottles of daily medications or copies of prescriptions with current expiration date

- Current photos

- Pet comfort items: towels, blankets, toys

- List of hotels, motels and boarding kennels that accept pets

■ Detailed instructions for animal care and rescue workers

■ First aid kit

■ Flashlights, batteries

■ Copies of health certificates

■ Out-of-state telephone contact

Accustom Your Pets to Actions Needed in a Disaster

■ Train your dog. Obedience may save its life during an emergency and help to make it a welcome guest.

■ Familiarize your pet with its transport crate before a crisis.

■ Familiarize your pet with being transported. You can practice drills with your pet by getting it used to riding with you in your car. That way it will not be unduly alarmed if it has to evacuate in a disaster.

■ Cats can be very difficult to catch when they are stressed or afraid. Practice catching and transporting your cat in a crate and carrying it around the house. This will allow your pet to become familiar with the transport box.

Prepare a Disaster Kit for Each Pet

You should have a disaster kit for each pet. Do not store kits in the kitchen or the garage. These are frequently the areas where fires start.

Kits and their contents should be easily retrieved and kept in rodent-and ant-proof containers. Check the contents of the disaster kits twice a year when the clocks change for daylight savings. Rotate all foods into use and replace with fresh food every two months.

Here are some items that are recommended for your disaster kit:

■ Extra collars and tags, harnesses and leashes for all pets (including cats).

■ Muzzles may be needed to control agitated and aggressive animals ─ for dogs, these can be made from gauze rolls or panty hose. A muzzle or towel can be used for cats. A towel can be used to restrain your bird if it becomes agitated and aggressive during the confusion.

■ Extra pet food to avoid diet changes in stressful situations.

■ Toys or blankets your pet will find familiar.

■ A manual can opener.

■ Food, water, and bowls for each pet.

■ Paper towel, plastic bags, and spray disinfectant for animal waste clean up.

■ Copies of your pet's medical and vaccination records. Boarding facilities may not accept your pets without proof of vaccination or health records.

■ If your pet is on medication, ask your veterinarian about keeping extra supplies of medication or a copy of the prescription for these medications in your kit. Mark your calendar to replace medications before they expire.

■ A recent photo of your pet.

■ Purchase a crate or container for your pet. Your crate should be easily accessible and large enough for your pet to stand up and turn around. Since animals may be sheltered in open facilities, make sure there is enough bedding to keep them warm. You should also label the crate with your pet's name, your name and where you can be reached.

■ Pet first aid kit. The kit should include only materials that you know how to use.

■ Remember that if your pet has a problem and you do not know exactly what it is, you should consult a veterinarian.

■ **Useful items for a first aid kit for pets include:**

    ● Bandaging materials to cover wounds

    ● Animal antiseptic ointment

    ● Clippers

    ● Latex gloves

    ● Tweezers.

Special Recommendations for Birds

The care of birds in disasters requires special consideration. Following are some recommendations.

■ Determine if your birds need a continuous supply of power. Purchase a generator to meet your facilities' needs. Make sure your generator is in good running condition by starting it monthly.

■ Make sure you have a sufficient water supply. Large water containers with chlorinated water (10 drops of chlorine bleach to each gallon of water) can be used to store water that prohibits bacterial growth. Store water away from sunlight.

■ Aviaries should be equipped with an overhead sprinkler system. This will be very important to minimize smoke inhalation, cool the air and reduce the chance of burn injuries.

■ Aviculturists should have enough carriers on hand to evacuate all birds. Many birds will run into their nest boxes during a crisis. Nest boxes should be equipped with quick-release latches and a hinge-type cover over the entrance to enable you to remove the nest box and use it as a pet carrier. Flights should be constructed with easy access into and out of them.

■ Birds often require specialty foods. Make sure you know what these are and where you can get them. Although surplus food can often be refrigerated, this may not be possible in a disaster, when the power supply is out.

■ If vaccinations are appropriate for your bird, be sure they are up-to-date. Consult your veterinarian to learn which vaccinations are appropriate.

■ Birds should be tested and free of psittacosis and tuberculosis. These are serious diseases and are transmissible to many other animals and people.

■ Do not leave your birds where they can be exposed to fumes from fires or chemicals. Birds are sensitive to smoke and fumes and succumb more quickly to smoke than most other animals.

Actions to Help Ensure a Safe Response to a Disaster

■ Stay calm and assess the situation.

■ Never put yourself or others at risk. Do not attempt to rescue your pet if your life or health or that of others may be placed in danger.

■ Crate your cat or dog immediately. If you do not, your pet may sense danger.

■ This will make them want to hide and they become more difficult to catch and crate.

■ Listen to the emergency alert system on your radio or television for instructions on what you should do and whether special arrangements

have been made for people with pets. Follow any emergency alert guidance that is provided and incorporate them into your actions.

■ If your pet has been exposed to chemicals, get information on how to handle it without harming yourself. You should have identified sources of veterinary care and other information in your emergency plan.

■ Under no circumstances should you ever leave your pet behind, tied up outside or let them loose to fend for themselves. Roaming dogs are a public health hazard and owners remain responsible for any injuries or damage caused by the dog. In large disasters where loose animals become a problem, animal control shelters often have no other option than to treat these animals as abandoned. Many pets have to be adopted, fostered, or euthanized.

■ Make sure somebody knows where you can be contacted and what the needs and location of your pets are.

Recovery Period Guidelines

■ Check your pet for injury and exposure to chemicals. If you have any concerns about the health

■ of your pet or their exposure to hazardous materials, contact a veterinarian before you attempt to treat them.

■ If you have to move to new surroundings, do not remove your pet from its crate until it is calm. Do so only in a closed room.

■ Be careful in allowing your cat or dog out after a major disaster. Follow the recommendations of the emergency management personnel as to whether the environment is safe for you and your pet.

■ Give your pet small amounts of food and water several times throughout the day.

■ The volumes of food may be increased to normal over three to four days.

■ Let your pet have plenty of uninterrupted sleep. If you still have your pet's favorite toys, encourage them to play. This will allow them to recover from the stress and trauma.

■ Avoid unfamiliar activities with your pet, such as bathing, excessive exercise, or diet supplements. Try to avoid diet changes.

■ If you and your pet are separated, pay daily visits to local shelters, animal control facilities, veterinary offices and kennels until you have found it. A phone call is often not as effective as a visit. You can also

post photos of your lost pet. If your pet has tattoos, a microchip or other permanent identification, this will increase the chances of finding it. Be aware that collars and tags are sometimes lost.

■ If you find a stray animal, take it to a shelter or other facility set up for lost and found animals. Place an advertisement in the local newspaper to inform the owner where the pet was taken. Often newspapers run found ads for free.

■ Share your experiences with friends and family. Talking about your experiences will help you deal with them and offers great stress relief.

■ Consider seeking professional counseling, as recovery is aided when guided by professionals experienced in dealing with disasters.

■ Any unfamiliar stress on an animal raises potential concern about its well-being. Animal welfare can be compromised in disasters in the following ways.

- Being left without food and water in secured areas

- Prolonged confinement in cages in animal shelters and lack of socialization

- Lack of appropriate veterinary care

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Appendix 1-X   Emergency Housing and Care of Household Pets and Exotics

Background

For purposes of public shelter, "pets" are defined as dogs and cats, service animals, and exotics such as small mammals, small reptiles and caged birds. Some exotic species require highly specialized care and housing; in this case, the CART may assist owners in finding alternative shelters for these animals. Many humane groups, animal shelters and rescue groups can provide trained care and housing for exotic species.

While the sheltering and protection of companion animals are the owners' responsibility, studies show that up to 60% of the population may refuse to evacuate without their animals. In addition, citizens with special needs (individuals with mental or physical challenges who require evacuation assistance) may require assistance in evacuating their pets. Therefore, in the interest of public safety, animal owners may be assisted in finding shelter and care for their animals during a public emergency.

Domestic pets of evacuated citizens may be sheltered at private boarding kennels and veterinary hospitals as close to the evacuation shelters as possible, or other facilities designated by the County Animal Response Team. Upon activation of evacuation shelters for citizens, the County Animal Response Team may initiate the opening of temporary animal boarding facilities. A representative of the County Animal Response Team will be assigned to evaluate the animal's health and condition, and assist in transporting pets to these shelters. They will also ensure that a tracking system is in place to identify the rightful owners of sheltered pets. All reasonable steps will be taken to prevent the spread of communicable and/or zoonotic diseases during this time.

Domestic animals that are lost, stray, incapable of being cared for by their owners, or a danger to themselves or the public will be the responsibility of the CART. These animals will be sheltered, fed and, if possible, returned to their owners. If the animals cannot be returned to their owners, their disposition will be handled in accordance with established animal control procedures.

Behavior during the disaster event

Capturing pets during a disaster is made more difficult because the pet's normal behavior may be overridden by survival instincts. Injuries, especially to young animals, are much more likely during a disaster. In the event that animals cannot be rescued due to the emergency, food and water may be delivered to the animals by the appropriate agency when possible.

Behavior during the immediate aftermath

Most pets, if given food, water and a cage in which they are able to stand or lie down, will acclimate well with their new surroundings. The more antisocial animals, especially cats, may be calmed by providing them with a box in which to hide inside the cage or by covering the cage with a towel or blanket.

Capture, containment, and restraint

Human life will not be risked to capture loose animals. However, many pets are socialized to human beings, and are easily caught. Offering food may allow capture of loose, hungry dogs and cats. In many disasters, there is too much noise and commotion during the day, and displaced pets (especially cats) will stay hidden. Baited traps placed at night in the cat's home territory are very effective. Dogs are not trapped as frequently as cats, as they tend to move around whereas cats are often found in their home territory.

The most common and available method of restraint of dogs is the muzzle and leash. Cats that can be caught may be subdued by wrapping tightly in a large heavy towel with only the head extended. Slip nooses can be used with traumatized, aggressive animals.

Tranquilization or sedation of injured animals may be necessary. Tranquilization will be done under supervision of qualified personnel.

Animal identification methods

Pet identification methods consist of microchips (shown to be most effective animal ID/tracking method during an emergency), collar and tags, or tattoos on the inside of the ear, the lip, or the inside of the hind leg. Every animal should have some form of identification on it when it comes into a designated shelter. Animals without prior identification may be temporarily identified by affixing an identifier to the animal. A corresponding numbered animal description sheet will be filled out on all animals entering a designated shelter.

Nutritional requirements

Qualified personnel will supervise dietary needs so that a nutritious and appropriate diet is provided for each species. Clean water should be provided daily at the rate of 1/2 gallon for average-sized dogs and 1 pint for cats. Because contaminated water may contain pathogenic organisms, chlorine may be used to make it safer. Sodium hypochlorite (household bleach) at the rate of 2 gallons per 100 gallons of water will be beneficial. Ideally, the water should be tested, but during a disaster, this may not be possible. Alternatively, bottled water may be used.

Health concerns

Emergency conditions that lead to commingling of animals from different locations increases the potential for spread of infectious disease. Some of the greatest risks to dogs and cats are canine parvovirus, canine distemper, feline

infectious peritonitis, feline leukemia virus, feline panleukopenia, and internal and external parasites. Unvaccinated puppies and kittens will often become sick and require treatment. Even the best managed facility will contract some stress-related respiratory disease and a treatment center or separate area should be set up to care for sick pets.

Severe traumatic injuries will require individual examination and treatment. Lacerations and fractured bones are some of the injuries that may occur in a disaster. Qualified veterinary personnel will supervise treatment and pain management.

Housing and sanitation

Dogs and cats and other legal domestic companion animals will be housed at the animal shelter or other specialized shelters. Animals should be housed individually and separated by species and sex. Bedding should be provided when appropriate. Animal enclosures should be kept clean and dry. Portable cages may be used to provide temporary shelter. Temporary dog runs may be created using chain link panels obtained from construction companies or businesses that rent temporary fencing. The chain link panels should be 6 to 8 feet long with no gap along the bottom. Manure disposal will be in accordance with county and state regulations.

Zoonoses concerns

Zoonoses are diseases which can be transmitted from animals to people and from people to animals. Some of the risks from domestic pets are: internal and external parasites, leptospirosis (which can be shed in urine), enteric pathogens such as cryptosporidia and giardia, and rabies. Careful handling and disposal of animal wastes is important. Contaminated water can be a source

of pathogens, therefore caretakers should use caution in handling animals with diarrhea and never consume water from an unapproved source. Any animal bites should be reported and handled with the utmost of precaution by appropriate medical personnel.

Euthanasia and disposal

The recommended method of euthanasia for dogs and cats is with an appropriate chemical injection or by other acceptable methods. Qualified personnel will perform euthanasia. Because of the mass injuries that can occur in a disaster, the volume of chemical euthanasia solution or other euthanasia compounds on hand may be exhausted early. Should this occur, acceptable alternate euthanasia methods will be used (see the American Veterinary Medical Association's Panel on Euthanasia report). Records will be kept on all euthanized animals. Citizens who are missing an animal will have access to those records which may help identify their animal. Animal carcasses will be disposed of according to

established Animal Control procedures. Refer to Oregon Department of Agriculture's Mass Carcass Disposal Plan for disposal requirements.

Appendix 1-Y   Livestock/Small Animal Owner's Guide for Disaster Planning

Planning and Preparing for Livestock/Small Animal Disasters

Assess the most likely disaster that may affect you and your livestock/small animals and prepare for that event. Develop a disaster action plan for natural and manmade disasters such as floods, fires and earthquakes. Your ability to act quickly and decisively may make the difference between life and death for your livestock/small animals and your family. The nature of the disaster may determine whether you shelter in place or evacuate. Have your local Emergency Manager and Extension Specialist contact information so you can get current information and recommendations on available shelters and status of the disaster or emergency. Public service announcements during an emergency will give you similar information.

Steps to Protect your Livestock/Small Animals

- Assess your property and identify the best place to shelter your animals with the possible disaster. Make arrangements with a neighbor or friend who know the animals to shelter them for you if you are gone.

- Check alternate water sources. A power outage may occur in a disaster. Test generators and ensure they have enough fuel.

- Have enough water and feed for 48-72 hours. If you must evacuate, have water containers with water and feed available for the number of animals evacuated.

- Prepare for possible evacuation of livestock/small animals from your property. Find alternate locations, such as private stables, racetracks, fairgrounds, equestrian centers, private farms and humane societies.

- Make arrangements for your animals in advance. Know where you would bring your animals and contact the persons in charge of the facility.

- Practice loading horses and other livestock that would be evacuated, so they load easily and are familiar with the trailer. Have proper loading facilities for commercial herds of livestock.

- Keep trailers and vans well maintained, fueled and ready to travel at all times.

- Permanently identify each animal by tattoo, microchip, brand, tag or photograph.

■ Place a permanent tag on each halter that includes your name, phone number and the animal's name. If a disaster strikes suddenly, a temporary and quick method of identifying is by painting or etching the hooves, use a neckband, or paint your telephone number on the animals before you move them.

■ Prepare an identification packet that includes up-to-date vaccination and medical records. The packet should include the animal's complete description and/or registration papers, and any medication the animal is on with the name and phone number of the attending veterinarian. Your name address and other contact information should also be in the packet. The information should be kept in a sealable plastic bag.

■ Keep insurance on property and animals current.

■ Develop a priority list of which animals to save or evacuate if all cannot be saved.

■ Inform farm personnel and others who will move your animals in your absence.

■ Listen to the Emergency Alert System. Include a portable, battery-powered radio in your disaster travel kit.

■ If you must leave your animals unattended at home, leave them in an area appropriate for the type of disaster, for example, on high ground in a flooding situation.

■ Leave enough water for the anticipated length of time expected to be gone.

■ Automatic watering systems will fail in a power outage.

■ If you evacuate and take your animals, take all records, the emergency disaster travel kit (see travel kit list below) and sufficient feed and water, for a minimum of 48-72 hours.

Emergency Disaster Travel Kit

■ Plastic trash barrel with a lid and a water bucket

■ Leg wraps, fire-resistance non-nylon leads and halters, cotton rope

■ Portable radio, a flashlight with extra batteries, and a backup generator if possible

■ Sharp knife, wire cutters, tarpaulins, water, soap and bleach for sanitizing

■   Identification packet and medical records (see above)

■   Emergency first aid kit for animals to include: bandage scissors, duct tape (place on hoof, not around leg), hoof knife, disposable gloves, livestock chalk, thermometer, large syringe for flushing wounds, tweezers or forceps, twitch for horses, cotton pads or rolls (disposable diapers make excellent bandage material), elastic tape, polo wraps, vetrap or other self-adhesive wrap, antibiotic ointment, betadine or disinfectant, electrolytes, hydrogen peroxide, saline solution for eye flush, wound powder to stop bleeding.

■   Emergency cash, food and water for the family

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Appendix 1-Z　Guidelines for Handling Horse and Cattle During Emergencies

Guidelines for Horses During Emergencies

Adapted from the American Veterinary Medicine Association Disaster Preparedness and Response Guide

Free roaming horses will naturally group together and move as a group. Many horses will allow themselves to be caught, especially if they are encouraged with grain. Catching a horse can be done by first placing a rope loosely around its neck, and then fitting on a halter. If a large group of horses avoid capture, they should be rounded up in small groups and corralled into smaller confinements. If the horses cannot be rounded up and have not suffered any obvious injuries, they may be kept fenced in and fed without further human contact.

When moving horses into an unfamiliar environment, the handler should allow them time to investigate their new surroundings. Not all horses are familiar with being tied to a stationary object. If horses must be tied, use a quick release knot. Many horses have only been kept in wooden fenced paddocks. If wire fencing is all that is available, tie 2" x 24" cloth strips to the top wire every 6 to 10 feet.

Identification

Many horses are permanently identified with a tattoo on the inside of their upper lip, freeze brands under the mane, and brands on the outsides of their hind limbs. These are helpful in recording the identification on a horse. Other methods for identification that can be used include neck banding, microchip injection, painting or etching the hooves, and describing all whorls of the horses' coats. Photographs of the right and left sides of the body, medial and lateral aspects of the lower legs, and the face of a horse are helpful in matching owners' descriptions when trying to locate misplaced animals.

Behavior

Most horses are familiar with people and are used to being handled. Horses will seek to establish hierarchy when first grouped together. If this occurs under confined conditions, horses may become violent resulting in serious injuries to each other and to people handling them. Horses show signs of aggression toward people by pinning their ears back, extending their necks to bite, or turning their rear quarters toward an approaching person. Special care should be taken to avoid standing between mares and their foals, and when handling stallions (adult un-castrated males).

Ideally, horses should be kept in small herds at pasture or in individual stalls. If this is not possible, allow horses plenty of room to reduce aggression. Never place

two or more stallions together. If at all possible, observe horses for the first few hours after placing together in a herd.

Methods of restraint

Horses can be dangerous. Restraint and handling of horses should be done by people with equine experience. Most horses will cooperate once they have a halter and lead rope on. If sedation is required for restraint, authorized personnel will perform the sedation. Injured horses should not be worked on until they are fully sedated. This usually takes 5 — 10 minutes after intravenous injection. Sedated horses may still kick if abrupt movements or sounds startle them.

Health concerns

Dietary changes predispose horses to colic, laminitis, and hyperlipemia. Mixing of horses from various sources predisposes them to contagious respiratory disease. Vaccinating all horses against Equine Herpes Virus, Equine Influenza, Eastern and Western Equine Encephalitis, Tetanus, and West Nile Virus, can minimize the spread of contagious disease. Any horse that will be spending more than a few days grazing on shared pasture should be dewormed with a paste dewormer. A fly spray or insect repellant approved for use on horses should be applied to them to decrease the spread of vector-borne diseases.

Typical weights and heights

Horses are measured in "hands," one hand being equal to 4 inches. Horse's heights are measured at the highest point of the shoulder (withers). Typical weights and sizes of horses are:

	Adult weight (#)	Newborn weight (#)	Approx. Height
Giant Breeds	1,500 – 2,000	150 - 200	17+ hands
Full Size	750 - 1,200	75 -100	15 -17 hands
Pony	500 - 750	50 – 75	< 15 hands
Miniature	200 - 400	20 - 40	< 40 inches

Typical feeding requirements of horses

Ideally, horses should be fed individually or in small groups. They should be fed twice a day at regular intervals. If horses are fed in groups, the most aggressive ones should be fed first. If that is not possible, observe horses at feeding time to ensure that all horses allow each other access to feed and water.

Under resting conditions and when ambient temperatures are above 40o F, horses should consume about 2% of their body weight per day in dry matter. About 75% of this should be derived from forages (hay) and 25% from grain. 12% protein horse pellets and sweet feed are the preferred grains. Total feed intake depends on

body size. For example, a 1,000 lb horse will require 7.5 lb (approximately 1 /5 of a rectangular bale) of hay and 2.5 lb of grain at each feeding. This amount should be fed in the morning and in the evening. In addition, horses require about 2% of their body weight in fresh water per day, and 1 -2 oz of loose salt. All of the feeding requirements should be doubled for lactating mares and increased if ambient temperatures fall below 40° F.

To estimate the amount of feed required for a horse herd, calculate the biomass of the horses by estimating the approximate weight of all the horses and adding the weights together. Multiply this figure by the feed requirements listed above to calculate the amount of hay, grain, water, and salt needed for the herd.

Sheltering and housing

Ideally, horses should be kept in small herds at pasture or in individual stalls. The amount of bedding required depends on the type of flooring. Porous flooring with plenty of lime mixed into it requires the least additional bedding. Concrete flooring requires the most. The approximate amount of bedding that will be required is one bale of straw per 12 x 12 ft stall.

Straw is the preferred bedding under emergency conditions, as it is likely to be available, is space efficient, and is most degradable. Alternatively, 2 bales per stall of conifer wood shavings or shredded newspapers can be used. Black walnut and exotic wood shavings cannot be used.

Fencing materials that are free of projections should surround paddocks for horses. Barbed wire is not suitable for fencing horses. Electric wire fencing can be used, but it must be made visible to horses by 2" x 24" strips of cloth every 6 to 10 feet.

Sanitation

Horses will produce about 0.5% of their body weight of manure per day. Manure should be removed from stalls at least once a day. Manure from horses on pasture should be collected once per week if possible. Manure should be stacked in neat piles, with minimal surface area, to promote composting and reduce fly hatching. To further reduce fly burdens, the manure pile can be sprayed every 3 days with fly spray.

Horses void about 0.5% of their body weight as urine each day. Urine is a major attractant to stable flies. Completely remove the stall bedding at least every third day to reduce fly problems. The total amount of manure and bedding that will accumulate can be calculated from the number of horses, the average amount of manure produced, plus the number of straw bales used. Manure piles should be located at least 200 yards from the stabling facilities.

Zoonoses

Zoonoses are diseases which can be transmitted from animals to people and from people to animals. Salmonella is endemic in many horse populations. Stressed horses, such as those surviving a major disaster, are most likely to suffer from clinical salmonellosis and develop fulminant diarrhea. Horses that develop diarrhea may have a guarded to poor prognosis and are a potential source of infection to other horses and personnel. For these reasons, serious consideration should be given to euthanasia, especially if the horse can only be maintained by compromising the level of care to other horses.

Euthanasia and disposal

Disposal must be considered prior to euthanasia. If at all possible, it is easiest to walk the horse to the site where the carcass will be buried, rather than transport dead horses to a disposal site. Euthanasia will be done under supervision of qualified personnel. Records will be kept of all dead horses.

Guidelines for Cattle During Emergencies

Cattle are grazers and browsers by nature and are easily adaptable to new environments. They are gregarious animals that follow herd instincts, but may be excited and frightened by new persons, predators, and dogs in their midst. Because of their gregarious nature, individual cows become anxious in situations that lead to their isolation from the herd. They have keen eyesight and hearing and can detect something unusual at distances of several hundred yards.

Behavior during the disaster event

Cattle normally will move away from fire and flood, but in an excited state they may actually move into such a disaster. Herding and driving cattle during a disaster is made more difficult because herding instinct is overridden by survival reaction. Injuries, especially to the younger animals, are much more probable during a disaster.

Behavior during the immediate aftermath

Most cattle, if given hay, water, and a space to stand or lie down, will acclimate well in their new surroundings. The more antisocial animals, especially bulls, may not become content as quickly and may attempt to escape. There is also a problem with establishment of social dominance within

a group if new numbers are added. This is particularly true with bulls, and though cows usually settle down soon, the bulls may continue the struggle for dominance for a protracted period.

Bulls are dangerous. They should be penned separately and handled only by people with experience.

Capture, containment and restraint

Dairy cattle are used to caretakers, are socialized to human beings, and are easily penned. Beef cattle commonly are fed hay and grain in or around a barn or corral, which can aid in penning. If a preexisting structure is not in place, a temporary corral can be built with portable gate panels. Avoid barbed wire and woven wire fencing because of the danger of injury to excited animals and animals unfamiliar with fences. Portable corrals may be used to make runways and chutes for restraint. To load cattle into a trailer, portable gate panels can be made progressively smaller from the corral into a narrow alley, which ends at the truck. Avoid creating tight turns and have a way of blocking the entrance of the alleyway so that animals cannot back up into the corral rather than go forward to the truck.

The most common and available method of restraint is the lariat and halter. This restraint is dependent on having something to which the animal can be secured. For particularly fractious animals, application of a nose lead in combination with a rope halter provides additional distractions and approved restraint.

The most desirable restraint device is the portable cattle chute with a head restraint. Diagnosis and treatment are much easier and safer with this equipment. Tranquilization or sedation of injured animals may be necessary. Tranquilization will be done under supervision of qualified personnel.

If evacuation from the home premise is necessary, bumper-pull or fifth wheel type stock trailers, 12' x 16' or larger and without compartments, should be used. The low bed with a low center of gravity allows easier loading and unloading and is more stable in winds and water.

Animal identification methods

Permanent identification of dairy cattle is usually numerical by means of an ear tag, ear tattoo, brand, microchip, or numbered neck chain. Animals may be temporarily identified through use of livestock marking crayons. All cattle are required to be officially identified prior to leaving a premise in Michigan. Contact the Michigan Department of Agriculture's Animal Industry Division with specific questions about official ID.

Typical weights

Dairy cattle – Holsteins are the largest and most common of the 5 major breeds of dairy cattle. Holsteins are black and white and cows weigh an average of 1,500 lbs., mature bulls can tip the scales at more than a ton. Jersey dairy cattle are the smallest, with mature cows weighing approximately 1,000 lb. and bulls near 1,500 lb. Weigh tapes for measuring heart girth provide a fairly accurate estimate of weight in dairy cattle.

Beef cattle – There are wide variations among and within beef breeds. Weights can range from an 850 lb. British crossbred female to 2,500 lb. Charolais male. A weight tape for beef cattle, which measures heart girth, is fairly accurate.

Nutritional requirements

Cattle are grazing animals and can be maintained adequately on a variety of grasses on pasture. Care should be taken in selecting the site to pen cattle, because ornamental plants, which may be appealing to hungry ruminants, can be extremely toxic if consumed by cattle.

Beef cattle and yearling cattle require only grass hay and water for survival. Calves less than 3 months old require milk or milk replacer along with grass hay.

Lactating dairy cattle have different needs. Some important feeding recommendations for lactating dairy cows during an emergency situation are discussed here. The first priority is to provide feed to keep the cows healthy; providing feeds which support milk production is secondary. Hay is the best feed choice to keep the cows healthy. Provide all the hay the cows will consume. An individual mature dairy cow will consume about 30-40 pounds of hay. Younger dairy cattle (heifers) will consume about 15-20 pounds per day per animal. Hay quality is not highly important, although the hay should be clean and not moldy. Small square bales or large round or square bales may be used and can be placed on the ground if feed bunks or bale feeders are not available. Spread the hay around the paddock so that all cows have access to the hay. Hay silage can be fed if dry hay is not available. Corn silage should not be the first choice since it contains grain, which can make cows sick if they consume too much.

Water is very important and must be provided. A dairy cow will need about 25-30 gallons of water per day. Some type of large water trough will be needed for the cows to drink from.

Milk production in dairy cattle will increase or decrease according to nutrient intake. Grass hay can be fed to dairy cattle for several days and they will suffer only temporary milk production loss when put back on their full production level ration. By reducing the caloric intake, a cow will reduce its milk production. Decrease in milk production may not be rapid enough to prevent mastitis. If the disaster causes electric power outages or cattle are moved to a location without milking facilities, milking even a small number of cows becomes an unrewarding and difficult task. However, having portable milkers and generators or pre-determined evacuation sites with milking equipment available is an important planning consideration for dairy producers and emergency managers.

Providing safe drinking water for animals

Because contaminated water may contain pathogenic organisms, treat it with chlorine to make it safer. Ideally, the water should be tested, but during a disaster this may not be possible. Treating water with sodium hypochlorite (household

bleach) will be beneficial. The following treatments should be followed when treating water:

> 16 drops of bleach for 1 gallon of water

> 1 Tablespoon of bleach for 15 gallons of water

> ½ cup of bleach for 120 gallons of water

When treating water, use unscented bleach. Allow the water to stand for 30 minutes after treatment to allow the bleach to mix thoroughly with the water.

Health Concerns

Emergency conditions that lead to the commingling of animals from various operations increase the risk of infectious disease. This can be caused by a multitude of enteric and respiratory pathogens. In light of the difficulty imposed by attempting individual treatment, mass medication may be considered for treatment and control of infection. Large ruminants are frequently affected with bloat, diarrhea, and pneumonia during prolonged unusual events.

Prevention of most bloat and diarrhea can be accomplished through nutritional management.

Pneumonia can be partially prevented through vaccination against respiratory pathogens and providing rest and fresh air during the disaster. Even the best managed cattle will contract some stress-related pneumonia and a treatment center should be set up for care of sick cattle.

Severe traumatic injuries will require individual examination and treatment. Lacerations and fractured bones may be detected in cattle during the aftermath of a disaster. The lacerations can be treated but fractures are difficult to manage in cattle and euthanasia may be required. Qualified personnel will conduct drug administration and pain management.

Housing and sanitation

Dairy cattle should be kept clean, dry and comfortable. If the disaster occurs during the hot and humid season, shade must be provided if it does not exist in the area of confinement. Avoid total enclosure, but shelter animals with shade cloth or plastic tarp from the extremes of heat or cold stress. Cattle should be moved with care if the ambient temperature exceeds 30° C (86° F) in order to avoid heat stress. The comfortable range in temperature for dairy cattle is between 41° and 78° F. Beef cattle requiring medical care might be housed in a confined area to expedite treatment, but healthy cattle do better in pastures or paddocks, and they tend to settle down quicker when put in an environment similar to where they had been maintained prior to the disaster. In addition, the open air will help disperse respiratory pathogens.

Provision for manure removal is important. Cattle excrete about 5% of their body weight in manure and urine daily. Straw should be used for bedding, when required, because it will be easier to obtain and dispose of during times of disaster.

Zoonoses concerns

Zoonoses are diseases which can be transmitted from animals to people and from people to animals. The greatest risks are from enteric pathogens such as salmonella, cryptosporidia campylobacter, and giardia. Adult cattle maintained in questionable sanitary conditions can transfer these diseases without becoming clinically ill. Calves and yearlings will usually become sick and require treatment. Contaminated water can be a source of pathogens for the cattle, therefore caretakers should use caution when handling cattle with diarrhea and never consume water from an unapproved source.

Euthanasia and disposal

Disposal must be considered prior to euthanasia. If at all possible, it is easiest to herd the animals to the site where the carcass will be buried, rather than transport dead animals to a disposal site. The recommended method of euthanasia is with an appropriate chemical injection. Euthanasia will be performed under the supervision of qualified personnel. Records will be kept of all dead animals. Disposal of dead cattle can create a problem due to the potential health hazard and great volume of carcasses. Methods such as deep burial or burning can be done if local air and water quality regulations permit. Refer to Oregon Department of Agriculture's Mass Carcass Disposal Plan for disposal requirements.

Guidelines for Other Livestock during Emergencies

Information on handling, nutrition and transport of other livestock may be obtained from: Oregon State University Department of Animal Science (input phone #), OSU College of Veterinary Medicine Large Animal Clinical Information Service (need #), Oregon Department of Agriculture (need #) and the Oregon Veterinary Medical Association (need #).

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ESF 12 – Energy

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ESF 12 Tasked Agencies	
Primary Agencies	County Emergency Management
Supporting Agencies	Water and Waste Management
Adjunct Agencies	Clatskanie PUD
	Columbia River PUD
	West Oregon Co-Op
	PGE
	NW Natural
	Comcast
	Century Tel
	Verizon
	Wilcox and Flegal
	Cell service providers

1   Purpose and Scope

1.1   Purpose

The purpose of ESF 12 is to provide guidance for emergency coordination with providers of electric power, water resources, telecommunications, sanitation, natural gas, and petroleum resources to meet the essential needs of Columbia County during a major emergency or disaster.

1.2   Scope

The scope of ESF 12 includes:

- Addressing the coordination of energy systems and utilities assessments for damage, supply, demand, and requirements to restore such systems;

- Assisting Columbia County departments and agencies in obtaining fuel for transportation, communications, emergency operations, and other critical functions; and

- Helping energy suppliers and utilities obtain equipment, specialized labor, and transportation to repair or restore energy systems.

2   Policies and Agreements

It is the policy of Columbia County that all utilities, whether publicly or privately owned, be prepared to respond to needs caused by an emergency or disaster. Columbia County Emergency Management may establish liaison with such utility providers to coordinate disaster and emergency needs and services.

The following agreements are currently in place:

- None at this time.

3   Situation and Assumptions

3.1   Situation

Refer to the Columbia County Hazard Analysis.

3.2   Assumptions

■   A severe natural disaster or other significant event can severe energy and utility lifelines; hinder supplies in impacted areas or in areas with supply links to impacted areas; and affect firefighting, transportation, communication, and other lifelines needed for public health and safety.

■   There may be widespread and/or prolonged electric power failure. With no electric power, communications, transportation, health care, business, education, and infrastructure will be greatly impeded.

■   There may be extensive pipeline failure in water, wastewater, and gas utilities. It may take hours, days, weeks, or even months to make repairs.

■   Natural gas lines may break and may erupt in fire.

■   Water pressure may be low, hampering firefighting and impairing sewer system function.

4   Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1   Emergency Management

■   Maintain liaison with local utilities, including the ability to contact them 24 hours-a-day.

■   Coordinate assistance to support local utility and energy providers, as requested.

4.2   Waste and Waste Management, Municipal Utilities, Private Purveyors

■   Maintain and control water, sewer, and solid waste systems within their jurisdictions.

■   Perform damage assessment on systems and identify problems or shortfalls in water supply. Report findings to the Emergency Operations Center (EOC).

- Regulate water and utility usage in times of shortages, as appropriate, ensuring that priority use is set to meet immediate and essential emergency needs.

- Within available means, protect existing water supplies and restore damaged systems.

- Identify potential areas for mitigation strategy.

- Prepare appropriate disaster assistance forms for submission to appropriate state and federal agencies.

4.3 Other Utility Providers

- Continue to operate in the tradition of self-help and inter-service mutual aid before calling for area, regional, or State assistance.

- Comply with the prevailing priority systems relating to curtailment of customer demands or loads, restoration of services, and provision of emergency services for other utilities and systems.

- In conjunction with the EOC Operations Section, determine priorities among users if adequate utility supply is not available to meet all essential needs.

- Provide information necessary for compiling damage and operational capability reports.

4.4 State

- Oregon Emergency Management

  - Alert appropriate State agencies of the possible requirements to supplement local energy and utility needs.

  - Coordinate with the Utilities and Transportation Commission to provide supplemental assistance to local government.

4.4 Federal

- Coordinate the activities of Federal agencies having supplemental energy and utility resources capabilities during a presidentially declared emergency or disaster.

5   Concept of Operations

- It is expected that public and private utility providers, such as those providing power, water, natural gas, petroleum, sanitation, or communications services, will develop internal organizational

procedures to guide operations after a major event. These procedures should facilitate the basic assessment of what happened, what can be done about it, and what is needed. If appropriate, this information should be provided to the Columbia County EOC as soon as possible.

■ Contact with utility providers may be established by the EOC to coordinate resources, establish priorities, assess and document damages, and provide information to the public. The EOC may initiate information programs to keep the public informed of utility status and any restrictions.

■ Utility providers will be invited to send a liaison to the County EOC to facilitate coordination between agencies.

■ Requests for assistance are primarily made by utility providers through existing mutual aid agreements with other providers. The EOC may assist with coordinating outside resources, upon request.

■ Emergency Management may advise public utilities operating in Columbia County of any emergency restrictions or operating policies established by County government. Emergency Management may also coordinate with the State OEM.

6   ESF Development and Maintenance

The Emergency Manager is responsible for ensuring that this annex is updated and revised, as necessary.

7   Supporting Plans and Procedures

The following plans and procedures are currently in place:

■ National Response Framework, ESF 12 – Energy.

■ State of Oregon Emergency Operations Plan, ESF 12 - Energy

8   Appendices

None at this time.

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ESF 13 – Public Safety and Security

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ESF 13 Tasked Agencies	
Primary Agencies	Columbia County Sheriff's Office
Supporting Agencies	County Emergency Management Columbia County Road Department Community Corrections Juvenile Department District Attorney
Adjunct Agencies	Local Law Enforcement Agencies Local Public Works Agencies Oregon Department of Transportation Oregon State Police

1 Purpose and Scope

ESF 13 coordinates law enforcement personnel and equipment to support emergency response operations. This support function includes general law enforcement duties, emergency police, and public safety services. Local law enforcement agencies will also provide support for evacuation traffic control, criminal investigations, access control to incident sites and/or governmental facilities (including County and local emergency operations centers [EOCs]), and security at community care/sheltering facilities and hospitals, prisons, and other critical care facilities involved in emergency response activities.

2 Policies and Agreements

The following policies and agreements are currently in place:

■   None at this time.

3 Situation and Assumptions

3.1 Situation

Major emergency situations may require law enforcement services beyond the scope of day-to-day emergency response capabilities.

3.2 Assumptions

■   Major emergency response operations for law enforcement agencies will basically be an expansion of their normal daily responsibilities. These responsibilities include maintenance of law and order, traffic control, and crowd control. Local agencies will have primary responsibility for routine law enforcement, and support groups will assist in traffic and crowd control.

■ Control over local law enforcement resources will remain at the local level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.

■ Interdepartmental liaison activities and requests for additional law enforcement resources will be coordinated through the Sheriff's designated representative, who will be located at the EOC.

■ Each law enforcement agency will utilize existing directives and procedures in responding to major emergencies/disasters.

4 Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Organization

The County Emergency Management Organization (EMO) shall respond in accordance with the direction provided in the County's EOP Basic Plan section and ESF 5 – Emergency Management.

The Sheriff's Office shall implement its own disaster procedures and work within the framework of the County EMO, coordinating with the EOC Staff at all times.

4.2 Task Assignments

Task assignments for law enforcement operations shall be consistent with those outlined in the Basic Plan section of the EOP, ESF 5 and Sheriff's Office policies and procedures. Specific tasks are outlined below by the phases or stages of emergency management.

4.2.1 Sheriff's Office
Mitigation and Preparedness

■ Develop and maintain an emergency notification list of departmental personnel.

■ Develop and train staff in evacuation procedures.

■ Train staff on Incident Command System (ICS) fundamentals and specifics.

■ Instruct employees to report to work as soon as possible in the event of major emergency/disaster.

■ Assist staff with family preparedness planning.

■ Assign an emergency management liaison to assist in developing and exercising of the County's EOP.

■ Participate in training exercises conducted by the County's Emergency Management Agency.

Response

■ Immediately recall off-duty personnel, reserves, and volunteer groups to augment on-duty personnel.

■ Set up a command structure utilizing ICS, and establish incident command posts (ICPs) as necessary.

■ Provide mobile units for warning purposes (See ESF 2-Communications).

■ Conduct evacuations of affected populations (See Columbia County Evacuation Plan).

■ Provide security for key facilities such as the County's EOC, shelters, and evacuation zones.

■ Conduct search and rescue (SAR) operations for missing persons, including support in all body recovery operations (See ESF 9 – Search and Rescue).

■ Support other public safety operations.

■ Provide traffic and crowd control.

■ Document personnel and other costs related to major emergency/disaster response for possible Federal disaster assistance reimbursement.

■ Provide a Law Enforcement Resource Coordinator to the County EOC staff to direct and coordinate law enforcement resources.

■ Ensure that law enforcement emergency response activities and emergency public information are coordinated with the EOC when it is operational.

■ Be prepared to provide Information Officer (IO) resources, as necessary.

■ Advise the Board of County Commissioners (BOCC) on law enforcement–related aspects of the emergency/disaster.

4.2.2 County Emergency Management

Mitigation and Preparedness

■ Coordinate emergency preparedness planning and exercise activities with the Sheriff's Office.

Response

■ Assess the situation and make appropriate notifications to activate and staff the EOC.

■ Establish a communications link with affected jurisdictions and volunteer agencies.

■ Assist in coordinating logistics to support law enforcement operations.

4.2.3 Incorporated Cities

Mitigation and Preparedness

■ Police officials of incorporated cities without their own EOPs should utilize the mitigation/preparedness direction outlined above, as appropriate, and coordinate activities with the County Emergency Management Program.

Response

■ Police officials of incorporated cities should respond in accordance with their city EOPs and coordinate law enforcement response activities, as appropriate, with the County's Law Enforcement Resource Coordinator in the EOC.

■ Police officials of incorporated cities without city EOPs should generally follow the response procedures outlined above, coordinating activities with local policy makers and the County's Law Enforcement Coordinator in the EOC.

5   Concept of Operations

5.1   County Operations

5.1.1 Sheriff's Office

In a major emergency, the Sheriff is responsible for:

■ Maintaining law and order, including crowd and traffic control, facility security, and evacuation zone security;

- Coordinating the County's law enforcement resources through mutual aid or identifying and allocating additional resources;

- Evacuating endangered areas;

- Conducting search and rescue (SAR) operations for missing persons;

- Assisting fire and emergency medical services agencies; and

- Coordinating emergency information and emergency response activities through the EOC.

5.1.2 County Emergency Management

The County Emergency Manager is responsible for:

- Coordination of the County's overall emergency response in a major emergency or disaster, working under the policy direction of the BOCC.

- Serving as the intergovernmental liaison and coordinator with local, State, and Federal officials in addressing emergency response and recovery needs for the county.

- Operating a coordination center that serves as the primary focal point for coordinating the flow of information regarding the emergency law enforcement response and requests for and allocation of additional law enforcement resources.

5.2 Incorporated Cities

- Police officials of incorporated cities within the county are responsible for the direction and control of local law enforcement resources during emergencies.

- Police officials of the incorporated cities are responsible for requesting additional resources not covered under mutual aid for emergency operations. Such requests shall be directed to the Sheriff's designated Law Enforcement Resource Coordinator in the EOC.

5.3 Support Agencies

- Volunteer or reserve law enforcement organizations shall work for and within the structure of their parent agencies.

- Public Works agencies may be requested to assist in traffic control and providing transportation for evacuees.

5.4　　State Government

■ The Oregon State Police and other State-affiliated law enforcement agencies shall operate within their assigned areas of responsibility, unless otherwise ordered by the Governor.

■ Requests for State assistance, not covered by mutual aid agreements, shall be made by the County in which emergency conditions exist. Such requests shall be made to the Oregon Office of Emergency Management (OEM) through the County's EOC.

5.5.　　Federal Government

■ Federal law enforcement agencies shall operate within their assigned areas of responsibility, unless otherwise ordered by appropriate Federal authorities.

6　　Direction and Control

The Sheriff is responsible for directing the County's law enforcement response to a major emergency and coordinating response activities with the Emergency Operations Center (EOC). The Sheriff, or a designated representative, shall serve as the EOC's Law Enforcement Resource Coordinator, working as a member of the EOC staff, coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcement resources, as appropriate.

Incident command posts (ICPs) may be established at other locations as may be necessary to direct the on-scene response to major incidents occurring simultaneously. Communications between ICPs and the EOC (and the Sheriff, if not at the EOC) shall be established, with regular updates provided on emergency response activities.

7　　ESF Development and Maintenance

The Sheriff's Office Liaison, in conjunction with Emergency Management, is responsible for ensuring that this annex is updated and revised, as necessary.

8　　Supporting Plans and Procedures

The following plans and procedures are currently in place:

■ National Response Framework, ESF 13 – Public Safety and Security

■ State of Oregon Emergency Operations Plan, ESF 13 – Public Safety and Security.

9　Appendices

None at this time.

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ESF 14 – Long-Term Community Recovery

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ESF 14 Tasked Agencies	
Primary Agencies	County Emergency Management
Supporting Agencies	County Road Department
	County Land Development Services
Adjunct Agencies	Incorporated Cities
	Community Action Team
	American Red Cross
	Special Districts
	ORVOAD

1 Purpose and Scope

ESF 14 provides an overview of the general process to be followed in recovering from the economic results of a natural disaster or other major emergency that may impact Columbia County. It outlines the immediate steps to be taken to request State and Federal assistance and the type of assistance that may be available.

2 Policies and Agreements

To be most effective, this annex should be utilized in conjunction with the State Disaster Recovery Assistance Guidebook.

The following agreements are currently in place for the County:

■   None at this time.

3 Situation and Assumptions

3.1 Situation

As identified in the analysis of hazards that may occur in Columbia County, many hazardous events have the potential for causing extensive property damage. In the event that such damage occurs, the economic resources of local government, businesses, and individual citizens may be overwhelmed, and State and Federal assistance will be needed during the recovery process.

3.2 Assumptions

■   The timely and accurate assessment of damage to public or private property will be of vital concern to local officials following a disaster and will have great bearing upon the manner in which recovery is effected in Columbia County.

■   Damage assessments may need to be undertaken at different periods during a disaster event: a "windshield" survey may be performed initially to provide an overall general impression of the impact of the event, while a more detailed damage assessment will need to be conducted to document the need for State and Federal aid.

■ State and Federal assistance will depend upon the adequate and timely documentation of the results of the disaster on the local community.

4   Roles and Responsibilities

The roles and responsibilities for each department supporting emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1   General

Each County department shall respond according to its role in the County Emergency Management Organization (EMO), as identified in the EOP and/or this annex.

Other jurisdictions should work within the framework identified by their respective emergency operations plans (EOPs) or the County's EOP, as appropriate.

4.2   Task Assignments

4.2.1 County Emergency Management
Mitigation and Preparedness

■ Work with the American Red Cross and County departments to identify and train personnel in disaster damage assessment.

■ Conduct exercises for orientation and training of personnel in disaster recovery activities.

Response

■ The County EOC staff is responsible for managing the overall recovery process. For smaller, localized incidents such as a tornado that primarily involves damage to crops and farm buildings, response and recovery action may only be a matter of the Emergency Manager assessing the damage, coordinating with the U. S. Department of Agriculture, and ensuring that information is available to farmers regarding the type of assistance that may be offered (see APPENDIX 1, Federal Assistance without a Presidential Declaration).

Recovery

■ The goal for Columbia County Emergency Management during this phase of the disaster is to meet the needs of those affected by the disaster. The actions outlined below should serve as a policy guide in developing an incident action plan (IAP) for coordinating recovery activities and in the delivery of those services to the community.

- Determine the needs, issues, and concerns of disaster victims.

- Provide information regarding the types of assistance that are available and how to obtain the assistance.

- Ensure that information is provided at the customer's level that is accurate, thorough and consistent with legislative mandate and appropriate for the situation.

- Work effectively for and with all those who have a stake in the delivery of the programs.

- Ensure delivery of critical information to those who need it, using innovative and effective ways to communicate.

- Search for, and act on, opportunities to inform and assist customers.

- Treat people with respect, emphasizing service to the customer.

- Demonstrate the highest principles of emergency management.

- Seek feedback on performance.

4.2.2 County Road Department
Mitigation and Preparedness

■ Identify and map critical facilities, bridges, roads, and culverts requiring priority repairs if damaged.

■ Identify and train personnel for disaster damage assessment.

■ Ensure that appropriate personnel are familiar with the Debris Management Plan appended to ESF 3 – Public Works and Engineering and that input is provided to Emergency Management regarding scheduled reviews for updates/revisions of the plan.

■ Develop departmental Standard Operating Procedures (SOPs) for disaster response, including gathering and reporting information to the EOC during the response and recovery phases.

■ Participate in Emergency Management exercises.

Response

■ Activate inspection teams to survey and evaluate damage sustained by County roads and bridges, with highest priority given to critical routes, bridges, and facilities. Coordinate all activities with the County EOC, through the EOC's Public Works Branch Director.

■ Employ engineering staff to assist the department's Operations Division in evaluating damage to waste water and sanitation systems operated by the County, as appropriate.

■ Implement procedures outlined in ESF 3 and the County Debris Management Plan (ESF 3, Appendix 2), as appropriate.

Recovery

■ Participate in the Preliminary Damage Assessment (PDA) process, if needed, and assist in the preparation of Project Worksheets (PWs) (formerly called DSRs), which are required to obtain Federal funding for both emergency repairs and permanent work. Damage assessment teams will consist primarily of local government employees from Land Development Services (LDS) and the Assessor's Office. However, when necessary, private sector personnel from the fields of engineering, building trades, property assessment, and other related areas, may be used to supplement existing teams.

4.2.3 County Land Development Services – Building Inspection Division
Mitigation and Preparedness

■ Ensure that the mitigation activities of building codes and land use regulations are followed.

■ Identify and train personnel in LDS, as well as County Assessor's Office, for disaster damage assessment.

■ Develop departmental SOP for disaster response, including gathering and reporting information to the EOC during the response and recovery phases.

■ Participate in Emergency Management exercises

Response

■ Activate inspection teams (from LDS and Assessor's Office) to survey and evaluate extent of damage suffered by County-owned buildings, with highest priority given to buildings critical to public safety and continuity of government. Coordinate activities with the County EOC (providing a liaison person for the EOC staff, as necessary).

■ Ensure that access by both employees and the public is restricted for buildings determined to be structurally unsafe or at risk.

■ Estimate approximate costs of restoration.

Recovery

■ Follow up on structures previously identified as unsafe, and consider condemnation and other measures.

■ Participate in the PDA process, if needed, and assist in the preparation of PWs which are required to obtain Federal funding for both emergency repairs and permanent work.

■ Monitor restoration activities.

■ Review building codes and land use regulations for possible improvements.

4.2.4 American Red Cross – Oregon Trail Chapter
Mitigation and Preparedness

■ Identify and train personnel in damage assessment techniques.

■ Develop agency SOPs for disaster response, including gathering and reporting information to the EOC during the response and recovery phases.

■ Participate in Emergency Management exercises.

Response

■ Activate damage assessment teams to perform a windshield survey, coordinating area assignments through the County EOC's American Red Cross liaison and reporting results to the EOC.

Recovery

■ Continue to coordinate emergency food and shelter relief efforts for disaster victims by working with Columbia County, affected local municipalities, and Oregon Emergency Management (OEM) and the Federal Emergency Management Agency (FEMA) in the delivery of long-term emergency services, as appropriate.

4.2.5 Incorporated Cities
Mitigation and Preparedness

■ Each jurisdiction with an adopted EOP is responsible for developing disaster recovery procedures consistent with County, State, and Federal requirements.

■ Jurisdictions without their own EOPs should follow the guidance provided in this annex and coordinate with County Emergency Management in disaster recovery activities.

Response

■ Cities with emergency management programs are responsible for collecting and distributing disaster data, declaring emergencies for their jurisdictions, and disseminating disaster recovery assistance information to their citizens. All damage assessment reports and requests for response and recovery assistance are to be submitted to the County EOC. The County Emergency Manager is responsible for endorsing such requests and submitting them to OEM.

■ Other cities should work with the County Emergency Management Program in disaster recovery activities, as outlined in the EOP and this annex. City staff, where available, will be requested to gather damage assessment data and provide regular reports to the County EOC staff.

Recovery

■ Cities with emergency management programs are responsible for disseminating disaster recovery assistance information to their citizens. Others cities should work with the County Emergency Management Program in distributing disaster recovery assistance information, as outlined in this annex.

4.2.6 Northwest Regional Education Service District
Response

■ Determine the extent of damage to school facilities in Columbia County and report information to the County EOC.

Recovery

■ Work with the various school districts to develop estimates of cost of restoration and determine the availability of financial assistance and the process for application through County Emergency Management.

4.2.7 Special Districts
Response

■ Any special districts involved in emergency disaster response, such as fire districts, should immediately begin to record costs for possible future reimbursement under disaster aid programs that may become available.

Recovery

■   Any special districts involved in emergency disaster response, such as fire districts, and any district suffering disaster-related damage should attend scheduled briefings (contact the County Emergency Management Office if notification of briefings is not provided within a reasonable time frame) to determine eligibility for disaster aid programs that may become available.

4.2.8 Columbia Housing Authority and Community Action Team, Inc.
Recovery

■   Coordinate with County Emergency Management and the American Red Cross, as appropriate, to identify long-term emergency housing for disaster victims.

5   Concept of Operations

5.1   General

■   The County EOC staff is responsible for ensuring that appropriate data on disaster results are collected and distributed to the public and involved governmental agencies, and for coordinating disaster recovery assistance that may be made available to meet the needs of the disaster victims.

■   The recovery process for a disaster should begin early in the response phase and continue through the declaration of a local emergency, followed by a fast and accurate assessment of conditions and a formal request for State assistance. In addition, a complete record of expenditures for local response personnel, equipment, and supplies should be maintained in the event that a Federal disaster is declared and funds are made available to reimburse the documented response costs of public/non-profit agencies, as well as providing funds for disaster damage to the infrastructure of the State and local government.

■   If a Federal disaster is declared and financial assistance is offered, FEMA and OEM will open Disaster Field Offices (DFOs) in or near the affected communities to coordinate with local emergency management in publicizing the availability of financial assistance and determining eligibility for public and non-profit agencies. Disaster Recovery Centers (DRCs) may also be opened, if requested by local and State authorities, to coordinate the process for providing financial assistance to individuals and small businesses, if that type of assistance is offered under the Federal declaration.

■　Either or both types of assistance, public and individual, may be offered when a Presidential Declaration is made. The type of assistance offered depends on the impact of the disaster and the ability of local emergency management to provide adequate and timely documentation of the results.

■　There may be situations where damage is limited to an area or activity; e.g., if only agricultural damage is incurred, special assistance programs may be available that do not require a Presidential disaster declaration. Small-scale or "specialized" disasters will need to be handled on a case-by-case basis to ensure that an appropriate response is made.

■　The Columbia County office of the State's Department of Human Services should continue to provide its normal health, welfare, and social services. Representatives may work in the County's EOC.

5.2　Damage Assessment Response Actions

5.2.1 Windshield Survey

A Windshield Survey may be the first assessment of damage that takes place. It may occur as an event is still in progress, as with a flood, or immediately after, as with an earthquake. This quick overview of what is occurring will focus primarily on damage to residential structures. It assesses the initial extent and boundaries of the damaged area, the displacement of the population, and the necessary scope of the response, e.g., the number and location of emergency shelters needed. The American Red Cross usually leads this windshield assessment, but the effort may be supplemented by local government resources, if required. An overflight of the area may be undertaken concurrently, if resources such as the Civil Air Patrol are available.

5.2.2 Initial Damage Assessment

An Initial Damage Assessment (IDA) may be conducted virtually simultaneously with the Windshield Survey if it appears that State or Federal assistance may be required and data are needed to support a formal disaster declaration by the Governor and the President. A quick but accurate assessment of disaster damages, costs, and impacts to the area will be needed. (See Appendix 5 for Initial Damage Assessment (IDA) Report Form sample and Initial Damage Assessment (IDA) Field Collection Form.)

The EOC Situation Unit Leader (Planning Section) is tasked with filling out the ICS Form 209, Incident Status Summary, and compiling the necessary information regarding the loss of life, injuries and general property damage and forwarding it in the required format (IDA Report) to OEM and Federal agencies responsible for providing disaster recovery assistance. Damage assessment

information will be gathered from local units of government, including such special districts as fire, water, and utilities, as well as incorporated cities.

5.2.3 Documentation

Documentation of local government's disaster response costs should begin as soon as possible in the response phase as the Federal government may later provide reimbursement of documented costs associated with disaster response. This will be the responsibility of the individual departments and agencies, while the EOC's Finance Section Chief will be available to provide technical assistance on the necessary process. This should be of priority concern for all County departments and other governmental agencies responding to the disaster.

5.2.4 Declaration of Emergency

A Declaration of Emergency should be issued as soon as it is determined that a state of emergency exists requiring emergency action to safeguard the public or that the County does not have adequate local resources to meet the needs.

The Board of County Commissioners (BOCC) Chairperson, in consultation with the Emergency Manager, is responsible for this decision and would direct the County

Legal counsel is required to draft the necessary document declaring a State of Emergency.

5.2.5 Local Request for Assistance

A local request for assistance, e.g., request for the Governor to declare a State of Emergency for the affected area, should be sent to OEM once it is sufficiently clear that the emergency has exceeded the county's response capabilities. This request can be included within the County's declaration of emergency, if the timing is appropriate for inclusion. The request should contain the following, as a minimum:

- Type of emergency/disaster;

- Locations affected within the county;

- Deaths, injuries, and population still at risk;

- Current conditions/continuing threat;

- Initial estimate of damage (IDA report attached, if available);

- Action taken, resources committed; and

- Specific information regarding the type of assistance/resources needed.

5.2.6 Public Information

An 800 number for the public to report damage should be established by the EOC's Logistics Section as soon as feasible to expedite the collection of property damage data for the private sector. The need for the County to establish a damage reporting number for the public may be superseded by an immediate Presidential Disaster Declaration that provides individual assistance. If this is done, FEMA may then establish toll free numbers for the public to apply for Federal assistance.

Establishment of a Media Joint Information Center (JIC) should be considered as the size and scope of the event is assessed as a disaster that will likely result in an area-wide disaster declaration.

The decision to establish a media center will be made by the County Emergency Manager in collaboration with the responsible officials of the other involved jurisdictions.

5.3   Damage Assessment Recovery Actions

5.3.1 Preliminary Damage Assessment

A PDA may be required, in addition to the IDA data gathered during the response phase, to substantiate the need for a Presidential Declaration, if no action was taken earlier at the Federal level. A joint PDA with local, State, and Federal damage assessors is conducted to determine the location and extent of damage, the impact of the disaster on communities, the capability of State and local government to deal with the disaster, and the type of Federal assistance needed, if any. Usually, there will be teams assigned to perform PDAs for both governmental and individual assistance. Key measurement factors in determining a FEMA recommendation for a Presidential Declaration are the impact on the community and the serious "unmet needs," i.e., those needs that cannot be met by local or State resources.

5.3.2 Presidential Declaration

■ **"Major Disaster" Declaration**

● A "Major Disaster" Declaration utilizes Federal assistance authorized under the Stafford Act and may include Individual Assistance, which offers a range of human services including grants, loans, housing assistance, food distribution, and unemployment compensation as well as Public or Infrastructure Assistance for state and local governments, including non-profit organizations.

■ **"Emergency" Declaration**

● An "Emergency" Declaration provides for assistance that is more limited in scope than that provided under a "Major

Disaster" Declaration. Assistance is short-term and focuses on particular needs such as providing technical assistance, clearing debris, or distributing food and medical supplies.

5.3.3 Public Information

County Emergency Management shall coordinate with other involved units of government and ensure that the public is kept informed of recovery operations in progress and available assistance programs through the news media. Use of a Media JIC should be considered, if not already established, particularly if a Presidential Declaration of Disaster is received.

5.3.4 Notification Process

An Applicants' notification process for potential recipients of Infrastructure/Public Assistance should be implemented as soon as essential details are available through OEM/FEMA.

- Contact the Special Districts Association to obtain a current listing of all "special service" districts (fire, water, sewer, etc.) operating in Columbia County.

- Provide written notification to all units of local government, including the special service districts, of the date, time, and location for briefing of applicants on disaster assistance that is available and the eligibility requirements.

- Continue to coordinate the financial assistance process between recipients and OEM/FEMA, as needed throughout the recovery period.

5.3.5 Other Recovery Actions

- Determine the need to request the opening of DRCs in strategic locations within or near the major areas of disaster impact (see Appendix 3, Disaster Recovery Center (DRC) Requirements Checklist and Disaster Recovery Centers (DRC) – Potential Locations).

- Determine the need to identify Long-Term Emergency Housing for Disaster Victims (see Appendix 4, Potential Alternatives For Disaster Housing In Columbia County).

- County Emergency Management shall conduct an after action debriefing/evaluation on the effectiveness of the recovery function throughout the County.

6   Direction and Control

6.1   Executive Actions

The EOC staff is responsible for ensuring that appropriate disaster recovery activities are performed as a part of the County's Emergency Management Program.

6.2   Coordination

Overall coordination of the disaster recovery process will be exercised from the EOC, when activated. When the EOC is deactivated, ongoing disaster recovery for the County will be handled through the offices of County Emergency Management in conjunction with any DFOs and/or DRCs that may be opened by OEM/FEMA.

All County departments and agencies shall coordinate recovery activities with the County Emergency Manager.

7   ESF Development and Maintenance

The Emergency Manager is responsible for updating/revising this ESF as needed. Each agency will develop and maintain SOPs that address assigned tasks.

8   Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 14 – Long-Term Community Recovery

- State of Oregon Emergency Operations Plan, ESF 14 – Long-Term Community Recovery

9   Appendices

- Appendix 1   Federal Assistance without a Presidential Declaration

- Appendix 2   Disaster Recovery Center Requirements Checklist

- Appendix 3   Disaster Recovery Centers – Potential Locations

- Appendix 4   Potential Alternative for Disaster Housing in Columbia County

- Appendix 5   Damage Assessment Forms

- Appendix 6   Federal Cost Reimbursement Forms

Appendix 1 – Federal Assistance without a Presidential Declaration

In many instances, emergency response and other types of disaster assistance may be obtained from the Federal government without a Presidential Declaration of a major disaster or an emergency. Federal establishments, particularly military installations located in or near the disaster area, may provide immediate lifesaving assistance, and other Federal agencies may be able to provide assistance under their own statutory authorities. The following assistance may be obtained from Federal agencies by request through Oregon Emergency Management (OEM):

Search and Rescue

The United States Coast Guard or United States Armed Forces units may assist in search and rescue (SAR) operations, evacuate disaster victims, and transport supplies and equipment.

Flood Protection

The United States Army Corps of Engineers has the authority to assist in flood-fighting and rescue operations and to protect, repair, and restore certain flood-control works that are threatened, damaged, or destroyed by a flood. They also have authority to assist states for a 10-day period, subject to specific criteria.

Fire Suppression Assistance

The Stafford Act authorizes the President to provide assistance, including grants, equipment, supplies, and personnel, to a state for the suppression of a forest or grassland fire on public or private lands that threatens to become a major disaster. This authority has been delegated to the Associate Director, R&R. The Governor of a State, or the Governor's Authorized Representative, must request such assistance through the Regional Director and should support the request with detailed information about the nature of the threat and the Federal assistance needed.

Health and Welfare

The Department of Health and Human Services may provide assistance to the State and local welfare agencies and to State vocational rehabilitation agencies. The Public Health Service can aid states and local communities in emergency health and sanitation measures. The Food and Drug Administration may work with state and local governments to establish public health controls through the decontamination or condemnation of contaminated food and drugs.

Department of Defense Pre-declaration Emergency Assistance

The Stafford Act authorizes the President to utilize personnel and equipment of the Department of Defense to remove debris or provide temporary restoration of essential public facilities and services in the aftermath of an incident which may

ultimately qualify for a major disaster or emergency. This authority has been delegated to the Associate Director, R&R. The governor of a state must request such assistance through the FEMA Regional Director and should support the request with a finding that such work is essential for the preservation of life and property. When authorized, the work may only be carried out for a period not to exceed 10 days.

Emergency Loans for Agriculture

The Farmers Home Administration (FmHA), may make emergency loans to farmers, ranches, and agriculturists in areas designated as eligible by the Secretary of Agriculture or the Administrator of FmHA.

Disaster Loans for Homeowners and Business

The Small Business Administration (SBA) can provide both direct and bank participation disaster loans to qualified homeowners and businesses to repair or replace damaged or destroyed private property when the Administrator declares a disaster loan area under SBA's statutory authority. Economic injury loans can help small firms suffering economic losses as a result of a disaster.

Repairs to Federal Aid System Roads

The Federal Highway Administration of the Department of Transportation, can provide assistance to restore roads and bridges on the Federal Aid System.

Emergency Conservation Program

The State Director may designate areas eligible for the Emergency Conservation Program of the Agricultural Stabilization and Conservation Service, United States Department of Agriculture. This program provides for cost-sharing grants to rehabilitate farm lands damaged by natural disasters.

Tax Refunds

The Internal Revenue Service can assist individuals in applying for casualty losses resulting from natural disasters.

Appendix 2 – Disaster Recovery Center (DRC) Requirements Checklist

General Information

DRCs are sited only in jurisdictions where the need exists and local officials request them. DRCs may be open for only a few days or as long as a few weeks. Site selection for DRCs is a joint local, state, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified types of buildings that could potentially serve as DRCs (see Appendix 3, Disaster Recovery Centers - Potential locations) There is no state or Federal reimbursement for any costs associated with use of the building selected, e.g., rent, utilities, etc.

Required

The following issues need to be considered in identifying possible facilities to serve as DRCs:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the DRC). This may vary from as few as 1500 square feet to more than 4500 square feet. Consequently, it is good 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 (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. (DRCs must meet Americans with Disabilities Act [ADA] 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 FEMA to install telephone lines.

Preferred

- The public should generally be familiar with the building.

- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster.

- 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 3 – Disaster Recovery Center Potential Locations

SCAPPOOSE Population: 5,025	ST. HELENS Population: 10,380	RAINIER Population: 1,690	CLATSKANIE Population: 1,530	VERNONIA Population: 2,220	COLUMBIA CITY Population: 1,955
Library**?**	Columbia Center 375 S. 18th Street	School**?**	School**?**	Cedar Ridge Sports Camp 18062 Keasey Road 503-429-2853	Columbia City Community Hall
High School**?**	Buccinni Hall at Catholic Church on S. 13th	Church**?**	Church**?**		Columbia City Grade School
Church**?**	St. Helens High School Gable Road				
	Army Guard Armory S. 6th Street				
	CRPUD Community Room Deer Island off Hwy 30				

Appendix 4 – Potential Alternatives for Disaster Housing in Columbia County

The American Red Cross has shelter agreements with schools and churches to meet the emergency food and shelter needs for the general public immediately following a major emergency or disaster.

The following facilities could be considered for use in the event a disaster was so damaging that shelters would be required beyond Red Cross capabilities:

- County Fairgrounds

- Armory in St. Helens (requested through OEM/National Guard)

- Granges in Columbia County

- Fraternal organizations: American Legion, Veterans of Foreign Wars (VFWs), Elks, Masonic Temples, Moose

- Private camps: Camp Wilkerson (Vernonia area)

- Tent cities (available through OEM/FEMA)

Appendix 5 – Damage Assessment Forms

[TO BE DEVELOPED]

Appendix 6 – Federal Cost Reimbursement Forms

[TO BE DEVELOPED]

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ESF 15 – External Affairs

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ESF 15 Tasked Agencies	
Primary Agencies	Columbia County Emergency Management
	County PIO
Supporting Agencies	Department PIOs
Adjunct Agencies	Local Media

1   Purpose and Scope

ESF 15 provides guidance and procedures for gathering, controlling, and disseminating emergency information to the public, media partners, community leaders, and other stakeholders. This ESF also establishes policies for internal review and approval of public information prior to its release to the community and/or media partners, while clearly defining clearance procedures within the incident command structure. This support function pertains to all response agencies and is applicable to all types of incidents.

Coordination and collaboration with local and regional media and public information personnel is essential to providing accurate, consistent, and timely information regarding the status of the emergency response/recovery. Where applicable, information should be provided in appropriate languages to accommodate non-English-speaking populations. Public information and educational materials dealing with emergency management and preparedness can be provided to the general public and community partners prior to a disaster/incident. Information can be disseminated in a variety of formats and via multiple communication avenues.

The primary means for disseminating public information in this jurisdiction includes Internet, brochures, newspapers, community meetings, workshops, and schools.

2   Policies and Agreements

The following policies and agreements are currently in place:

■   None at this time.

3   Situation and Assumptions

3.1   Situation

During periods of major emergency, the public needs detailed information regarding protective action to be taken for minimizing loss of life and property. There are times, however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency, the public be made aware of potential hazards and the protective measures that should be employed.

3.2   Assumptions

■ An effective program combining both education and emergency information can significantly reduce disaster related casualties and property damage. It is recognized, however, that people are generally unconcerned about hazards until affected, despite educational programs. Thus, special emphasis must be placed on the effectiveness of the emergency information program for the public.

■ Both the media and the public will expect and demand that information about an emergency be provided in a timely manner. The CAN telephone system may be used to give urgent information to specific populations.

■ The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public, both through news bulletins and the Emergency Alert System (EAS) broadcasts.

■ Demand for information during a disaster can be overwhelming if sufficient trained staff are not available.

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   Organization

Each County Department shall respond in accordance with their role in the County Emergency Management Organization as identified in the EOP.

Other jurisdictions should work within the framework identified by their respective EOPs or the County's EOP, as appropriate.

4.2   Task Assignments

4.2.1 County Emergency Management
Mitigation and Preparedness

■ The Emergency Manager shall work with the various resource agencies and local jurisdictions in distributing emergency preparedness information throughout the County.

Response

- The Emergency Management Director or EOC's IC should ensure that the emergency notification elements of ESF 2 - Communications are utilized for emergency warning information, as appropriate.

- The Emergency Manager or EOC's IC will appoint an PIO for the duration of the incident, and that person will be responsible for managing the County's emergency public information process.

- See Appendix 1, Emergency Management Public Information Officer (PIO) Checklist, for specific duties.

Recovery

- County Emergency Management shall coordinate with other involved units of government and ensure that the public is informed of recovery operations in progress through the news media.

- County Emergency Management shall conduct an after action debriefing/evaluation on the effectiveness of the emergency public information function throughout the County.

4.2.2 Incorporated Cities
Mitigation and Preparedness

- Those cities with emergency management programs are responsible for dissemination of emergency preparedness information to their citizens. Others cities should work with the County Emergency Management Program in public education efforts.

Response

- Each jurisdiction is responsible for coordinating emergency response information with the County EOC's PIO once the EOC is activated. Requests for PIO staffing assistance at the County EOC may be made to any jurisdictions not impacted by the disaster.

- Participation in a Joint Information Center (JIC) may be requested in an effort to better coordinate the release of emergency public information.

4.2.3 Fire Protection Districts
Mitigation and Preparedness

- County Emergency Management may request the assistance of the pool of trained PIOs from fire districts to assist in the distribution of

emergency preparedness information as a part of their fire safety training presentations or public safety exhibits.

Response

■ Fire PIOs, who have been trained to work at the County EOC in the event of a major disaster, should immediately determine their departmental needs and priorities and then contact the County EOC's PIO to indicate availability.

4.2.4 Local Media
Mitigation and Preparedness

■ County Emergency Management personnel will work with local media in providing emergency preparedness messages to the public, e.g., a series of newspaper articles or public service announcements by the broadcast media.

4.2.5 Amateur Radio Emergency Services (ARES)
Mitigation and Preparedness

■ The Columbia County Amateur Radio Emergency Services (ARES) group will distribute emergency preparedness information, as provided by County Emergency Management, to the public as part of their community education efforts at fairs and exhibits.

4.2.6 Northwest Regional Education Service District
Mitigation and Preparedness

■ County Emergency Management should work with the ESD to periodically distribute emergency preparedness information to the school districts throughout the school year so that students may receive literature to take home to their parents.

4.2.7 American Red Cross – Oregon Trail Chapter/United Way
Mitigation and Preparedness

■ The Red Cross' local chapter maintains a supply of FEMA emergency preparedness information for distribution to the public. Volunteers are used to make public presentations to civic and church groups on emergency preparedness planning and techniques at the family and individual level. County Emergency Management should work closely with the Red Cross in the coordination of the limited resources available to meet the need for community education in emergency preparedness.

Response

■ The Red Cross will have primary responsibility for coordinating and disseminating information on disaster victims and people utilizing emergency shelters. Red Cross is privy to the Medical Examiner's list of fatalities.

■ The United Way agency could be used as a referral center, operating a "help-line" for citizens and assisting in rumor control.

4.2.8 Other County Departments
Response

■ Departments with trained PIOs may be requested to provide assistance in staffing the PIO function for the County EOC. In a major event, such as an earthquake, these trained PIOs should make contact with the County EOC's PIO to determine if immediate assistance is needed unless their own departmental duties are a clear priority.

5   Concept of Operations

5.1   General

The timely preparation and release of public emergency information to the news media and public is the responsibility of the County's Public Information Officer (PIO) working under the general direction of the BOCC and Emergency Manager if the EOC is not open or the EOC's IC if the EOC is open. The PIO is part of the EOC Staff, but one could be appointed by the on-scene IC at the time of an emergency.

The IC from the lead response agency may determine who is to carry out PIO duties. The responsibility for distributing emergency public information during the emergency will be that of the PIO on scene. This on-scene PIO may later serve as the County EOC Staff's PIO or another designated person can perform that duty.

There are some County Departments and fire districts that have designated employees to deal with the release of information on daily emergency incidents to the media and the public. The Incident PIO, and the necessary PIO staffing for a 24-hour emergency response operation at the County's EOC, will be drawn from this group of trained PIOs. Pre-disaster agreements can be used to ensure that the necessary cooperation, coordination and emergency management training occurs.

Emergency information efforts will focus upon specific event-related information. This information will generally be of an instructional nature focusing on such things as warning, evacuation, and shelter (if the EOC is open). All protective action statements such as these must be approved by both EOC and local Incident

Commanders. It is also important to keep the public informed of the general progress of events. In larger scale events, a Joint Information Center (JIC) may be established to facilitate coordination between various Command Posts, EOCs, and the media.

In an event involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the Medical Examiner's office. Neither shall confidential information be released, i.e., home phone numbers and addresses of victims, response personnel, or volunteer emergency workers.

A special effort will be made to report positive information regarding emergency response in order to reassure the community that the situation is under control. Rumor control will be a major aspect of the informational program. Public feedback will be used as a measure of the informational program's effectiveness. Education efforts will be directed toward increasing public awareness about potential hazards and how people should deal with them. All information and education efforts will rely heavily on the cooperation of volunteer and commercial media organizations.

5.2   County Operations

5.2.1 Emergency Management

The County's Emergency Operations Center Staff are responsible for the dissemination of emergency public information during a major emergency/disaster. The Emergency Manager is responsible for providing emergency preparedness information before a disaster strikes.

The County EOC's PIO is responsible for coordinating all activities of the emergency public information function, including ensuring that an adequate number of emergency management trained PIOs are available to staff the County's EOC on a 24-hour basis.

5.2.2 Joint Information/Emergency Media Center

If there is a major event involving several jurisdictions in/or adjacent to Columbia County, it is likely that a Joint Information Center (JIC) will be established to provide a coordinated method for release of emergency public information, i.e., serving as a clearinghouse. The decision to establish a JIC will be made by the EOC's IC in collaboration with the responsible officials of the other involved jurisdictions. (See Appendix 2 for potential sites and available resources.)

5.2.3 Other County Departments

Those County Departments having an assigned PIO function will be tasked with assisting the County's efforts in providing emergency preparedness information to the public and emergency public information during a response to a major emergency or disaster. This assignment may be as the lead PIO or as a relief/support PIO during large-scale responses.

5.3   Incorporated Cities

Cities maintaining their own Emergency Operations Plan (EOP) are responsible for developing, maintaining and implementing emergency pubic information procedures as a part of their planning and operational response activities. Assistance in staffing the PIO function at the County EOC may be requested in major emergencies. City PIO's may be invited to work in a Joint Information Center (JIC) that may be established at the County or State level.

Cities without an EOP will utilize the County's Emergency Public Information Annex as a guideline in the release of emergency information or work directly with the County EOC's PIO to incorporate the information into a joint release.

5.4   Fire Protection Districts

As a public safety emergency response agency, fire personnel are constantly on the scene as first responders and frequently assign a PIO to handle release of information to the media and public. This group of fire personnel, who are trained and knowledgeable in the functions of the PIO position, might be utilized as a resource for county emergency management during a major emergency/disaster, as appropriate.

5.5   Support Agencies

5.5.1 Media

The print and electronic media will be the primary method of disseminating emergency public information during a disaster response. Community newspapers are effective in providing detailed self-help information in slow-developing emergency situations, i.e., inclement weather, drought, etc. The electronic media can be helpful in issuing bulletins to inform the public of emergency conditions with or without formal activation of the EAS. Activation of the EAS allows for a direct and immediate flow of information to the public.

5.5.2 Volunteer Organizations

Volunteer groups such as Amateur Radio Emergency Services (ARES) may provide assistance in the dissemination of emergency preparedness/response information to the public.

5.5.3 Northwest Regional Education Service District

The NW Regional Education Service District can provide direct assistance in providing emergency preparedness information to Columbia County School Districts, who in turn, would provide it to the schools within their district.

5.5.4 American Red Cross – Oregon Trail Chapter

The American Red Cross (ARC) serves as the primary agency for disseminating emergency preparedness information, materials, and training at the local level.

The ARC Disaster Health Function also has access to the Medical Examiner's list of fatalities as well as lists of hospitalized victims and sheltered individuals.

5.5   State Government

State officials will be responsible for the release of emergency public information on the response of state government to a disaster and effects on state highways, bridges and other facilities. Oregon Emergency Management (OEM), in conjunction with the Governor's Office, will normally be the lead state agency in the coordination and release of emergency public information for a state disaster. However, in certain situations, a Joint Information Center (JIC) may be utilized that would involve both state and local government.

5.6   Federal Government

Emergency preparedness publications are available from FEMA for public education in the pre-disaster stages.

FEMA, once on scene in a major emergency/disaster, will provide public information on federal assistance to be made available during the recovery phase.

6   Direction and Control

6.1   Executive Actions

The Emergency Manager is responsible for emergency preparedness and education and emergency information activities as a part of the County's Emergency Management Program.

However, in emergency situations posing an immediate threat to life, any public official in the County, serving as an Incident Commander, or any other authorized public official may issue emergency public information. Such officials shall notify County Emergency Management as soon as possible to facilitate further notifications and actions, as required.

6.2   Coordination

Overall coordination of the emergency public information process will be exercised from the EOC when activated. (See Appendix 1, Emergency Management Information Officer Checklist)

All County Departments and agencies shall coordinate with the assigned PIO working at the County EOC in releasing information to the public, unless directed otherwise by the Board of County Commissioners.

7 ESF Development and Maintenance

The Emergency Manager is responsible for updating/revising this annex as needed. Each agency will develop and maintain standard operating procedures that address assigned tasks.

8 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- National Response Framework, ESF 15 – External Affairs

- State of Oregon Emergency Operations Plan, ESF 15 – External Affairs

9 Appendices

- Appendix 1   Public Information Officer Checklist

- Appendix 2   Potential Sites for a Joint Information Center

Appendix 1 – Emergency Management Public Information Officer Checklist

When an incident occurs that significantly involves county residents or requires the EOC to be opened:

- Public Information Officer (PIO) appointed by the County Emergency Management Director/Incident Commander. This PIO should be from the most involved agency, i.e., Law Enforcement, Fire Service, Public Works. The title will be "EOC Staff - PIO."

- Emergency Alert System (EAS) and/or Columbia Alert Network (CAN) activated with disaster notifications and public safety information. EAS and/or CAN utilized for area-wide information prior to the use of news releases.

- Assistant and relief PIOs identified and scheduled by PIO if needed for longer-duration incident. Logistics Section can assume this responsibility, if requested.

- Staffing for administrative support and work space obtained. Logistics Section can assume this responsibility if requested.

- Information for other EOCs and the 9-1-1 center sent.

- Appoint a media liaison to work at the JIC with other jurisdictions' PIOs, i.e., Washington County, City of Vernonia, City of Clatskanie, if established. (See Appendix 2 for potential sites and requirements.)

- News releases developed using approved emergency management format. (Computer support staff can assist.) The following should be considered in preparing a news release.

  - Current information obtained from Operations and Planning Section Chiefs

  - Other local EOCs coordinated with to ensure accuracy of releases

  - Rumor control issues addressed

  - Sources of information authenticated and verified for accuracy, before releasing

  - Information is objective and concise but complete, and covers what the public needs and expects to know

  - Regular times for news releases are scheduled in cooperation with media deadlines

- IC approval and signature obtained, before releasing

■ News releases issued to Communications Unit Leader for inclusion on the County's website and sent by e-mail to cities, Department Heads, and major industries.

■ Decision made if a public information telephone number ("Help-line") should be established; Logistics Section Chief requested to establish and staff, (consider use of volunteer or non/profit organizations) and the number publicized.

■ Logistics Section asked to provide the public with self-help/survival information through media and distribution points for "hard copies."

■ EOC Staff assigned to monitor media for rumor control. Incorrect or unsubstantiated information immediately counteracted.

■ Media will be allowed access to the EOC, or on-scene, only under limited, controlled circumstances, and only with prior approval of the EOC and local Incident Commanders.

■ If not safe or practical to admit all media representatives, a media "pool" may be created whereby media representatives select personnel, i.e., reporter, photographer, film crew, etc. to gather information for all of them.

Appendix 2 – Potential Sites for a Joint Information Center

Purpose of Joint Information Center: During a major emergency/disaster, it will be the one central location to coordinate news releases from various jurisdictions to the media. Each EOC's IOs will prepare a news release and provide the information to the liaison at the JIC for release at scheduled times. Media will utilize the JIC as the primary source of emergency public information on the major emergency/disaster.

Location	Central Location	Adequate Space	Emergency Power	Cable TV Connection	Phones	Parking	Internet Connection	Copy Machine	Fax	Restrooms
Columbia Technology Center Auditorium 375 S. 18th Street, St. Helens	x	x	no	x	x	x	x	x	x	x
Columbia River PUD Civic Room 64001 Columbia River Hwy Deer Island	x	x	x	?	x	x	x	x	x	x

Support Annexes

A | SA A – Evacuation

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ESF 1 Tasked Agencies	
Primary Agencies	Columbia County Sheriff's Office
Supporting Agencies	Columbia County Emergency Management
	Public Works Departments
Adjunct Agencies	American Red Cross
	School Districts

1   Purpose

The purpose of this annex is to provide direction for the orderly and coordinated evacuation of all or part of the population of Columbia County. It provides guidelines for coordinating the activities of agencies involved in the implementation of this annex to the Columbia County Emergency Operations Plan.

2   Situation and Assumptions

2.1   Situation

There are several emergency situations that might require an evacuation of Columbia County citizens. Small-scale, localized evacuations might be needed as a result of flooding, hazardous materials accident, major fire, or transportation accident. Mass evacuation could be required in the event of dam failure or other major flood events. Additionally, evacuation planning is necessitated for site specific hazards such as chemical facilities.

2.2   Assumptions

■   Evacuating hazardous areas is the most effective action for protecting people in many disaster or disaster-threat situations.

■   It is assumed that 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. Some individuals, however, may refuse to evacuate.

■   NOTE: Evacuation may be mandated only after a declaration of emergency has been issued by the responsible jurisdiction to ensure the public safety or as may be necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency.

■   Some disaster events are slow-moving and provide ample reaction time. The worst case assumption is that there will be little or no warning of the need to evacuate, and it may be necessary day or night.

- There may not be time to obtain manpower support from outside resources. Local government resources could be severely stressed, particularly on-duty police and fire personnel.

- Shelter facilities and food will need to be provided for evacuees although many may seek shelter with relatives and friends or motels rather than use designated shelter facilities which will normally be provided by the Red Cross.

- Most evacuees will use private transportation means; however, transportation may need to be provided for some evacuees.

3 Concept of Operations

3.1 General

There are several factors that must be considered when planning for evacuation. Among these are the characteristics of the hazard itself which will assist in measuring the scope of the incident:

- Magnitude/size or potential impact

- Intensity/level of risk presented

- Area affected (will it spread)

- Duration

These are all significant factors which will determine the number of people to be evacuated and the time and distance of travel necessary to ensure safety.

Other important considerations are:

- Time available for notification to evacuate

- Risk to public safety personnel providing evacuation notice

- Special population concerns (schools, hospitals, nursing homes, language problems, correctional facilities, retirement centers, etc.)

- Availability of evacuation routes, their capacities and their vulnerability to the hazard

- Mode of transportation: private vehicles, public vehicles (buses, vans, etc).

General operational responsibilities are outlined below by jurisdiction.

3.2   County Operations

3.2.1 Sheriff's Office

For an isolated or relatively minor incident or in those instances where immediate action is required, the on-scene Incident Commander will determine whether evacuation of a structure or an immediate area is prudent. The Sheriff's Office is responsible for developing and implementing procedures to evacuate an endangered area within their jurisdiction.

3.2.2 Emergency Management

In the event of a major emergency or disaster, the County Emergency Operations Center (EOC) will be activated. The County's Emergency Management Organization will determine the need to evacuate if time permits. The Sheriff's Office, EOC Law Branch Director, will work with the Planning Section Chief or IC to develop an Incident Action Plan (IAP) to manage the evacuation.

The County Emergency Management Director shall ensure that an overall plan for evacuation management is developed, maintained and implemented, as necessary.

3.3   Incorporated Cities

In an emergency affecting a single jurisdiction, city officials with the legal authority to do so, including Incident Commanders, may order an evacuation so long as the movement of people does not impact areas outside the city.

In those instances where multiple jurisdictions will be impacted or a large number of evacuees will require shelter, Columbia County Sheriff's Office, Red Cross and County Emergency Management shall be notified, and the County EOC may be activated to coordinate resources.

3.4   Fire Protection Districts

For an isolated or relatively minor incident, or in those instances where immediate action is required to save lives, the on-scene Incident Commander will determine whether evacuation of a structure or an immediate area is prudent. Law enforcement personnel will normally be utilized to implement the evacuation whenever their resources are available, and fire personnel will be used to supplement the evacuation effort as necessary and as resources allow.

3.5   American Red Cross

The Oregon Trail Chapter of the American Red Cross should be notified whenever emergency food and shelter will be needed for evacuees in accordance with the provisions outlined in ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, of the County Emergency Operations Plan and existing interagency agreements.

3.6 Support Agencies

■ Public Works agencies may be used to assist in traffic control and providing transportation for evacuees.

■ Volunteer groups, depending on the time factor and scope of the evacuation, may be used to assist in the evacuation.

■ Resources to support an evacuation may be obtained from school districts through use of their buses or buildings.

■ Columbia County Rider may provide buses or handicapped transportation vehicles for either a large-scale or small-scale event, including a short-term evacuation where a bus might also serve temporary shelter needs.

3.7 State Government

State agencies with an ongoing emergency role, such as the State Police, may assist in evacuation of threatened areas as resources allow (in small scale evacuations on a mutual aid basis).

Requests for State agency assistance for any major incidents are to be coordinated through County Emergency Management to the State Office of Emergency Management.

If time allows, additional State resources, such as the National Guard, may be ordered to assist in evacuation.

3.8 Federal Government

Federal agencies with an ongoing emergency role, such as the Air Force Reserve, may provide immediate resources to assist in evacuation of isolated areas.

4 Direction and Control

4.1 Executive Actions

The directive to any given population within Columbia County to evacuate their homes or work place may be given by the Incident Commander of an emergency incident or other public officials responsible for emergency management, depending on the availability of time.

The implementation of an evacuation procedure is the responsibility of the Sheriff or Chief of the Law Enforcement agency responsible to the majority of the population affected.

A Declaration of Emergency must be made by the responsible jurisdiction to authorize the use of mandatory evacuation.

During a Level 1 or 2 emergency in which an evacuation is ordered, a written evacuation notice is optional. However, a written evacuation notice or order is required if a decision is made to conduct an evacuation during a Level 3 emergency.

4.2   Coordination

Any evacuation affecting multi-jurisdictions or a large segment of the population should be coordinated through County Emergency Management and any affected incorporated City's Emergency Management (if any).

5   Organization and Assignment of Responsibilities

5.1   Organization

The County Emergency Management Organization shall respond in accordance with the direction provided in the County's EOP and this Annex in conjunction with any emergency requiring a large scale evacuation.

The Sheriff's Office shall implement their own evacuation procedures and work within the framework of the County Emergency Management Organization, coordinating with the EOC Staff at all times.

5.2   Task Assignments

Task assignments for evacuation management shall be consistent with those outlined in the Basic Plan section of the EOP, ESF 5 – Emergency Management and Sheriff's Office policies and procedures. Specific tasks are outlined below by the phases or stages of emergency management.

5.2.1   Mitigation and Preparedness

■ **County**

● **Sheriff's Office**

— Using information available from the Traffic Engineering section of the County Public Work's Department on "Critical Routes," identify those unincorporated areas of the County where pre-designated evacuation routes may be desirable and develop procedures for evacuating those areas and for assisting with evacuations from incorporated cities as may be necessary.

— Provide training to personnel on the Incident Command System (ICS) and evacuation procedures, including working as a member of an evacuation team.

— Participate in annual training exercises conducted by County Emergency Management.

- **Public Works**

    — Ensure that personnel are aware of need to support traffic control measures by providing signing for evacuation routes, detours, etc.

    — Ensure that transportation resources for evacuation are pre-identified.

    — Participate in annual training exercises conducted by County Emergency Management.

- **Emergency Management**

    — Coordinate emergency preparedness planning activities and annual training exercises.

■ **Incorporated Cities**

- Police officials of incorporated cities should work with their local policy makers in performing mitigation/preparedness activities similar to those outlined above in conjunction with the city's EOP.

- Police officials of incorporated cities without their own EOP should utilize the mitigation/preparedness direction outlined above, as appropriate, and coordinate activities with the County Emergency Management Program.

■ **Fire Districts**

- Identify special population groups such as schools, hospitals, nursing homes, retirement centers, corrections facilities, etc. within the fire district's jurisdiction. Coordinate with the incorporated cities and Sheriff's Office, as appropriate, in promoting emergency preparedness for evacuation or shelter in place as a part of the overall prevention program (evacuation and shelter in place plans/procedures are the responsibility of facility administrators).

- Provide training to personnel on evacuation procedures and working as a member of an evacuation team.

■ **American Red Cross**

- Identify potential shelter and feeding sites and develop procedures for activating and operating shelters for use in mass

evacuation situations, including establishing written agreements with schools, churches, granges, etc.

● Coordinate planning activities with local Emergency Management Officials.

● Provide training to personnel on disaster response/shelter management procedures.

● Participate in annual training exercises conducted by County Emergency Management.

5.2.2 Response

■ **County**

● **Sheriff's Office**

   — In conjunction with the Incident Commander and/or the EOC Staff, the Sheriff's Office is responsible for planning and implementing the evacuation process (See Appendix 2 – Evacuation Checklists).

   — **Defining the Evacuation Area**

      ▪ The definition of the area to be evacuated will be determined by those officials recommending the evacuation based on the advice of appropriate advisory agencies. In the case of hazardous materials incidents, evacuation information is available in RSPA P 5800.8, 2000 Emergency Response Guidebook (little yellow booklet) as well as provided by the Chemical Transportation Emergency Center (CHEMTREC) 1-800-424-9300.

      ▪ The command authority will ensure that the evacuation area is defined in terms clearly understandable by the general public and that this information is provided to the Information Officer (IO) for rapid dissemination.

   — **Pre-evacuation Warning**

      ▪ Slow moving events, such as dam failure or storm-related events, should be coordinated by the County EOC. Evacuation notice will be given to affected residents if it appears that hazardous conditions may warrant such action.

— **Evacuation Warning**

- An evacuation notice (Appendix 3 – Evacuation Notice) should be prepared, particularly if the Emergency Alert System (EAS) and/or Community Alert Network (CAN) are to be used. All necessary warning modes will be utilized to direct the affected population to evacuate.

- The use of law enforcement and fire emergency vehicles moving through the affected area with sirens and public address is to be used.

- Door-to-door notification should be used when appropriate, particularly in rural areas. Residential and health care institutions should be notified directly by the responsible authorities.

- Law enforcement personnel will sweep the evacuated area after the initial notice to insure all persons have been advised and have responded. Persons who refuse to follow evacuation instructions will be left alone until all who are willing to leave have been provided for. Time permitting, further efforts may be made to persuade those who are still there to evacuate.

— **Providing Emergency Public Information**

- The Operations Section Chief, or person assigned to manage the evacuation, will provide information to the Information Officer (IO) who will ensure that evacuation information is disseminated to the media on a timely basis. Instructions to the public such as pickup points for those needing transportation, traffic routes to be followed, location of temporary reception centers, as well as situation updates will be issued as that information becomes available.

— **Primary Evacuation Routes**

- There are five major highways and one major railroad in Columbia County.

- The railroad is mainly a north and south arterial near the Columbia River.

- Three highway systems are mainly north and south arterials (30, Apiary Rd., 47).

- Two highways (202, Scappoose Vernonia Rd.) are mainly east-west routes.

- Routes west of Hwy 30 could be restricted by landslides/washouts especially along the entire length of Scappoose-Vernonia Road and the northern part of 47, and Hwy 30 itself between Rainier and Deer Island is highly subject to slides.

- Routes will be selected by immediate needs and expediency.

- Evacuation routes must be heavily policed and disciplined.

- Any blockages of traffic patterns will be cleared by any means necessary to insure normal traffic flow.

- If at all possible, two-way traffic will be maintained on all evacuation routes to allow continued access for emergency vehicles.

- Traffic control devices such as signs and barricades will be provided by the Public Works Departments.

— **Designating Evacuation Routes**

- It is anticipated that the primary evacuation mode will be in private vehicles. Actual evacuation movement efforts will be controlled by the law enforcement agencies involved.

- Evacuation routes will be selected by law enforcement officials and approved by the Incident Commander at the time of the evacuation decision ("Critical Routes" maps should be utilized, if available). Movement instructions will be part of the warning and subsequent public information releases.

- Providing routes for evacuees from cities or other counties passing through to predesignated relocation areas will need to be a coordinated effort with local and state agencies.

— **Identifying Special Evacuation Problems**

- The local fire district should be utilized as a resource as they are tasked with the responsibility of identifying special population facilities within their district and advocating the development of evacuation plans/procedures.

- Nursing homes and residential care facilities (may have to assist local jurisdictions; administrators are responsible for evacuation plan)

- Correctional facilities (may have to assist; correctional officials are responsible for evacuation plan)

- Schools (may have to assist; school administrators are responsible for evacuation plan)

— **Providing Access Control and Security**

- In an evacuation, the problem of access control and security for the evacuated areas becomes extremely important. Law enforcement agencies will establish a perimeter control to provide security and protection of property left behind. Disaster Area Permits may be used to limit sightseers for a major incident. Fire departments will take measures to ensure continued fire protection.

— **Controlling Re-entry**

- Reoccupation of an evacuated area requires the same consideration, coordination, and control of the items undertaken in the original evacuation. The re-entry decision and order will be made by the Incident Commander or the Emergency Management Director after the threat has passed and the evacuated area has been inspected by fire, law, and utilities personnel for safety. Some specific re-entry considerations are to:

- ▪ Ensure that the threat which caused evacuation is over.

- ▪ Ensure that homes have been inspected to determine if they are safe to return to.

- ▪ Determine the number of persons in shelter who will have to be transported back to their homes.

- ▪ Determine the long-term housing requirements, if homes have been damaged.

- ▪ Coordinate traffic control and movement back to the area.

- ▪ Inform the public of proper re-entry actions, particularly cautions they should take with regard to cleaning up and reactivating utilities.

- ● **County Emergency Management**

  - — Coordinate with the on-scene Incident Commander, assessing situation and making appropriate notifications to activate and staff the EOC.

  - — Determine which areas of Columbia County should be evacuated and, in conjunction with the Red Cross, deciding which reception areas should be used for receipt and care of the evacuees.

  - — Ensure that citizens are advised to evacuate through an evacuation order when appropriate.

  - — Direct release of EAS and CAN announcements and information to the media on what areas are being evacuated, what areas are being used as reception areas and where the information on locating friends and relatives can be exchanged.

  - — Coordinate evacuation effort with local governments as well as with selected reception area governments.

  - — Direct relocation of essential resources (personnel, equipment, supplies) to reception areas.

- ● **Public Works Departments**

  - — Provide traffic control devices.

  - — Assist in keeping evacuation routes open.

— Coordinate transportation needs for special population groups and emergency goods and services through area schools, churches and other organizations with transportation assets.

— Coordinate special transportation requirements to include relocation of essential resources to reception areas.

● **Information Officer (IO)**

— The Information Officer at the scene or at the County EOC will be responsible for disseminating emergency information from the Incident Commander or the EOC Staff advising the public of evacuation action to be taken and coordination with area news media for news releases.

● **Incorporated Cities**

— Police officials of incorporated cities should respond in accordance with their city EOP and coordinate evacuation activities, as appropriate, with the County's EOC Staff.

— Police officials of incorporated cities without a city EOP should generally follow the response procedures as outlined above, coordinating activities with local policy makers and the County's EOC Staff.

● **Fire Districts**

— Incident Commander (on-scene)

— Determine need to evacuate, scope of evacuation, ability to handle with available resources and coordination with agencies responsible for evacuation planning for the affected area (this may include private firms with site-specific evacuation planning because of hazardous materials, cities with their own specific plans and/or the county for major incidents).

— Assign evacuation planning and implementation responsibility to the appropriate agency (if able to handle without implementing EOP for the jurisdiction).

— Contact the Red Cross if sheltering assistance is needed (Red Cross will help even if only one family has to be evacuated because of an emergency response, e.g., they will provide food and motel vouchers for a family that

loses their home to a fire). The Red Cross will likely have pre-existing shelter agreements with potential shelter facilities in the area.

— Contact the appropriate person to implement the EOP for the jurisdiction in which the incident has occurred, if current resources are not sufficient.

— Assist in evacuating, if needed and resources are available.

— Provide fire security in the vacated area.

● **Columbia County Fire Defense Board**

— The Columbia County Fire Defense Board Chief will coordinate multi-jurisdictional fire activities from the County EOC when it is implemented.

● **American Red Cross - Oregon Trail Chapter**

— Responsible for activating emergency shelter and food systems for Columbia County, when requested.

— Provide shelter/feeding and other welfare assistance to evacuees.

— Coordinate special care requirements for unaccompanied children, the aged, handicapped, and others requiring special consideration as well as helping people locate/contact others to determine safety or status after the disaster.

— Provide a representative to coordinate operations from the EOC when activated.

5.2.3 Recovery

● **County**

— **Sheriff's Office**

▪ Coordinate return of evacuees and maintain security for areas where access is not allowed.

▪ Assist other agencies with recovery operations, as appropriate.

▪ Return focus of service to maintenance of law and order, prevention, detection and investigation of crime releasing personnel and equipment for return to normal operations.

- Participate in a post-event debriefing, evaluating the evacuation process.

— **County Emergency Management**

- Coordinate with local, state and federal agencies in damage assessment and cost recovery activities.

- Ensure necessary communication activities are accomplished in informing the public of disaster recovery activities.

- Continue to assist in restoration of normal services and operations, as appropriate.

- Conduct a post-event debriefing, evaluating the evacuation process.

● **Incorporated Cities**

— Coordinate return of evacuees and maintain security where access is not allowed.

— Coordinate with County EOC Staff in recovery activities.

— Focus on restoration of normal service.

— Participate in a post-event debriefing, evaluating the evacuation process.

5   Annex Development and Maintenance

The Emergency Management Director, in conjunction with the Sheriff's Office Liaison for Emergency Management and a representative of the Columbia County Fire Defense Board, is responsible for ensuring that this annex is updated and revised, as necessary. Each agency with evacuation responsibilities is expected to develop and maintain standard operating procedures.

The Sheriff's Office is responsible for developing and maintaining any related operational policies and procedures for evacuation of unincorporated areas and coordination of evacuations conducted by incorporated cities or neighboring counties which may impact the traffic flow on County roads and highways.

6   Appendices

■   Appendix 1   Emergency Evacuation Policy

■   Appendix 2   Evacuation Checklists

- ■ Appendix 3   Evacuation Notice

- ■ Appendix 4   Evacuation Order

Appendix 1   Emergency Evacuation Policy

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COLUMBIA COUNTY

EMERGENCY EVACUATION POLICY

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Purpose

The following policy establishes authorization for the evacuation of citizens from hazardous areas of Columbia County during an emergency or disaster.

Policy

Upon determination that there is an immediate danger to Columbia County citizens, the County's Emergency Management Director and County Sheriff, or their designated staff, and the on-scene Incident Commander(s), including County Fire District representatives, may take action as outlined below.

1. Issue an evacuation notice based on the determination that a hazard exists which is creating a threat to the health and safety of the public.

    NOTE: Evacuation may be mandated only after a declaration of emergency has been issued by the responsible jurisdiction to ensure the public safety or as may be necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency.

2. In an evacuation, close necessary County roads and restrict access to and from all affected areas of the County.

3. In an evacuation, remove stalled and parked vehicles which impede the flow of traffic.

4. In an evacuation, alter traffic flow direction on County roads as may be necessary.

5. State road closures shall be coordinated with the State Police and State Highway Division.

    The County's Emergency Management Organization shall be notified of evacuations that meet any of the following criteria:

    a. Multi-residential evacuation in unincorporated area(s) of Columbia County.

    b. Evacuation from a city to another jurisdiction.

    c. Any evacuation involving over 100 evacuees.

Appendix 2　　Evacuation Checklists

PLANNING/MANAGEMENT

(Decision to evacuate has been made by Incident Command)

OPERATIONS SECTION CHIEF (or person assigned to plan and manage evacuation)

___ Confirm boundaries of area to be evacuated; Consider:

☐ Environmental factors (weather, wind)

☐ Physical terrain

☐ Time of day; are people home, asleep, at work?

___ Determine if there are special population concerns (schools, hospitals, nursing homes, language problems, correctional facilities, retirement centers, etc.)

___ Estimate the number of people within the evacuation area:

___ Notify the Red Cross and request sheltering, if necessary, and obtain shelter location information

___ Determine if evacuation is voluntary or mandatory (mandatory will require emergency declaration by the BOCC if in the County or by City government if within city) and issue either an "Evacuation Notice"(voluntary) or "Evacuation Order"(mandatory)

___ Have IO distribute Evacuation Notice/Order, using EAS and/or CAN as appropriate and news releases to inform the media/public (Ensure that IO position has been staffed and is being utilized and supported)

___ Establish an evacuation group supervisor(s) for the teams, such as the head of each agency team, and work with them in developing an evacuation plan

___ Obtain maps of the area, and have copies made for use by evacuation teams

___ Determine the risk to the evacuation teams, how to protect them, and what personal protective equipment (PPE) they might need. Assign the task of obtaining such equipment

___ Determine what resources you have for evacuation teams:

☐   Law Enforcement staff, local and mutual aid

☐   Fire Department staff, local and mutual aid

☐   Local trained volunteers

☐   Columbia County Sheriff's Office

- Regular and reserve deputies

- Search and Rescue teams

- Cadets

☐   Military or State resources

___   Identify a staging area for teams and equipment

___   Have the appropriate number of teams called out

___   Coordinate with utility companies through the Incident Command Post; notify them of evacuation to determine if utilities need to be turned off

___   If transportation is required, for evacuees or their possessions, request Public Works assistance

___   Establish anti-looting patrols for evacuation area

___   Establish traffic control points after assigning roads to be closed (utilize PW's resources as appropriate/available)

___   Assign a liaison to all shelters with communications ability to evacuation command post

___   Develop a system for re-entry during evacuation

___   Establish food, water, and other support for evacuation teams

___   Ensure the IO's have been kept fully informed and are proactively disseminating information on the evacuation and shelters through the media

___   Determine when it is safe for residents to return, and if some areas need to be kept evacuated

___   Maintain security and checkpoints for areas not evacuated

IMPLEMENTATION

(Evacuation Plan has been prepared)

EVACUATION GROUP SUPERVISOR (or person assigned to supervise evacuation teams)

___   Log in personnel and resources as they arrive

___   Establish communications methods with crews; assign radios and frequencies or develop an alternate reliable method of communication

___   Appoint a recording scribe to mark a master map/evacuation log, recording evacuation results. Assign another person to assist if the scribe cannot record and operate the radios simultaneously due to number of evacuation teams

___   Conduct a briefing for the teams:

☐   Assign areas to two-person (minimum) teams; ideally, place one law enforcement with one fire department or other person with local knowledge

☐   Ensure all have picture ID

☐   Explain shelter locations and evacuation routes

☐   Provide written handouts on shelters, evacuation routes, dangers, and sheltering in-place, if appropriate

☐   Establish a check-in schedule for the teams

☐   Detail what to report back to the evacuation command post (addresses of locations evacuated as well as those with no one there/no answer, refusals, other problems - all actions are to be documented, with names, if time allows)

___   Remain available to assist teams encountering problems and to make decisions

___   Monitor field activities and ensure that all crews report in on a regular basis

___   Conduct debriefing for teams, recording comments on what worked well and what didn't (to be used in the overall evaluation of the response to the incident)

Appendix 3   Evacuation Notice

Hazard description:

*AN "EVACUATION ORDER" SHALL ONLY BE ISSUED WHEN A DECLARATIONOF EMERGENCY HAS BEEN MADE BY THE RESPONSIBLE JURISDICTION, AUTHORIZING MANDATORY EVACUATION. IN ALL OTHER SITUATIONS, USE THE TERM "EVACUATION NOTICE."

Because of the hazard involved to the citizens, the following evacuation notice/order is being issued. Failure to evacuate may result in endangerment of life.

1.   Columbia County is notifying citizens of the need for the immediate evacuation of/ ordering the immediate evacuation of:

_____
_____
_____
_____

2.   Routes of evacuation:

_____
_____
_____
_____

3.   Assembly points for those needing transportation:

_____
_____
_____
_____

4.   Shelter locations:

_____
_____
_____
_____

5.   Columbia County is requesting those needing special assistance in evacuating to call 503-366-4611 (CCSO).

6.   Columbia County is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____ a.m./p.m.

7.   Columbia County is putting into effect a security curfew of _____ a.m./p.m. to_____ a.m./p.m. for all areas surrounding the hazard zone.

8.   Columbia County will advise the public of the termination of this notice/order when public safety is assured.

9.   All public information and instructions from Columbia County will be transmitted from local radio stations.

ISSUED BY: _____

Incident Commander

DATE: _____

TIME:_____

Appendix 4   Evacuation Order

**BEFORE THE BOARD OF COUNTY COMMISSIONERS
FOR COLUMBIA COUNTY, OREGON**

In the Matter of Ordering an Evacuation of   )

_____   )   **ORDER NO.**_____

_____   )

WHEREAS, a _____ emergency exists within Columbia County at the
following location: _____; and

WHEREAS, the emergency poses a threat to the public living and working in that area; and

WHEREAS, the Columbia County Comprehensive Emergency Management Plan allows the
Incident Commander to recommend to the Board of County Commissioners an area to be
evacuated; and

WHEREAS, the Incident Commander has carefully analyzed the emergency situation following
the Evacuation Steps outlined in the Evacuation Operational Guidelines, and has specifically
considered the threat to the public, the degree of safety provided by evacuation, the area affected,
the population affected, and the type of response required to handle the incident; and

WHEREAS, the Incident Commander is recommending that an evacuation is necessary to
ensure the safety of the public at risk;

NOW, THEREFORE, IT IS HEREBY ORDERED that the following area be evacuated as
soon as possible, as directed by the Incident Commander:

_____
_____
_____
_____

DATED this _____ day of _____, 20_____.
                                      **BOARD OF COUNTY COMMISSIONERS
                                      FOR COLUMBIA COUNTY, OREGON**

                                      _____
                                                      (Chair)

                                      _____
                                                  (Commissioner)

                                      _____
                                                  (Commissioner)

Incident Annexes

1

IA 1 – Severe Weather (including Landslides)

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Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	☐ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the EOP and supporting procedures/plans.	
	☐ Monitor weather and flood reports.	
	☐ Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	☐ Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
	▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
	☐ Have personnel participate in necessary training and exercises, as determined by Emergency Management in coordination with lead agencies and coordinators.	
	☐ Participate in County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	☐ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	*These lists are maintained by EM and C911CD.*
	☐ Ensure landslide and flood response equipment and personnel inventories are current for the County. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	*These lists are maintained by EM and C911CD.*
	☐ Inform County Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	☐ Work with the county planning department for establishment of appropriate infrastructure protection measures in landslide/flood-prone areas.	
	☐ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	☐ Activate the EOP when severe weather, and/or landslides incidents pose threats to the County.	
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a UC. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	

Phase of Activity	Action Items	Supplemental Information
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	☐ Develop work assignments for ICS positions (recurring).	*ICS Form 203: Organization Assignment List*
	☐ Notify supporting agencies as well as the County Commissioners.	
	▪ Identify local, County and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	☐ Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the County.	*ICS Form 209: Incident Status Summary*
	▪ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*ICS Form 201: Incident Briefing*
	☐ Confirm or establish communications links among local and County EOCs, and other AOCs. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	☐ Ensure 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.	*Established emergency contact lists maintained at the EOC*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if the scope of the incident so dictates.	
	☐ Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Local, agency, and facility-specific SOPs*
	☐ Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	☐ Determine the need to conduct evacuations and sheltering activities (recurring).	*ESF 6 of the County EOP*
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Submit a request for an emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP.*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs.	*Emergency Management and County Counsel have these.*
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	☐ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	☐ Establish a JIC and designate a lead PIO for the County.	
	☐ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (recurring).	
	☐ Public information will be reviewed by the IC or designee. Information will be approved for release by the IC and Lead PIO before dissemination to the public.	
	☐ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	☐ Record all incoming and outgoing messages (recurring). All messages and the person sending or receiving them should be documented as part of the EOC log.	
	☐ Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
	☐ Develop and update the Incident Action Plan (IAP) (recurring). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*
	☐ Implement objectives and tasks outlined in the IAP (recurring).	
	☐ Coordinate with private sector partners as needed.	
	☐ Ensure all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	

	Severe Weather Incident Checklist	
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/DEMOBILIZATION PHASE	❒ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❒ Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	❒ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*ESF 14 – Long-Term Community Recovery and COOP/COG Plans*
	❒ Release mutual aid resources as soon as possible.	
	❒ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❒ Deactivate/demobilize the EOCs, AOCs, and command posts.	
	❒ Correct response deficiencies reflected in the Improvement Plan.	
	❒ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❒ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

2

IA 2 – Flood
(including Dam Failure)

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Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and develop exercises relative to flood events.	
	❑ Coordinate County preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	❑ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	*[Indicate location of Contact Lists]*
	❑ Contact supporting emergency response agencies to review and determine if major developments have arisen that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	❑ Annually review and update Emergency Operations Plan and SOPs, as needed.	*County EOP and agency-specific SOPs*
	❑ Review flood prone areas.	
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EOP*
	❑ Ensure supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	*FA 1 of the City EOP*
	❑ Identify and review local contractor lists to see who may provide support specific to flood response.	
	❑ Review, revise, and where necessary, establish mutual aid agreements with other agencies and private contractors relative to multiple agency response to floods.	*[Indicate location of Mutual Aid copies]*
RESPONSE PHASE	❑ Incident Commander will provide overall guidance for the deployment of resources.	
	❑ Activate mutual aid agreements.	*[Indicate location of Mutual Aid copies]*
	❑ Activate the City EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	*City Basic Plan, agency and company-specific plans*
	❑ Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*SOPs*
	❑ Submit request for disaster/emergency declaration, as applicable.	*Chapter 1 and Annex A of County EOP*
	❑ Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the County EOC, as situation requires.	
	❑ Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Request American Red Cross to activate sheltering plans and open/staff shelters, if needed.	*American Red Cross Shelter Plans*
	❑ Establish a JIC. Formulate emergency public information messages and media responses using "one voice, one message" concepts.	
	❑ Record all EOC activities, completion of personnel tasks, incoming and outgoing messages. These should be documented in EOC logbooks.	*Existing ICS and EOC forms*
	❑ Begin damage assessments in coordination with the Public Works Department and County/local government.	
	❑ Assist with the coordination of Public Works activities, such as debris removal from: ▪ Storm Drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public right-of-ways ▪ Dams (via established liaisons at the County EOC) ▪ Other structures, as needed	
	❑ 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).	*Existing contact lists at EOC*
	❑ Coordinate with County Sheriff's Office and other local police to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	
	❑ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY PHASE	❑ Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
	❑ Deactivate/demobilize the EOC. Deactivate mutual aid resources as soon as possible.	
	❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*ESF 15 – Long-Term Community Recovery Annex and Agency-Specific Recovery Plans*
	❑ Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Offer recommendations to County government and Public Works departments for changes in planning, zoning, and building code ordinances.	

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

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IA 3 – Drought

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Note: Ultimate responsibility for providing water service to the citizens lies with the local water districts. Each jurisdiction is responsible for its own water supplies and maintenance of facilities. Assistance from State will be provided in the form of personnel and equipment, as requested by the affected area.

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, applicable response plans pertaining to drought including the County EOP and supporting procedures and plans.	*EOP and Agency-specific Standard Operating Procedures*
	❑ Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	❑ Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
	- Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	❑ Have personnel participate in necessary training and exercises, as determined by County Emergency Management.	
	❑ Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
	❑ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
	❑ Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	❑ Inform County Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Work with the local planning commission to ensure new construction does not increase hazards or vulnerability threat.	
	❑ Ensure maps of water mains, valves, and public sewer systems are up-to-date and accessible.	
	❑ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	❑ When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The County EOC 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.	
	❑ Estimate emergency staffing levels and request personnel support.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify supporting agencies.	
	- Identify local, regional, state, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❑ Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	*ICS Form 201: Incident Briefing*
	❑ Confirm or establish communications links among local and county EOCs, other AOCs, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	❑ Ensure 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.	*Established emergency contact lists maintained at the EOC*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	❑ Implement local plans and procedures for drought and/or water shortage operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	*Local, agency, and facility-specific Standard Operating Procedures*
	❑ Conduct and obtain current damage reports and determine the affected area (*recurring*).	
	❑ Repair and restore essential services and vital systems as required.	
	❑ Secure assistance from private contractors/vendors as needed.	
	❑ Provide emergency power as needed to maintain service to the community.	
	❑ Initiate curtailment procedures if shortages or overload conditions appear imminent.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*[Basic Plan – Chapter 1 and Appendix A]*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	*[Indicate where copies of mutual aid agreement are housed]*
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❑ Establish a Joint Information Center and designate a lead PIO for the jurisdiction.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead PIO prior to dissemination to the public.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending/receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Manager and staff will assemble a situation report.	*ICS Form 209 Incident Status Summary*
	❑ 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.	*ICS Form 202: Incident Objectives.*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Ensure all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	

Drought Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❑ Once the threat the public safety is eliminated, conduct and/or coordinate recovery operations.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*ESF 14 – Long-Term Community Recovery and COOP/COG Plans*
	❑ Make recommendations to county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize EOCs, AOCs, and command posts.	
	❑ Correct response deficiencies reflected in the IP.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

4

IA 4 – Wildfire

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1   History

The frequency, intensity and distribution of major fires varies considerably over the Pacific Northwest. The fire regime in the area is more episodic rather than cyclical. Large fires in the past have been associated with drought years and east wind conditions in late summer and fall. The low relative humidity combined with a combustion source during these drought east wind conditions can produce large stand replacement types of fires characterized by occasional crown fires or severe surface fires.

In Columbia County, the history of fires has been directly associated with land use practices. Records from the early 1900s indicate that the bulk of the fires originated in logging slash and land clearing for ranches. In 1933, the Tillamook Fire burned 240,000 acres and remains one of the nation's largest fires in regards to lost timber volume. The Wolf Creek Fire also started in 1933 near the southwest corner of Columbia County. This fire burned an area spreading over 15 miles in length.

Today, numerous small fires are fought each year with the highest potential for a larger fire during drought years and low humidity high wind episodes. Many of the fires today occur within the vegetation types that are composed of logging slash, young reproduction stands and brush/grass fuels. The intermingling of residences and other land uses among these managed forest fuel types has increased the potential of human caused ignition sources. A larger interface fire has the potential to impact public safety and cause significant property damage.

The Department of Forestry is the primary wildland fire-fighting agency for Columbia County. The five rural fire districts in Columbia County provide structural and natural cover fire protection. All the fire districts provide aggressive initial attack on natural cover fires within their respective districts. This combination of initial attack effort keeps fires relatively small. The Columbia Unit of the Department of Forestry takes on 20-25 statistical fires during an average season. The acreage is variable from year to year but usually falls within a range of 5 to 100 acres with the average being 25 acres. Potential for larger fires is directly related to the fuel type, topography, fuel moisture and wind events. Anomalies causing high to extreme fire danger are possible but do not happen frequently in Columbia County.

2   Vulnerable Areas

■   All areas of the County where residences and other improvement exist which are intermingled with natural cover/wildland vegetation.

■   St Helens: Area involving oak, brush and grass fuel types. Includes Gray Cliffs, and surrounding greater St. Helens area.

■   Populated areas within the interface adjoining natural cover/wildland fuels.

- Scappoose: Chapman, Alder Creek, JP West and Mt. View Roads, Callahan , Bonneville, and Gilkison Roads. Populated areas of the interface adjoining natural cover/wildland fuels.

- Rainier: Populated areas of the interface adjoining natural cover/wildland fuels.

- Mist-Birkenfeld: Fishhawk Lake residents and other rural areas adjoining natural cover/wildland fuels.

- Clatskanie: Conyers Creek drainage and NE of Clatskanie. Populated areas of the interface adjoining natural cover/wildland fuels.

- Vernonia: Populated areas of the interface adjoining natural cover/wildland fuels.

3 Vulnerable Populations

The increasing population growth and the encroachment of residential development into areas once considered primary forestlands has steadily increased over the last 20 years. During the last decade Columbia County has experienced rapid growth and development into and adjacent to these managed forest lands. There exist many dead-end roads that provide egress hazards that could place small populations without a way to escape a rapidly moving fires or a fire that starts close to or alongside the dead-end roadway.

The potential fire exposure of those living in rural areas is significant with high fire danger conditions prevailing. It is estimated that a large proportion of residents in the county live in unincorporated areas subject to a potential interface fire. Areas adjacent to and even within city limits have exposures that could potentially impact a significant portion of the population.

4 Risks

4.1 Probability

Statistics indicate that human caused fires occur with higher frequency within the interface region. While lighting fires do occur, they are very low in frequency and generally occur with moisture. The highest probability for a larger interface fire will be under drought conditions and high winds associated with a human caused ignition start. Due to the low frequency of large fires in Columbia County, local jurisdictions must be well prepared and practiced for this low frequency – high risk type of fire situation. Numerous fire starts will continue to present low – moderate risk to isolated residences and improvements. These are the typical situations under average fire seasons. Oregon's federal, state and local fire suppression agencies have a well developed "Conflagration" plan that enables for the rapid deployment of wildland and structural firefighting resources throughout the state when local resources are overwhelmed.

4.2   Severity

The potential for a relatively large fire within the interface is a factor of weather, topography and fuel conditions. A fire, started during the dry season associated with strong winds has the potential to threaten public safety and cause significant property damage. Road closures and evacuations could range from limited to broader in scope. Sheltering and feeding assistance may be necessary and some may require long term assistance. It could also endanger the lives of those caught by surprise or refuse to evacuate when first warned. Smoke impacts to local communities could be significant causing discomfort for those with respiratory conditions to impairing overall visibility.

Rural Fire District resources within the county would be called upon to provide all available resources under current mutual aid agreements. Oregon Department of Forestry would tap both local and statewide resources for stabilization of the incident. The management of a large expanding interface fire would transition to an Incident Management Team. Depending on the threat to residences, the State Conflagration Act would be invoked to mobilize structural protection resources with overhead support integrated into the incident management team structure.

The plan entitled Multi-Jurisdictional Fire Organization – Large Wildland Fires in the Interface of Columbia County (refer to appendix xx) would be the basis or guide for managing an expanding interface fire incident. The Columbia County Emergency Operations Center (EOC) would be activated in support and coordination of the public safety operations fulfilling it's specific roles and responsibilities within the County.

5   Conclusion

The risk of a natural cover/wildfire threatening residences within the county is increasing with the increasing development and use of forest lands. Though the frequency of large fires is not high in this area, the potential exists under the right conditions and location to realize public safety threats and to result in significant property damage/loss. Fires within the wildland-urban interface are complex and require an effective inter-agency effort to minimize threats to life, property and natural resources. Existing preparation plans must be reviewed, updated and practiced to ensure a complete and coordinated approach to this hazard.

Wildfire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by County Emergency Management and Fire Districts.	
	❑ Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	❑ Ensure emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to EOC.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Identify existing infrastructure for base camps, sheltering and feeding crews, sanitation services for the above etc. and develop plans for implementing the deployment and use of these facilities.	
	❑ Work with Red Cross to identify locations to shelter small civilian populations displaced by fire. Develop plans to deploy & use these facilities. Separate from crew facilities identified above.	
RESPONSE PHASE	❑ Activate the EOC and establish Incident Command or UC, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, IC, all Section Chiefs, Resource Coordinator and management support positions.	*County EOP and agency-specific plans*
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203- Organization Assignment List*
	❑ Notify supporting fire services agencies.	
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the EOC for support.	
	❑ Determine scope and extent of fire (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209- Incident Status Summary*
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	❑ Dedicate time during each shift to prepare for shift change briefings.	*ICS Form 201- Incident Briefing.*
	❑ Confirm or establish communications links among City EOCs, County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	

Wildfire Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	❑ Ensure 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.	*Established emergency contact lists at the EOC*
	❑ Fire Chief assumes duties to direct resources for fires. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	❑ Implement local plans and procedures for fire operations. Ensure copies of the following documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Agency-specific SOPs*
	❑ Obtain current and forecasted weather to project potential spread of the fire (*recurring*).	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring*).	*ESF 6 – Mass Care, Housing and Human Services*
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	
	❑ Submit request for a disaster/emergency declaration, as applicable.	*Chapter 1 of the County EOC*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby, and alerting resource suppliers with potential needs as well as current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include: equipment, personnel, facilities, supplies, procedures and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	❑ Establish a JIC.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	❑ Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief or designee. Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide*

**Wildfire Incident Checklist**
Phase of Activity	**Action Items**	**Supplemental Information**
	❏ Record all incoming and outgoing messages (*recurring*). All messages, and the person making/receiving them, should be documented as part of the EOC log.	
	❏ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	*ICS Form 209- Incident Status Summary*
	❏ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives*
	❏ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❏ Coordinate with the private sector partners as needed.	
	❏ Assist Fire camp Facilities as needed.	
RECOVERY/ DEMOBILIZATION	❏ Ensure all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❏ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❏ Release mutual aid resources as soon as possible.	
	❏ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*Agency recovery plans*
	❏ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❏ Deactivate/demobilize the EOC.	
	❏ Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	❏ Correct response deficiencies reflected in the Improvement Plan.	
	❏ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	
	❏ Assist in the demobilization of Fire Camp facilties.	

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IA 5 – Hazardous Materials (Accidental Release)

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IA 5. Hazardous Materials (Accidental Release)

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Have personnel participate in necessary training and exercises, as determined by County Emergency Management, Fire Protection Districts and the County ESF-10 Lead.	
	❑ Participate in County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenario.	
	❑ Ensure emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	❑ In most incidents, the local fire district will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	
	❑ Determine the type, scope, and extent of the HazMat incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment (PPE) requirements.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	❑ Provide support for implementation of applicable Geographic Response Plans (GRPs) established by the OR DEQ to guide activities throughout the duration of the incident.	*Northwest Area Contingency Plan (NWACP)*
	❑ Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	❑ Establish access control to the incident site through local law enforcement agencies.	
	❑ If the situation warrants it, request activation of the County EOCs via the IC through the Emergency Manager.	
	❑ Activate the EOC, coordinate response activities among AOCs and ICPs, and establish IC or UC as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	

Phase of Activity	Hazardous Materials Incident Checklist	
	Action Items	**Supplemental Information**
	❑ If applicable, establish immediate gross decontamination capability for victims.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring)*.	
	❑ Notify HazMat supporting agencies.	
	▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	❑ Contact the Oregon Emergency Response System (OERS) at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. *Note: The primary regional HazMat response team is located in Portland.*	*OERS is available 24 hours a day.*
	❑ Assign liaisons to the EOC representing government agencies, private entities (i.e., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*ICS Form 201: Incident Briefing.*
	❑ Confirm or establish communications links among primary and support agencies, the City EOCs, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	
	❑ 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.	*Established emergency contact lists maintained at the EOC*
	▪ For incidents occurring on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), Oregon Department of Agriculture, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ A lead PIO will be designated by the fire district. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by incident.	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure copies of all documents are available to response personnel.	*ESF 10 – Oil and Hazardous Materials of the County EOP*
	▪ For responses requiring assistance from the Oregon DEQ Regional Response Team, refer to the GRP applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.	
	❑ Obtain current and forecasted weather to project potential spread of the plume (*recurring*).	
	❑ Based upon the incident size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes.	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring*).	
	❑ Establish a victim decontamination and treatment area(s).	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*See Chapter 1 and Annex A of County EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	❑ Establish the JIC, as needed.	
	❑ Formulate emergency public information messages and media responses using "one message, many voices" concepts (*recurring*).	
	▪ Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	

Phase of Activity	Action Items	Supplemental Information
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
	❑ Develop an Incident Action Plan (IAP) (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	
	❑ Ensure all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the EOC, the responsible party (if known), and the Oregon DEQ.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❑ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

6

IA 6 – Earthquakes/ Seismic Activity

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1   Purpose

■   To provide for the coordinated and safe response to earthquake incidents within Columbia County.

■   To provide procedures for the timely and efficient response by County (city) personnel to earthquakes, to include associated landslides, fires, explosions, hazardous materials incidents and flooding (due to dam failure(s)).

2   Situation and Assumptions

2.1   Situation

■   All government facilities, including public schools, libraries, reservoirs and recreation facilities are subject to damage from even moderate earthquake.

■   Western Oregon is at risk of significant seismic activity according to a US Geological Survey report dated March 2006.

■   The State of Oregon is due for a catastrophic 8.0 to 9.0 Subduction zone earthquake since they occur on average every 300-500 years, with intervals between events from 150 to 1000 years. The last one was in January, 1700. Interior earthquakes up to magnitude 7 are also possible.

■   Aftershocks will cause additional damages and hinder response capabilities and operations.

2.2   Assumptions

■   In addition to structural damage to bridges, buildings, utilities and communications systems, an earthquake of 6.0 to 8.0 on the Richter scale may be expected to result in:

● Additional natural/environmental emergencies such as landslides.

● Industrial/technological emergencies such as fires, explosions and hazardous materials incidents.

● Disruption of vital services such as water, sewer, power, gas and transportation.

● Damage to, and disruption of, emergency response capabilities (facilities, resources and systems).

- Loss of businesses and industries, reducing the County's economic base.

- Civil unrest and political emergencies.

■ Depending on when the earthquake occurs, a large number of County employees may be unable to make it to work or to the EOC.

■ Field units may need to self-initiate responses and work independently until centralized command, control and communications can be reestablished.

■ A 7.0 to 9.0 Subduction zone earthquake affecting much of the western parts of Washington, Oregon and northern California could leave many or most County citizens without help for at least 72 hours and possibly for a week or two.

3   Roles and Responsibilities

Roles and responsibilities are as assigned in the Basic Plan and Emergency Support Function Annexes.

4   Concept of Operations

4.1   General

■ Most procedures required for response to and recovery from earthquakes are already covered in the ESF and Support Annexes of the EOP.

■ The initial concerns in the event of an earthquake are:

- Emergency response

- Situation analysis/damage assessment

- Continuity of government

■ Aftershocks may generate additional incidents/emergencies, fatalities, injuries and unsafe structures.

- Action should be taken to protect resources that survived the initial earthquake, from damage due to aftershocks.

- Follow-up critical facility, damage, and building safety assessments may need to be conducted following an aftershock.

4.2   Emergency Response

■ Emergency Response actions are those taken immediately after an earthquake to save lives, alleviate suffering and prevent further damage.

■ The Emergency Response phase of a major earthquake can be expected to last at least 72 hours during which emergency services in Columbia County will be overwhelmed by demand.

■ One of the most difficult aspects of Emergency Response after an earthquake will be identifying the specific types and locations of incidents that were caused by the earthquake and prioritizing available resources to respond to them.

- Sources of information on incident locations and the overall extent of damages may be received through various means including:

    – Calls to C911CD

    – Reports over the Public Safety Radio Systems

    – Calls to other call-taking points in the County and cities, i.e., Commissioners' office, a Mayor's office, Road Department, EOC

    – Amateur Radio (Hams)

    – News reports

    – Dispatched Damage Assessment Teams

- C911CD will prioritize the calls they receive in accordance with their established procedures (see Support Annex - Warning and ESF Annex #2 - Communications). The calls they are unable to handle will be forwarded to the County EOC once it is activated. The basic priorities for response are:

    – Life Safety

        ▪ First Responders

        ▪ Threatened public

        ▪ General public including populations with special needs

    – Protection of Property

    – Protection of Environment

- Field units may need to self-initiate responses and work independently until centralized command, control and communications can be reestablished.

4.2   Situation and Damage Assessments

Concurrent with emergency response activities is the need to gather information to provide an overall situation analysis and, secondarily, to gather information on damage sustained during the earthquake (see ESF 3 and ESF 14).

4.2.1 Situation Assessment

■ The ability to obtain an initial situation analysis will depend on resources available and the viability of communications.

■ Initial information gathered will focus on identification of situations requiring an emergency response and the condition of critical facilities, including roadways, bridges and utilities.

- The most likely sources of information will be on-duty fire and police responders and a limited number of C911CD calls.

- As field responders assess their response areas for emergency situations, they will also, to the extent possible, gather information on the overall situation and relay it to their appropriate commanders or control centers. This report should attempt to provide a general description of the area according to:

    — the nature of damage

    — the severity of damage

    — the extent of damage

    — estimated number of people affected

■ Countywide damage assessment must be provided to the County EOC as soon as possible.

4.2.2 Critical Facility Drive-by

■ Immediately after a seismic event, a drive-by survey should be done of all Critical Facilities.

■ These initial drive-bys will help identify major problems so that EOCs can prioritize limited resources and direct them to areas with the greatest need.

■ Critical Facility drive-bys will be a countywide cooperative agreement and responsibilities for specific facilities will be pre-assigned to different agencies.

■ County and city engineers have the authority to condemn a structure as unsafe for occupation following an earthquake.

4.3   Continuity of Government

See Basic Plan of the EOP.

4.4   Recovery

■ As assigned in the Emergency Support Function Annexes that will be used in conjunction with this Incident Annex.

■ See ESF 14 for development of a Recovery Plan.

5   Earthquake Unique Planning Considerations

5.1   Direction and Control

It is essential for emergency response personnel to take immediate action to gather damage assessment information. This information is needed to determine the severity and extent of injuries and damages. This data is much of the information that decision makers need to implement and prioritize response actions for the following:

■ US&R activities

■ Access control and re-entry to the impacted area

■ Debris clearance

■ Restoration of utilities and lifeline repairs

■ The inspection, condemnation and/or demolition of buildings and other structures

5.2   Damage Assessment

■ Conduct ground and aerial surveys to determine the scope of damage, casualties, and the status of key facilities.

5.3   Search and Rescue

■ Remove trapped and injured people from landslides and building collapses and administer first aid.

■ Assist in transporting the seriously injured to medical facilities.

■ This activity will depend upon the use of both professional and volunteer search teams including the use of dogs.

■ Consideration should be given to the following:

- Use of damage assessment information to identify the facilities and areas where US&R operations are to be conducted and to establish a priority for conduct of those operations.

- The State has US&R Task Force w/3 caches of equipment and personnel accessed through the State Fire Marshall or Mutual Aid w/Portland, Oregon.

- Request for Federal assistance to perform US&R operations (these teams are available to State and local jurisdictions upon request and are covered in the National Response Framework's ESF-9).

5.4   Access Control and Re-Entry

Relevant considerations include (but are not limited to) the following:

■ Control of access to the area until it is made safe (only those directly involved in emergency response operations should be allowed to enter).

■ Establish a protocol for determining the appropriate time to allow evacuees and the general public to re-enter the area that was severely impacted.

5.5   Debris Clearance

The identification, removal, and disposal of rubble, landslides, wreckage, and other material which blocks or hampers the performance of emergency response functions should be a high priority and may include:

■ Repair or temporary reinforcement of roads and bridges.

■ Demolition and other actions to clear obstructed roads.

■ Construction of emergency detours and access roads.

5.6   Inspection, Condemnation and Demolition

Inspection of buildings and other structures to determine whether it is safe to inhabit or use them and may include the following activities:

■ Inspection of buildings and structures which are critical to emergency services operations and mass care activities (designate those that may

be occupied as well as those that are unsafe - by use of signs). (See Appendices 1, 2, and 3 for structure placards.)

- Inspection of other buildings and structures that may threaten public safety and also marking them with signs.

- Inspection of dams and levees.

- Arrangement for the demolition of condemned structures.

5.7   Utilities and Lifeline Repairs

- Restore and repair electrical power, natural gas, water, sewer, and telephone and other communications systems to minimize the impact on critical services and the public.

5.8   Emergency Public Information

The flow of accurate and timely emergency notifications, updates, warnings, and instructional messages is critical to protection of lives and property in the wake of a catastrophic earthquake. Examples of this information would include:

- Survival tips for people on what to do during and immediately after an earthquake.

- Warnings and advice on the continuing threat of fire, unsafe areas to avoid, building collapses, aftershocks, and other hazards.

5.9   Evacuation

Immediately following an earthquake, people may need to be evacuated from structures that have been damaged and are likely to receive more damage when hit by one or more aftershocks. Managers/Administrators of custodial facilities, i.e., hospitals, jails, mental health facilities, nursing homes and retirement homes should have plans established for moving their residents.

6   Emergency Service Agency Actions

A severe earthquake can create the need for long periods of repair and restoration and may necessitate the commitment of personnel, equipment, materials and supplies for long periods after the earthquake itself. The following are checklists of tasks which may need to be accomplished in response to, and recovery from, an earthquake. They should not be considered all-inclusive. Some emergencies will not require that all tasks be accomplished; others will require tasks which are not listed. The checklists are divided according to County (or City) Departments and Emergency Operations Center staff.

6.1   Land Development Services

6.1.1 Response

- Account for all employees on duty - report missing employees to EOC (if activated) or Risk Manager.

- Briefly assess damage to resources/communications systems

- Assign Engineers and Building Inspectors to perform damage assessment according to priorities established by Standard Operating Procedures and/or the EOC. (See Appendices 1, 2 and 3 for structure placards.)

- Recommend relocation of EOC activities if necessary.

- Condemn structures judged unsafe.

- Maintain documentation of condemned structures.

- Keep other Departments informed of changes in conditions which will affect County (city) operations.

- Coordinate inspections of electric, gas, and water systems with appropriate utilities and agencies.

- Provide protective action information and guidance to Information Officer (IO).

- Upon EOC activation, provide Planning Section with a list of resources deployed in response to the incident.

- Upon EOC activation, provide Logistics Section with list of needed supplies and resources.

- Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

- Assign personnel to Situation Unit Leader to assist with situation analysis.

- Coordinate use of emergent volunteers with the Logistics Section.

- Maintain a log of major decisions and actions taken using ICS-214, Unit Log forms.

6.1.2 Recovery

- Provide personnel to lead (Federal) damage assessment teams.

- Release excess personnel and equipment when advised to do so by Logistics Section chief.

- Assist in the compilation of damage estimates of structures, utilities, roads, bridges, etc. to support request for disaster assistance.

- Assign personnel to monitor and direct the long-term recovery process (responsibility may be shared with Finance Section Chief).

- Complete required paperwork and reports.

- Participate in critique.

6.2   Rural Fire Protection Districts

6.2.1 Response

- Establish communications with field units.

- Account for all employees on duty.

- Briefly assess damage to workplaces.

- Assess damage to department resources, communications systems, and water delivery systems.

- Participate in aerial (if possible) damage assessment to determine the extent of fires and hazardous materials involvement.

- Establish Unified Command in the EOC with such agencies as Public Works and Law Enforcement.

- Assign the Operations Section Chief from a fire agency.

- Direct search and rescue according to priorities established in the EOC and Standard Operating Procedures. The priority during this phase is restoring County (city) emergency response capability and then implementing life-saving measures. Fires and hazardous materials incidents which are not life-threatening have a lower priority than search and rescue.

- Consider the capability to maintain medical response.

- Assess staffing:

  - Search and rescue following a severe earthquake may require the commitment of all department personnel including volunteers and such groups as Explorer Scouts.

- Consider staffing stations with additional EMTs to handle walk-in injured.

- Augment administrative staff to respond to direct calls for assistance.

■ Determine alternate sources of water for fire suppression if water systems have been damaged.

■ Keep informed on road conditions and use appropriate access routes as conditions change. Keep other departments apprized of changes in use of such routes.

■ As personnel become available, coordinate with Law Enforcement and cooperating agencies to set up patrols in evacuated areas for protection of property and detection of fire. Such patrols have a lower priority than search and rescue.

■ Upon EOC activation, provide Planning Section with a list of resources deployed in response to the incident.

■ Upon EOC activation, provide Logistics Section with list of needed supplies and resources.

■ Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

■ Coordinate use of emergent volunteers with the Logistics Section.

■ Maintain a log of major decisions and actions taken using ICS-214, Unit Log forms.

6.2.2 Recovery

■ Assist in inspections and damage assessment as appropriate.

■ Complete necessary paperwork and reports.

■ Participate in critique.

6.3   Law Enforcement

6.3.1 Response

■ Establish communications with units in the field.

■ Account for all employees on duty

■ Briefly assess damage to workplaces.

- Assess damage to department resources and communications systems.

- Assess staffing.

  - Consider the activation of reserves, Army and Explorer Scouts.

  - If National Guard is needed request through the EOC.

  - Augment records staff to respond to direct calls for assistance.

- Coordinate with Fire and Public Works to develop evacuation and emergency access routes in affected areas.

- Assist in search and rescue.

- Keep informed on road conditions and use appropriate access routes as conditions change. Keep other departments apprized of changes in use of such routes.

- Maintain communication with field units.

- Cordon hazardous areas as necessary and limit travel inside those cordons.

- Maintain perimeters, and patrol evacuated areas as necessary.

- Upon EOC activation, provide Planning Section with a list of resources deployed in response to the incident.

- Upon EOC activation, provide Logistics Section with list of needed supplies and resources.

- Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

- Coordinate use of emergent volunteers with the Logistics Section.

- Maintain a log of major decisions and actions taken using ICS-214, Unit Log forms.

6.3.2   Recovery

- Assist in inspections and damage assessment as requested.

- Complete necessary paperwork and reports.

- Participate in critique.

6.4   Public Works

6.4.1 Response

■ Establish communications with units in the field.

■ Account for all employees on duty

■ Briefly assess damage to workplaces.

■ Assess damage to department resources and communications systems.

■ Upon EOC activation, provide Planning Section with a list of resources deployed in response to the incident.

■ Upon EOC activation, provide Logistics Section with list of needed supplies and resources.

■ Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

■ Provide Situation Unit Leader with Initial Damage Assessment information according to established priorities.

■ Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

■ Coordinate use of emergent volunteers with the Logistics Section.

■ Maintain a log of major decisions and actions taken using ICS-214, Unit Log forms.

6.4.2 Recovery

■ Assist in inspections and damage assessment as requested.

■ Complete necessary paperwork and reports.

■ Participate in critique.

6.5   Emergency Management

6.5.1 Response

■ Assess impact to emergency response and communications capability. Assist in developing and implementing alternative communications systems as necessary.

■ Consider level of activation of the EOC.

- Consider activation of ARES/RACES if appropriate.

- Keep information on conditions up to date.

- Keep public and other agencies informed through use of Information Officer(s).

- Establish and maintain reporting and coordination contact with cooperating jurisdictions, State and volunteer agencies.

- Assist Departments as requested/needed.

- Upon EOC activation, assume position as EOC Manager.

- Upon EOC activation, brief EOC Staff on current conditions, capabilities and activities.

- Upon EOC activation, provide Planning Section with list of resources deployed in response to the incident and those available for assignment.

- Upon EOC activation, provide Logistics Section with list of outstanding or en route requests for additional supplies and resources.

- Maintain expenditure and time records for Finance Section use.

- Maintain ICS-214, Unit Log of major decisions and actions taken.

6.5.2 Recovery

- Assist in assessment of damages.

- Provide coordination point for disaster recovery activities and agencies.

- Complete necessary paperwork and reports.

- Participate in critique.

- Revise and update the County Emergency Operations Plan as indicated.

6.6 Board of County Commissioners (City Administrator)

6.6.1 Response

- Account for all employees on duty.

- Assess damage to workplace.

- Assess staffing. Unless specific instructions are given to the contrary, all County (city) personnel are expected to report for work according to normal schedules.

- Consider level of activation of the Emergency Operations Center (EOC).

- Assess staffing (assign personnel to EOC as required/requested).

- Maintain expenditure and time records for presentation to EOC Finance Section upon their activation.

- Maintain ICS-214, Unit Log of major decisions and actions taken.

6.6.2 Recovery

- Oversee preparation of requests for Federal disaster assistance.

- Complete required reports and paperwork.

- Participate in critique.

6.7   County Counsel (City Attorney)

6.7.1 Response

- Account for all employees on duty.

- Assess damage to resources and workplace.

- Assess staffing. Unless specifically advised otherwise, all County (city) employees are expected to report for work according to normal schedules.

- Provide support to other Departments and EOC as requested.

- Consider County Emergency Declaration

6.7.2 Recovery

- Complete required reports and paperwork.

- Participate in critique.

- Ensure that meetings and records comply with public meetings and records restrictions.

6.8   Finance

Tracking the financial impact of the earthquake is a shared responsibility between Finance, Taxation and Accounting; Treasurer; Assessor; and Economic

Development. These Departments will need to provide staff to the Finance Section in the EOC.

6.8.1 Response

■ Account for all employees on duty.

■ Assess damage to workplace and resources.

■ Assess staffing. Unless specific instructions are given to the contrary, all County (city) personnel are expected to report for work according to normal schedules.

■ Assign personnel to staff the Finance Section in the EOC. Begin supporting documentation for a disaster declaration and assistance as indicated by the severity of the incident. Consider requesting a technical assistant from FEMA to begin the secondary assessment process.

6.8.2 Recovery

■ Organize and assign personnel to secondary damage assessment process.

■ Schedule appointments between managers of damaged businesses and facilities and FEMA/State Damage Assessment Teams.

■ Assign personnel to provide long-term financial tracking of the disaster recovery process and to administer disaster assistance funding.

■ Provide monetary figures necessary to support a request for a Disaster Declaration.

■ Complete necessary reports and paperwork.

■ Participate in critique.

■ Maintain ICS-214, Unit Log of major decisions and actions taken.

6.9   Human Resources

6.9.1 Response

■ Account for all employees on duty.

■ Assess damage to workplace and resources.

■ Assess staffing. Consider the need for additional personnel. Unless specifically advised otherwise, all County (city) personnel are expected to report to work according to normal schedules.

■ Provide staff to the Logistics and/or Finance Administration Section to assist with the coordination and assignment of volunteer resources.

6.9.2 Recovery

■ Assist in the hiring of temporary employees and private contractors as necessary.

■ Complete necessary reports and paperwork.

■ Participate in critique.

7 Emergency Operations Center Staff Actions

7.1 Command Staff

■ In addition to the general guidance provided in the Basic Plan section and Annexes in the EOP, an earthquake may require the following tasks:

■ If not already established, initiate an employee status reporting process.

■ Assign Safety Officer(s) to monitor overall safety of operations including the need for critical incident stress defusing and debriefings.

■ If earthquake conditions hamper or overload response capabilities, determine priorities and cost restrictions on the basis of policy decisions made by the County Policy Group (City Policy Group). Keep in mind the number of lives that may be saved, risk to response personnel, accessibility to the scene and the amount of time to accomplish the mission.

■ Establish a system for citizens to report damage.

■ Establish a system for identifying, organizing and assigning emergent volunteers. Coordinate with Safety Officer, Liaison Officer and Logistics Section Chief.

■ Ensure that the Initial Damage Assessment is completed (see ESF 3 – Public Works and Engineering; ESF 5 – Emergency Management; and ESF 14 – Long-Term Community Recovery).

■ Consult with Policy Group and County Counsel (city Attorney) as to the need for additional emergency ordinances.

■ Ensure that IO staff establishes system to manage visits by VIPs.

■ Establish procedure for emergency demolition of buildings.

■   Assign personnel to confirm status of families of on-duty staff.

7.2   Operations Section

■   Assess earthquake situation, scope and impact. Determine status of all County (city) field resources.

■   Deploy resources to meet defined strategy. Perform search and rescue, clear roads, repair facilities, etc. according to established priorities.

■   Assist Planning Section with Initial Damage Assessment.

■   Establish and maintain coordination amongst response agencies including Law Enforcement, Fire, Public Works, utility companies, and assisting jurisdictions.

■   Consider the need to provide security for damaged businesses.

■   Consider the need for additional technical expertise to assist with structural rescue.

■   Establish a method for tracking requests for inspections. It is likely that more than one request will be received per facility.

■   Ensure that access to damaged buildings is tied to degree of damage.

■   Determine whether search and rescue can safely be conducted after dark.

■   Confirm procedure on emergency demolition of buildings.

7.3   Planning Section

■   Assess, document and display the earthquake situation with respect to areas affected; damage to response and communications systems, utilities, and other property; casualties; requirements for rescue or evacuation; etc.

■   Keep Command, Operations, and other Sections advised.

■   Establish a schedule for requesting updated weather and aftershock information.

■   Assist the Command Staff in evaluation of reports and overall conditions to determine whether local resources can meet requirements; whether mutual aid is feasible; and whether additional emergency personnel, equipment and supplies should be acquired; and whether EOC staffing should be increased.

- Develop and keep up-to-date information on conditions of routes, damage and status of relief efforts.

- Keep other EOC Staff informed, both at Planning meetings and as significant events arise.

- Establish and maintain reporting and coordination contact with cooperating jurisdictions and state agencies.

- Gather lists and display resources committed to the incident and those available for assignment.

- Ensure that all responding personnel, including volunteers, Reserves and Explorers are checked into and out of the incident.

- Evaluate overall County (community) situation and augment weather reports with other reports to maintain a continuing assessment of the situation.

- Map the incident (city maps, which may be useful in this effort, include sewer, water, storm drain, and neighboring 1/4 section maps (which can be duplicated by Engineering)).

- Conduct Planning meetings each shift.

- Develop and reproduce a written Incident Action Plan (IAP).

- Establish check-in points for citizens wishing to assist (after being processed by Logistics Supply Unit), organized volunteer agencies and other responding resources.

- Provide a list of available resources to Operations and other Sections.

- Maintain ICS-214, Unit Log, of major decisions and actions.

7.4   Logistics Section

- Establish and maintain coordination with cooperating jurisdictions, and determine procedure for requesting additional resources.

- Attend Planning meeting.

- Receive and process requests for outside assistance.

- Determine needs of Red Cross and other human services for transportation, communications, etc. Assist as possible.

■   Assess adequacy of communications systems. Consider activation of ARES/RACES communications and/or requesting additional cellular or satellite phones.

■   Assess adequacy of transportation resources. Consider activation of 4-wheel drive clubs.

■   Assess adequacy of incident facilities. Consider additional activations if necessary. These may include medical assessment facilities, Disaster Application Centers, and temporary morgues.

■   Assess general resource needs of the incident. Resources which may be required in response to a major earthquake include search dog teams, potable water, heavy rescue teams, field hospitals, heavy equipment, generators, lighting equipment, large quantities of plywood, lumber for shoring, chain link fencing, etc.

■   Coordinate with the Finance Section for needed funds.

■   Provide Planning and Operations Sections with status reports and estimated times of arrival of outstanding resource requests.

■   Maintain ICS-214, Unit Log, of major decisions and actions.

■   Determine support needs of incident. This may include child care for EOC and other incident facilities, additional facilities for press and volunteers, warehouses for requested and donated equipment and materials, etc.

■   Establish a method for screening and assigning volunteer resources, including personnel, equipment and material. Coordinate with Operations and Planning Sections.

7.5   Finance Section

■   If conditions warrant, gather supporting documentation for Declaration of Emergency. Provide information to Command Staff and Planning Section, and advise as necessary.

■   Assess financial tracking needs of the incident. Provide staff and procedures to assure adequate financial records are kept. Since the ability of the County (city) to survive the financial impact of the disaster may depend upon Federal reimbursement for expenditures, timely and accurate record-keeping is essential.

■   Obtain detailed data on property damage and local financial resources expended in support of the incident.

■ Organize, deploy and supervise secondary damage assessment teams. Coordinate secondary damage assessment activities with Federal/State teams.

■ Oversee preparation of necessary damage and funding reports.

■ Maintain ICS-214, Unit Log, of major decisions and actions.

Appendix 1 – Inspection Placards

Placard, Inspected – No Restriction on Use or Occupancy

Green—The building has been inspected and no restrictions on use or occupancy have been found. The placard includes the date of inspection and inspector's identification number. An evaluation form is prepared and given to the building official. Events after the inspection, such as severe weather or aftershocks, could require additional inspections and a change of the placard.

Placard, Limited Entry – Off Limits to Unauthorized Personnel

Yellow—The building has been inspected and found to be damaged as described on the placard. This placard can be used as a catchall to cover a wide range of hazards that may limit use of the building or portions of the building but not make it completely unsafe. Examples of such hazards include water saturated ceiling drywall, collapsed chimney on a portion of the roof or creating a falling hazard on an adjacent structure, electrical power lines that had been inundated during flooding, or a portion of the building has collapsed but other portions do not appear to have been damaged. A yellow card may allow for limited use of the building for removal of property, but restrict continuous habitation or sleeping in the building.

Placard, Unsafe – Do Not Enter or Occupy

Red—The building has been inspected and is damaged and unsafe. No entry is allowed, except as specifically authorized in writing by the jurisdiction. A red placard does NOT imply that the structure is condemned and must be demolished. Repairs can be made to mitigate the hazard. Specific hazards are noted on the placard and may include falling hazards, hazardous materials, loss of safe exits or a potential for collapse.

Appendix 2 – Earthquake/Seismic Activity Checklist

NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff's Department and the Fire Service. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the ICS/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations section for the County's earthquake response. Road Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity including the EOP and supporting procedures and plans.	
	❑ Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	❑ Conduct pre-incident planning for sheltering and evacuation related to earthquakes. This information will supplement ESF-1 and ESF-6.	
	- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	❑ Have personnel participate in necessary training and exercises, as determined by Emergency Management.	
	❑ Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	❑ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.	

Earthquake/Seismic Activity Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Ensure earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Work with planning department and local planning commissions for establishment of appropriate infrastructure protection measures in landslide-prone areas.	
	- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures while also updating appropriate mitigation plans.	
	❑ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	❑ Activate the EOP when earthquake and/or seismic incidents pose threats.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or the County EOC 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.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	❑ Notify supporting agencies.	
	- Identify local, regional, state, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	❑ Determine the type, scope, and extent of the incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	

Phase of Activity	Earthquake/Seismic Activity Checklist	
	Action Items	**Supplemental Information**
	- Dedicate time during each shift to preparing for shift change briefings.	*ICS Form 201: Incident Briefing*
	❑ Confirm or establish communications links among local and county EOCs, other AOCs, and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	❑ Ensure 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.	*Established emergency contact lists maintained at the EOC*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	❑ Implement local plans and procedures for earthquake operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	*Local, agency, and facility-specific Standard Operating Procedures*
	❑ Conduct and obtain current damage reports and determine the affected area (*recurring)*.	
	❑ Determine the need to conduct evacuations and sheltering activities (*recurring)*. Evacuation activities will be coordinated among ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs)	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	❑ Establish a Joint Information Center and designate a lead PIO for the jurisdiction.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	

Phase of Activity	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 PIO prior to dissemination to the public.	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending/receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Manager and staff will assemble a situation report.	
	❑ Develop and update the Incident Action Plan (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.	*ICS Form 202: Incident Objectives.*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	
	❑ Ensure all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	❑ Once the threat the public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize EOCs, AOCs, and command posts.	
	❑ Correct response deficiencies reflected in the IP.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

Table title: **Earthquake/Seismic Activity Checklist**

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IA 7 – Volcano/Volcanic Activity

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Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	

	❑ Provide information and training on volcano-hazard response to emergency workers and the public.
	
	  ▪ Implement a public outreach program on volcano hazards.
	
	  ▪ Review public education and awareness requirements.	

	❑ Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	❑ Ensure contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	*[indicate location of contact lists]*
	❑ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	❑ Activate the EOC and establish Incident Command or UC, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, IC, all Section Chiefs, Resource Coordinator and management support positions.	*Agency and company-specific plans*
	❑ Activate and implement the EOP.	
	❑ Notify supporting agencies. ▪ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the EOC for support	
	❑ Provide local warnings and information and activate appropriate warning/alert systems.	
	❑ Support a Regional Coordination Center, if necessary.	

	❑ Establish a JIC.
	
	  ▪ Provide a PIO for the JIC.
	
	  ▪ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	

	❑ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, county, state, or federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.	*Chapter 1 of the County EOP.*
	❑ Estimate emergency staffing levels and request personnel support.	

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203-Organization Assignment List*
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*ICS Form 209-Incident Status Summary*
	▪ Dedicate time during each shift to prepare for shift change briefings.	
	❑ Confirm or establish communications links among primary and support agencies, City EOCs, the County EOC, and State ECC - confirm operable phone numbers and backup communication links.	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, state, and federal agencies that may be affected by the incident. Notify them of the status.	*ICS Form 201-Incident Briefing*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	*Established emergency contact lists maintained at the EOC*
	❑ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (*recurring*).	
	❑ Determine need to conduct evacuations and sheltering activities (*recurring*). Request that American Red Cross activate and implement local sheltering plans.	*ESF 6 of the County EOP and American Red Cross Shelter Plans*

	❑ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the County EOCs, as situation requires. The following emergency functions may provide lead roles during various phases of evacuation:
	
	    ▪ ESF 1 - Transportation
	
	    ▪ ESF 2 - Emergency Telecommunications and Warning
	
	    ▪ ESF 13 - Public Safety and Security
	
	    ▪ ESF 15 - Emergency Public Information
		ESF 1, ESF 2, ESF 13 and ESF 15 of the County EOP.

	❑ Determine the need for additional resources and request as necessary through the EOC (*recurring*).	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs.	*[indicate location of mutual aid agreement copies]*
	❑ 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.	
	❑ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*ICS Resource Tracking forms and EOC forms*
	❑ Record all incoming and outgoing messages (*recurring*). All messages and the person making/receiving them should be documented as part of the EOC log.	*Existing EOC forms/templates*
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a situation report.	*EOC Planning Section job action guide*
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	
	❑ Implement elements of the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	*ICS Form 202 – Incident Objectives*
	❑ Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the City EOC.	*ESF 14 of the County EOP and COOP/COG plans*
	❑ Release mutual aid resources as soon as possible.	
	❑ Monitor secondary hazards associated with volcano eruption and/or significant activity (landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 8 – Transportation Accidents

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COLUMBIA COUNTY

HIGHWAY INCIDENT MANAGEMENT PLAN

Adopted April 2008

1 Purpose

This guideline provides information and procedures to allow for the safe and efficient resolution of incidents that occur on Oregon Department of Transportation (ODOT) Highway 30. All personnel should recognize the high risk they are exposed to while operating in or near moving traffic.

Because of the unique differences between Highway 30 and Highways 47/202 a companion plan has been specifically developed for Highway 47 and 202. This plan has been approved by Mist/Birkenfeld Fire, Vernonia Fire, Vernonia Police, ODOT and Oregon State Police (OSP). This plan is attached as an Appendix.

The basis for information in both plans comes from the 2003 Manual on Uniform Traffic Control Devices and from the Regional Fire Operations Group representing fire agencies in Multnomah, Clackamas, Washington, Yamhill and Columbia counties.

2 Incident Management

Incidents occurring on Highway 30 within Columbia County will be managed using NIMS. Command responsibility will be organized using Unified Command principles.

2.1 Agency Responsibilities

2.1.1 ODOT

Responsible for traffic control, cleanup, overall traffic management, incident safety and incident management.

2.1.2 Law Enforcement Agencies

Responsible for incident investigation, traffic control, incident safety and incident management.

2.1.3 Fire Agencies

Responsible for fire suppression, medical, HazMat, incident safety and incident management.

2.1.4 Columbia County Road Department (CORD)

Responsible for traffic control, incident safety and overall traffic management.

3   Terminology

■ **Median:** Refuge area dividing opposing lanes typically used for providing safe left turns.

■ **Downstream:** Direction that traffic is moving as it travels away from the incident.

■ **Upstream:** Direction that traffic is moving as it travels towards the incident scene.

■ **Advanced Warning:** Notification procedures that advise approaching motorists to a transition from normal driving status to that required by the temporary emergency traffic control measures. It is the area where drivers are first warned and then expected to make a traffic change.

■ **Block:** Positioning apparatus to create a physical barrier between upstream traffic and work area.

■ **Buffer Space:** Distance or space between personnel and vehicles in the protected work area and nearby moving traffic. Typically, a Buffer Space is created that includes on lane beyond those affected directly by the incident and is the area between the Block and Work Area/Safety Shadow.

■ **Transition Area:** Roadway lanes within which approaching motorists change their speed and position to comply with the emergency traffic control measures.

■ **Work Area/Safety Shadow:** Area shielded from traffic by the Block from apparatus and emergency vehicles.

Figure 1 – Terminology Diagram
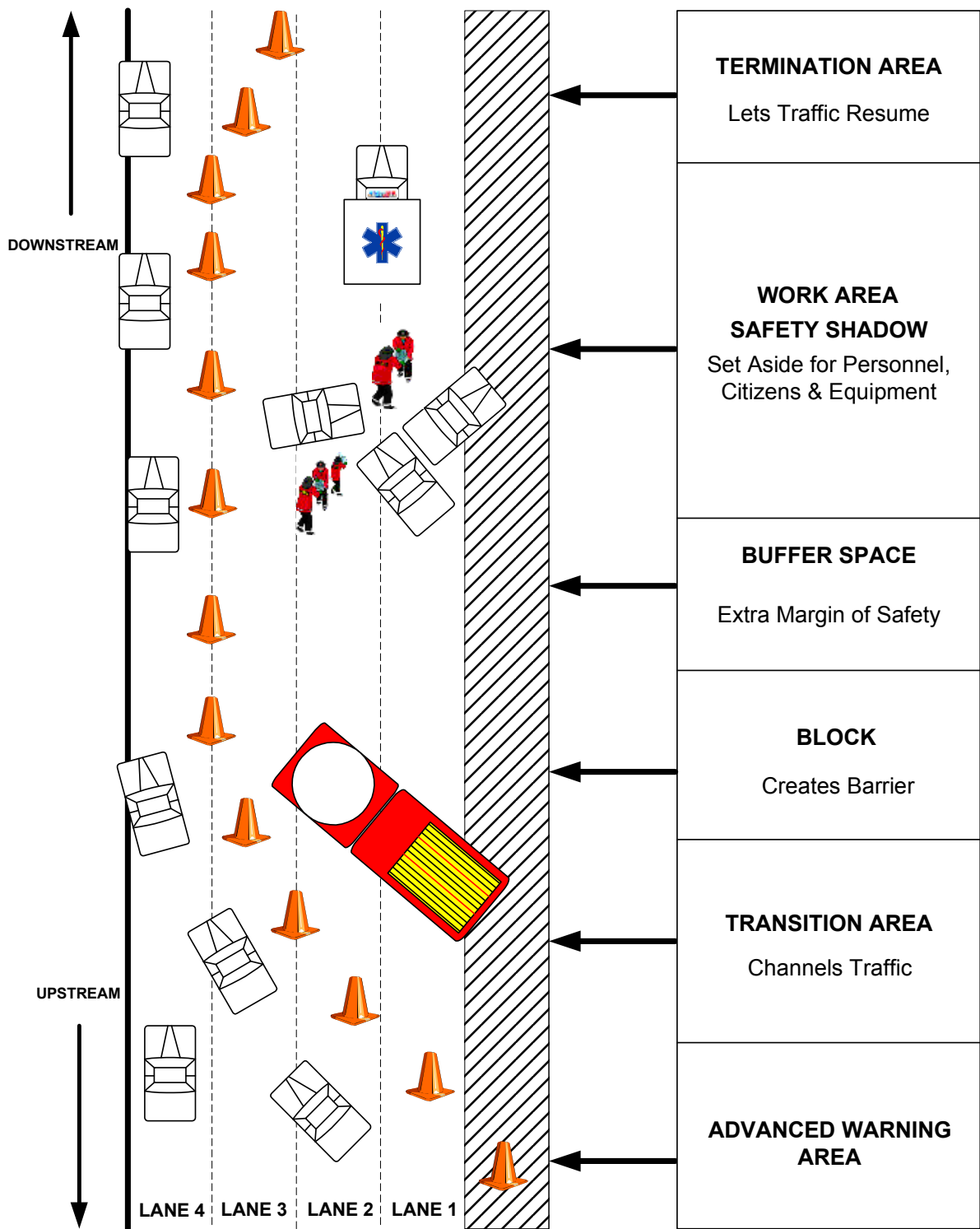
TERMINATION AREA
Lets Traffic Resume

WORK AREA
SAFETY SHADOW
Set Aside for Personnel, Citizens & Equipment

BUFFER SPACE
Extra Margin of Safety

BLOCK
Creates Barrier

TRANSITION AREA
Channels Traffic

ADVANCED WARNING AREA

DOWNSTREAM

UPSTREAM

LANE 4   LANE 3   LANE 2   LANE 1

4   Incident Categories and Response

As defined in the 2003 Manual on Uniform Traffic Control Devices incidents occurring on Highway 30 can be classified in three categories. These categories are time specific and do not necessarily indicate the type of incident nor its severity.

Incident Categories allow for notification of appropriate agencies to deal with incident issues, particularly traffic and detour management. In addition, categorization provides an indication of the amount of time that critical resources are going to be committed to a given incident.

These categories are:

- **Minor:** Incidents on Highway 30 with an expected duration of thirty (30) minutes or less.

- **Intermediate:** Incidents on Highway 30 with an expected duration of thirty (30) minutes to two (2) hours.

- **Major:** Incidents on Highway 30 with an expected duration exceeding two (2) hours.

Determination of Incident Categories will be made by the Initial IC when the situation is obvious, particularly for Intermediate events. In some cases, Law Enforcement/Fire Unified Command may need to make the determination jointly.

Once the Incident Category is determined, CCOM will be notified of the Incident Category. CCOM will then make the necessary notifications based on TMZ to assist Law/Fire in Traffic Management issues.

5   Command Considerations

- Classification of Incident. Include information that will assist ODOT.

- When appropriate, ensure that Unified Command is in place with Fire/Law Enforcement/ODOT.

- Need for additional resource. Call for help early. Additional Fire/Law Enforcement may be needed depending on incident complexity, time of day, location, etc.

- Ensure that an adequate Work Area/Safety Shadow is in place.

- Be prepared to reduce the Work Area/Safety Shadow once the incident de-escalates. While Traffic Management is not a primary consideration, resumption of normal traffic flow at the safest, earliest time is in everyone's best interest.

- Assign a Safety Officer.

- Consider using F5/L5 Common as the Command Channel.

- Ensure that Medics are staged/parked within the Work Area/Safety Shadow.

- Keep CCOM informed and updated on Incident Situation (SitStat).

Figure 2 – Incident Command System
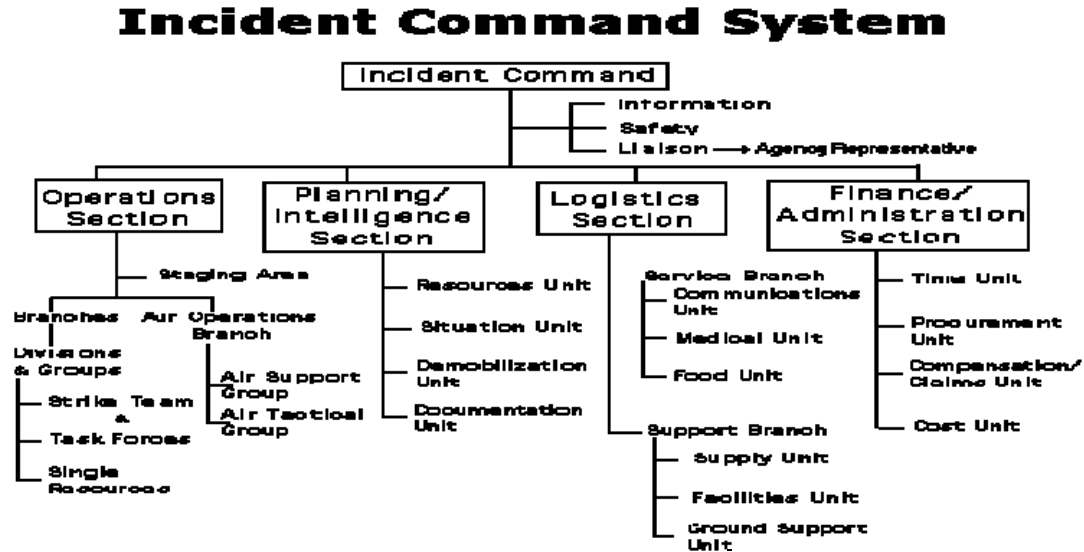
6   Traffic Management Zones

Traffic Management Zone's (TMZ) are used to define areas of Highway 30 that have unique traffic management concerns. The importance of these zones is to identify areas of impact and to ensure that all agencies with responsibility to mitigate the impact are notified.

Notifications to affected agencies by TMZ will be made on all Intermediate and Major declared incidents.

6.1   Traffic Management Zone Boundaries and Notifications

- **TMZ 1**   Columbia/Clatsop County Line to Heath Road
  Notify: ODOT, CORD, Clatskanie Public Works, Clatskanie Police

- **TMZ 2**   Heath Road to Larsen Road (Milepost 51)
  Notify: ODOT, CORD

- **TMZ 3**   Larsen Road (Milepost 51) to Lindberg Road (Milepost 44)
  Notify: ODOT, CORD, Rainier Public Works, Rainier Police

- **TMZ 4**   Lindberg Road (Milepost 44) to Milepost 33
  Notify: ODOT, CORD

- **TMZ 5**   Milepost 33 to Deer Island Road
  Notify: ODOT, CORD, Columbia City Public Works, Columbia City Police, St. Helens Public Works, St. Helens Police

- **TMZ 6**   Deer Island Road to Bennett Road
  Notify: ODOT, CORD, St. Helens Public Works, St. Helens Police

- **TMZ 7**   Bennett Road to Wikstrom Road
  Notify: ODOT, CORD

- **TMZ 8**   Wikstrom Road to Columbia/Multnomah County Line
  Notify: ODOT, CORD, Scappoose Public Works, Scappoose Police

- **TMZ 9**   Columbia/Multnomah County Line to Cornelius Pass
  Notify: ODOT, Multnomah County

7   Incident Scene Safety

7.1   General Safety Guidelines

- Never trust approaching traffic. When working at the scene look for escape routes in the event immediate, evasive action needs to be taken to avoid being hit.

- Avoid turning your back on traffic.

- Wear proper Personal Protective Equipment (PPE). All personnel will wear PPE as prescribed by agency policy. At a minimum, Turnout Coat, Wildland Coat or an ANSI approved Class III Traffic Vest will be worn. Any personnel engaged in Traffic Flagging will wear an ANSI approved Class III Traffic Vest.

- Establish adequate advance warning and transition zones upstream to reduce speed of approaching traffic.

- Use traffic cones and/or flares where appropriate for sustained traffic control and direction.

- Use distances in the following table to establish minimum distance from blocking apparatus to furthest cone/flare:

Posted Speed	Strides	Furthest Cone
25 MPH or less	50	150'
35 MPH	70	210'
45 MPH	90	270'
55 MPH	110	330'
65 MPH	130	390'
75 MPH	150	450'

- Make every effort to stay in the Work Area/Safety Shadow at all times.

- Face oncoming traffic when placing or retrieving cones/flares. Begin the cone/flare pattern at the apparatus providing the primary Block. When finished placing cones/flares use the shoulder to return to the Work Area/Safety Shadow.

- Recognize that blind corners and elevation changes will expose personnel to very dangerous situations.

- Personnel need to remain alert for drivers who ignore emergency warnings and approach at dangerous speeds.

- Moving traffic is ALWAYS a threat to responder safety.

7.2   Establishment of Work Area/Safety Shadow

Establish an initial Block with the first arriving apparatus to protect the scene, victims and personnel as much as possible. When possible use larger apparatus to build the Work Area/Safety Shadow.

Block at least one additional lane than is already being obstructed. For example, if the incident is on the shoulder block the shoulder and one lane to provide and begin building an appropriate Work Area/Safety Shadow. Ensure a Work Area/Safety Shadow that encompasses the entire incident area, including areas of interest to Law Enforcement for purposes of investigation.

All apparatus will either contribute to building the Work Area/Safety Shadow or be within the Work Area/Safety Shadow. Do not park apparatus on opposite sides of roadway which creates a corridor for traffic to pass through, unless this is part of a Traffic Management Plan approved by ODOT.

Medics/Law Enforcement may need to provide the initial Block, however larger apparatus, as they arrive, need to provide the final Block. Medics will be placed inside the Work Area/Safety Shadow.

When Blocking turn wheels in a direction away from the incident. This will keep the vehicle from entering the Work Area/Safety Shadow in the event it is struck from behind.

When possible, turn off all sources of vision impairment to approaching motorists.

If the Work Area/Safety Shadow is not needed, park apparatus completely out of the traffic lanes and allow enough room for personnel to exit apparatus and retrieve equipment without being exposed to moving traffic.

8   Traffic Management

Medium and Long Term Traffic Management will be the responsibility of ODOT with assistance from CORD and the affected city's public works. Initial response personnel typically will not engage in detouring traffic or establishing 'flagger' systems. Fire/Law Enforcement's primary responsibility is to create the Work Area/Safety Shadow.

The responsibility to establish detours off of the affected roadway shall be the responsibility of ODOT, CORD and the affected city public works. Fire and Law Enforcement personnel shall not establish these routes or direct traffic off of the affected roadway unless directed by ODOT.

Detours off of the affected roadway must be planned, approved and adequately signed prior to implementing.

Typically, trucks will be parked on the highway and not detoured.

Figure 3 – Traffic Management Diagram 1
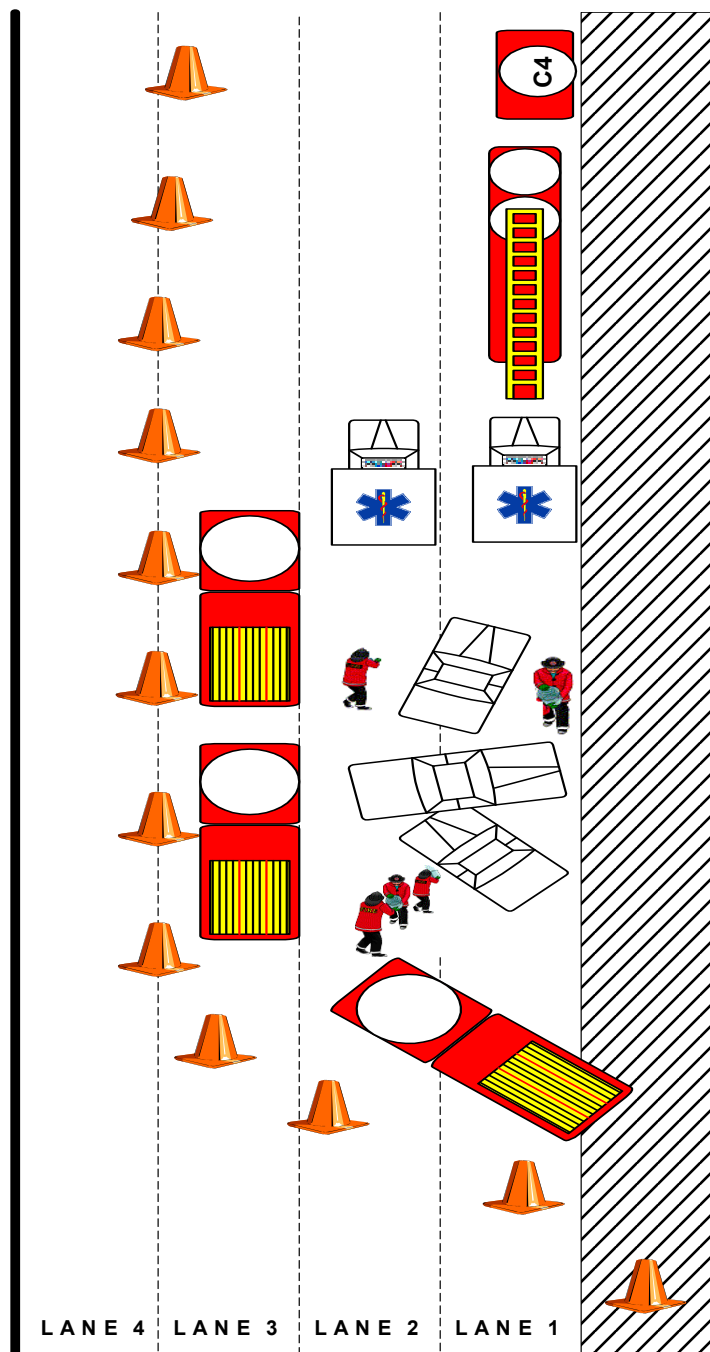
Figure 4 – Traffic Management Diagram 2
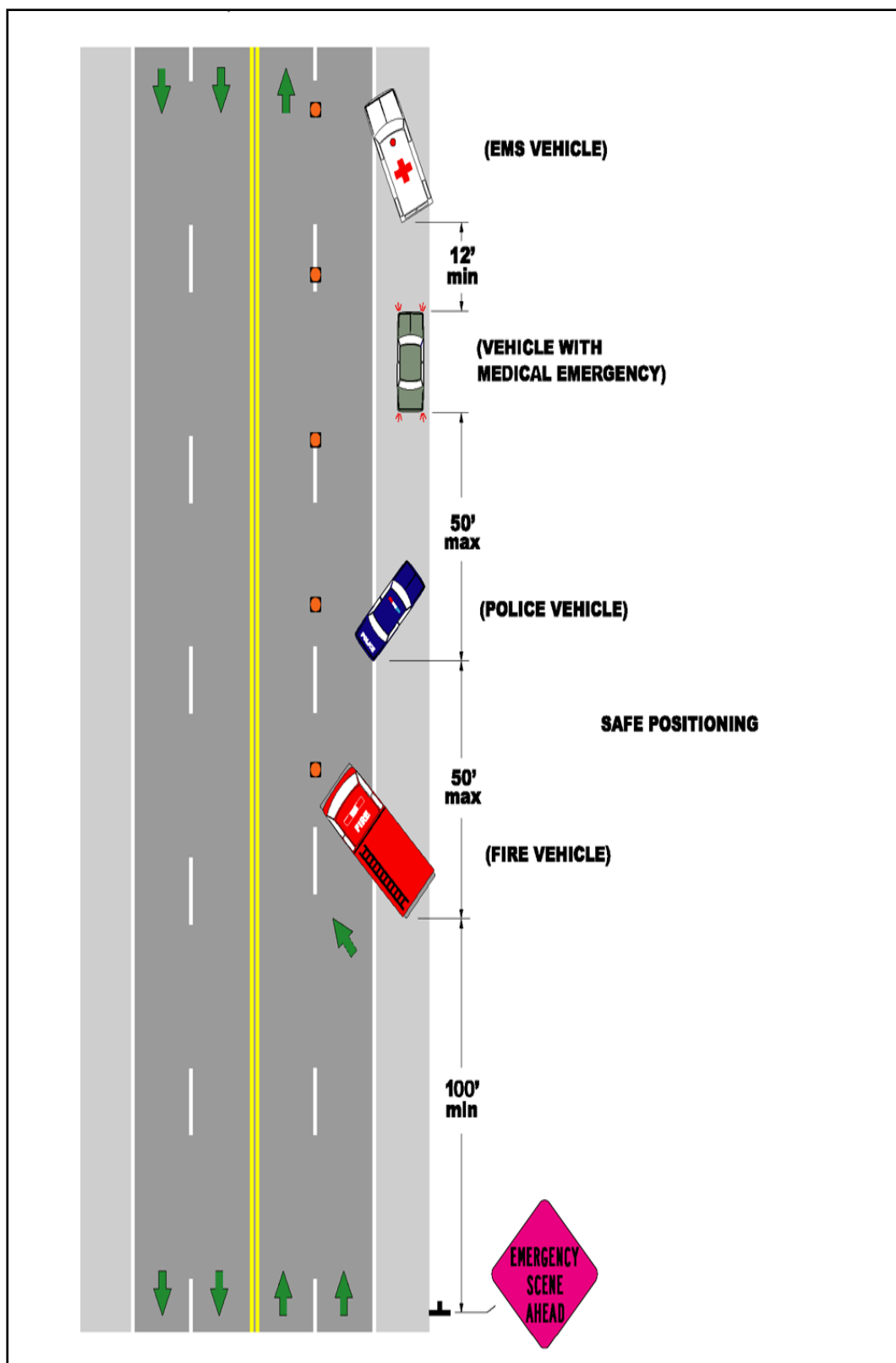
Figure 5 – Traffic Management Diagram 3
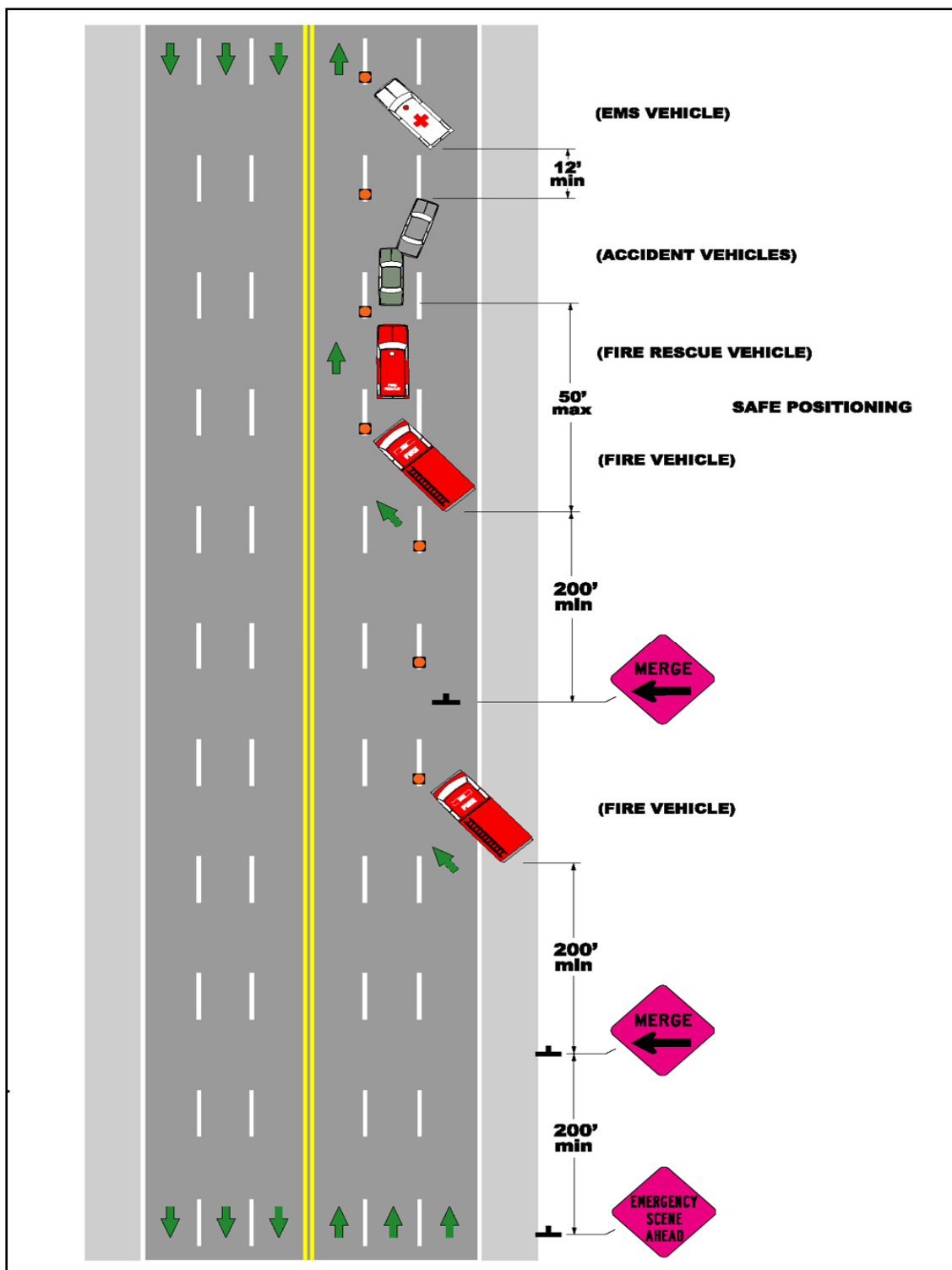
Figure 6 – Traffic Management Diagram 4
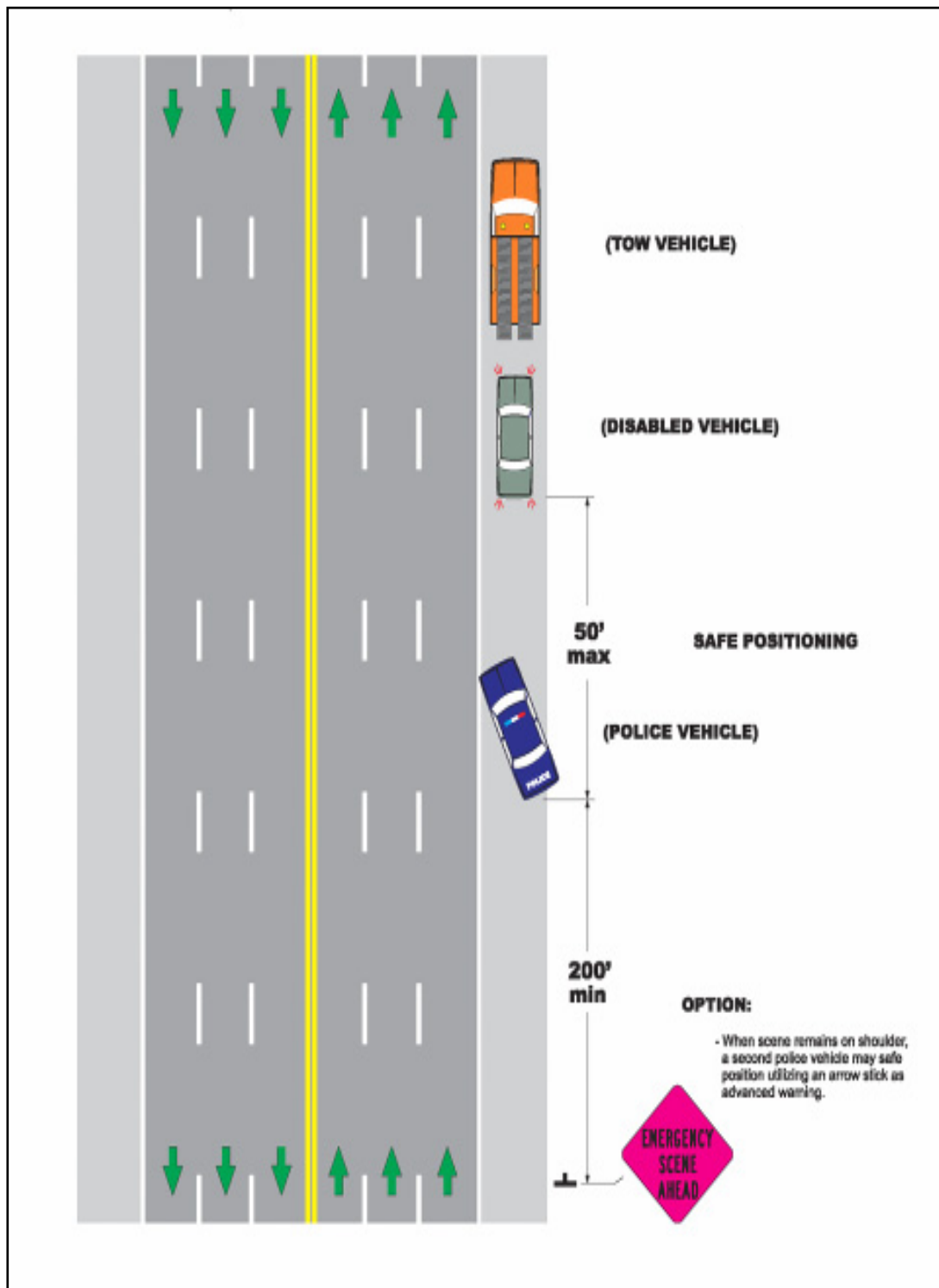
Figure 7 – Traffic Management Diagram 5
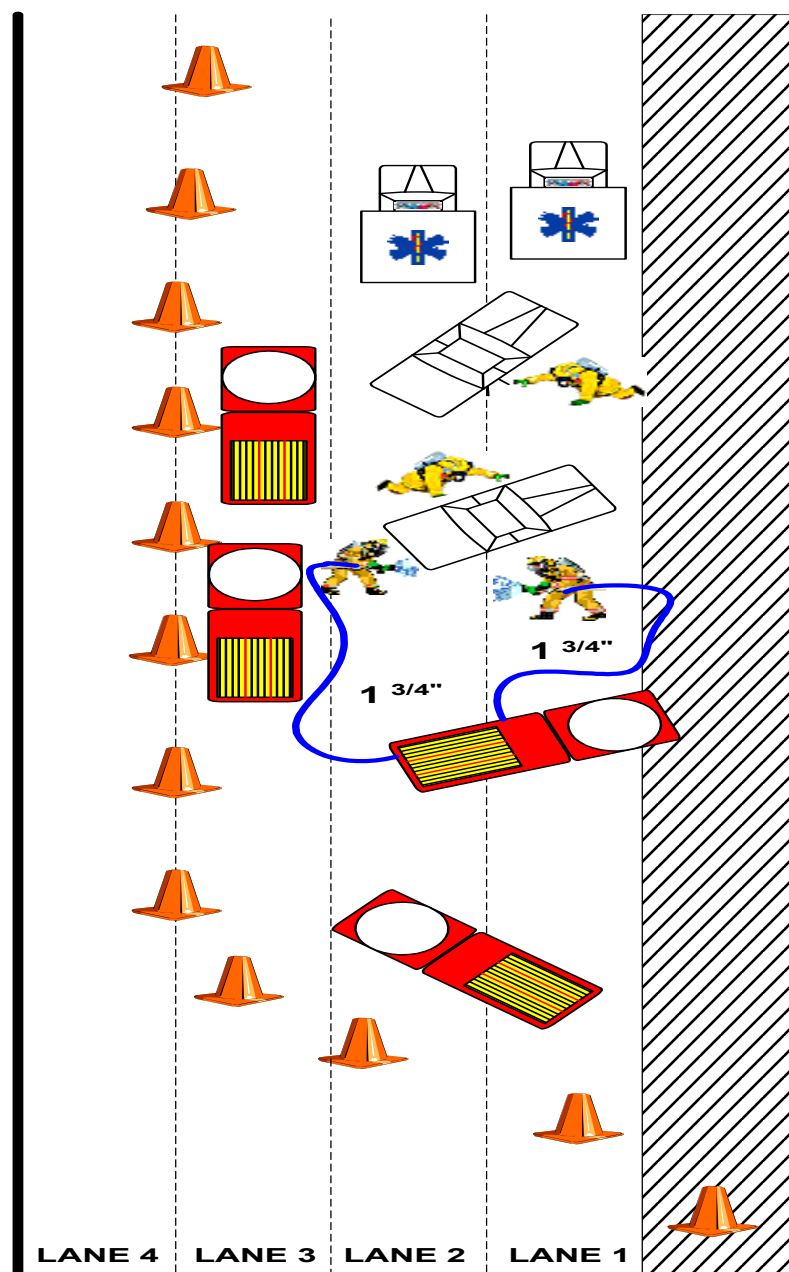
8   Appendices

- ■   Appendix A   Mist-Birkenfeld RFPD Highway Safety Plan

- ■   Appendix B   Lewis & Clark Bridge Incident Management Plan

Appendix A – Mist-Birkenfeld RFPD Highway Safety Plan

The following document is a companion plan produced by Mist/Birkenfeld RFD, Columbia County Sheriff, Oregon Department of Transportation and Oregon State Police.

Because of the unique nature of availability of resources in the Mist area on Highway's 47 and 202 this group has agreed to provide greater flexibility in the management of traffic. All other elements of this plan are reflected as written in the overarching County Plan.

MBRFPD SOG #09282007 – Highway Safety Plan

Date Adopted: _____

Mist-Birkenfeld RFPD Highway Safety Plan

1   Overview

- Incidents occurring on Oregon State Highways and Clatsop or Columbia County Roads within the Fire District 6 and Ambulance Service Ambulance Service Area 6 shall be managed using the National Incident Management System (NIMS).

- When multiple jurisdictions are involved, command responsibility shall be organized under the principles of Unified Command.

- The 2003 edition of the Manual on Uniform Traffic Control Devices (MUTCD) provides general guidance to be used in defining the Incident Severity Categories and on maintaining safe practices for highway emergency incidents.

- There are multiple responsibilities that are normally shared between responding agencies according to the principles of Unified Command.

2   Responsibilities

- Oregon Department of transportation (ODOT) is the authority having jurisdiction (AHJ) for long-term traffic control, Overall traffic management, scene cleanup, Incident Safety, and Incident Management.

- Law Enforcement (State Police, County Sheriff or City Police) is the AHJ for Incident Investigation, Traffic Control, Incident Safety and Incident Management.

- Fire and EMS Agencies are the AHJ for fire suppression, emergency medical treatment, hazardous materials identification and stabilization, Incident safety, and incident management.

- Owner's representatives or technical experts shall be attached to IC's support staff in an advisory capacity but have no other authority on scene.

3   Terminology

- **Lanes:** Areas on the roadway designated for vehicular travel. Lanes are numbered from left to right as one faces in the direction of travel.

- **Median:** Refuge area dividing opposing lanes, typically used to provide safe left turns.

- **Downstream:** Direction that traffic is moving as it travels away from the incident scene.

■ **Upstream:** Direction that traffic is moving as it travels towards the incident scene.

■ Shadow: Protected downstream work area that is shielded by the block created by responding apparatus.

■ Advanced Warning: Notification procedures that advise approaching motorists of the need to transition from normal driving status to that required by the temporary emergency traffic control measures. It is the area where drivers are first warned and then expected to make a traffic speed and pattern change.

■ Transition Area: Roadway lanes within which approaching motorists change their speed and position to comply with the emergency traffic control measures.

■ Buffer Area: Distance or space between personnel and vehicles in the protected work zone and nearby moving traffic. Typically a Buffer Area is created that includes one lane beyond those affected directly by the incident.

■ Work Area: Physical area of a roadway within which emergency personnel perform tasks.

4   Incident Categories and Response

Applies to all state and county transportation routes within MBRFPD

4.1   NIMS Command Mode

NIMS shall be the incident management system applied for all emergency incidents within the fire district. The first arriving apparatus will declare command upon arrival and see that a safe scene is established. Unified Command shall be the mode of choice when more than one agency is on scene. Command will shift to Unified Command upon arrival of law enforcement personnel. Scene command will make the determination of the category as major, intermediate and minor according to the criteria set forth below.

4.2   <u>Major</u> Incident

Incidents that occur on state of county transportation routes within MBRFPD will be classified as *major* when the incident has an expected duration exceeding 2 hours and the incident involves closing all or part of the transportation route.

Declaration of a major emergency shall initiate the following actions:

■ Notification of affected transportation route authorities:

● Oregon Department of Transportation (ODOT). <u>ODOT will respond</u>.

● Notification of Columbia County Road Department (CORD). <u>CORD will respond.</u>

● Notification of Clatsop County Road Department (CCRD). <u>CCRD will respond.</u>

■ Notification of affected City Public Works and City Police. (None in MBRFPD)

■ Notification of Appropriate County Emergency Management

4.3 Intermediate Incidents

Incidents that occur on state of county transportation routes within MBRFPD will be classified as *intermediate* when the incident has an expected duration exceeding 30 minutes and not more than 2 hours and the incident involves closing all or part of the transportation route.

Declaration of an intermediate emergency shall initiate the following actions:

■ Notification of affected transportation route authorities:

- Oregon Department of Transportation (ODOT). ODOT may respond.

- Notification of Columbia County Road Department (CORD). CORD may respond

- Notification of Clatsop County Road Department (CCRD). CCRD may respond

■ Notification of affected City Public Works and City Police. (None in MBRFPD)

■ Notification of Appropriate County Emergency Management

4.4 <u>Minor</u> Incidents

Incidents that occur on state of county transportation routes within MBRFPD will be classified as *minor* when the incident has an expected duration not exceeding 30 minutes <u>and</u> the incident involves closing all or part of the transportation route.

5.0 Establishment of Work Area and Traffic Control

■ Initial response personnel will establish temporary traffic control (TCC) measure designed to protect incident responders, victims, and motorists entering the area.

■ First arriving fire companies will establish a temporary work area protected from traffic buy blocking at least one lane of traffic plus the work area, angling arriving apparatus to right or block left to create a physical barrier between the incident scene and approaching traffic.

■ Use traffic cones and flares as necessary to develop clearly marked access around the incident when lane is available.

■ Ensure a work area that encompasses the entire incident scene, including areas of interest to law enforcement for purposes of investigation.

■ Initial law enforcement or fire department personnel will typically NOT engage in flagging or detouring of traffic. If necessary, total lane or road closures will be necessary. When it is determined by command that scene safety is at issue and

resources become available and appropriate plans have been established, TEMPORARY flagging and detours may be established within appropriate guidelines and according to district protocol.

■   The responsibility to establish detours off of the affected roadway will be the responsibility of ODOT or CORD/CCRD, and the appropriate city public works (if any) as appropriate, when they arrive. Fire and law enforcement personnel in MBRFPD shall turn over such activities, if assumed, to these agencies if or when they arrive. When these agencies arrive all such activities become their province and they will assume control of those activities necessary according to the needs identified by Unified Command.

■   Long term detour planning and establishment will be coordinated between appropriate responsible agencies (ODOT, CORD, CCRD, and/or city public works). Large truck traffic shall not be allowed access without permission from the responsible agency.

6.0   Incident Scene Safety

The Primary objective on any incident involving fire district transportation routes is the safety at these incidents of responders, patients, and the public.

■   Never trust traffic

■   Place apparatus in a defensive position

■   Always wear reflective attire

■   Use traffic cones and flares to give advanced warning

■   Set up appropriate temporary incident flagging as soon as personnel are available

■   Reduce motorist vision impairment when possible

7.0   Incident Objective Assumptions

■   Responder/victim safety is paramount

■   When total closure of a direction of traffic flow or of the entire transportation route is necessary incident responders will, upon directions from the Incident Commander:

■   Safely stop and hold traffic, or:

■   Appropriately direct one-way traffic around the incident on the transportation route, or;

■   Establish a secure *temporary* secondary route around the incident that is clearly safe, well marked and appropriate for the type of vehicles re-routed. (i.e. send only passenger vehicles when it is unsafe to send larger trucks if narrow or weight restricted, only trucks with no trailers if sharp bends in route, and so on)

Appendix B – Lewis & Clark Bridge Incident Management Plan

Adopted June 2008

1   Purpose

This guideline provides information and procedures to allow for the safe and efficient resolution of incidents that occur on the Lewis & Clark Bridge. All personnel should recognize the high risk they are exposed to while operating in or near moving traffic.

2   Incident Management

Incidents occurring on Highway 30 within Columbia County will be managed using NIMS. Command responsibility will be organized using Unified Command principles.

2.1   Agency Responsibilities

2.1.1   ODOT/WSDOT

Responsible for traffic control, cleanup, overall traffic management, incident safety and incident management.

2.1.2   Law Enforcement Agency

Responsible for incident investigation, traffic control, incident safety and incident management.

2.1.3   Fire Agency

Responsible for fire suppression, medical, HazMat, incident safety and incident management.

Figure 8 – Lewis & Clark Bridge

3   History

Longview Bridge (later renamed Lewis and Clark Bridge) spanning the Columbia River opens on March 29, 1930. (HistoryLink.org Essay 5411)

On March 29, 1930, the Longview Bridge (later renamed Lewis and Clark Bridge) opens. The bridge crosses the Columbia River between Longview (Cowlitz County) and Rainier, Oregon. It is a cantilever bridge, at the time the longest and highest in the country. It is 8,192 feet long, including approaches. The roadway spans the river 210 feet above the water, and the top steel spans it at 340 feet. The designers claim that any vessel then in existence, including a fully rigged clipper ship, can pass under it.

Bridging Political Squabbles

The bridge rose above a history of political squabbling between interests in Oregon vs. interests in Washington state. According to Holstine and Hobbs's Spanning Washington, in 1921 the Oregon State Legislature authorized the Oregon State Highway Commission to conduct a site survey below Portland for a future bridge. When the Highway Commission chose a site opposite the new planned lumber town of Longview (dedicated in 1923), Portland interests resisted, feeling a bridge thus sited would benefit Longview rather than Portland. Efforts for a joint bridge project failed and private interests took up the cause.

Private interests including Robert Long (1850-1934), lumberman and eponym of Longview, continued discussing the bridge amid continuing commercial rivalries between Oregon and Washington. Finally Oregon authorities approved a franchise that included an extreme bridge design and required approval of the U.S. secretaries of war, agriculture, and commerce. In November 1927 Congress authorized the private construction of the bridge, stipulating a channel width of a thousand feet and clearance of 195 feet at mid-span to accommodate tall-masted clipper ships.

Clipper Ships and Daffodils

And so, despite extreme design demands, the bridge was built. Famed engineer Joseph Baermann Strauss (1870-1938), who also designed San Francisco's Golden Gate Bridge, designed the Longview Bridge. It has more than 12,000 tons of steel, which was fabricated at the Bethlehem Steel in Pennsylvania and erected by J. H. Pomeroy and Co. of Seattle. The bridge has a steel cantilever central section, two steel anchor spans and five Warren truss approach spans. It has steel piers.

The bridge was dedicated on March 29, 1930. From the other Washington, President Herbert Hoover turned a telegraphic key and a knife on the bridge fell to cut a chain of daffodils that stretched along the length of the bridge. The governors shared a handshake.

The bridge opened at the beginning of the Great Depression as a privately owned toll bridge. It became an important commercial link but the finances of it (the cost was $588,113) were burdensome. In 1947 the Washington State Toll Bridge Authority purchased it and replaced wooden approach spans with steel and concrete approach spans. The debt was paid off and the tolls were removed in 1965.

The bridge is now (2005) part of State Route 433. In 1980 the bridge was rededicated and renamed the Lewis and Clark Bridge. In 2002, the Washington State Department of Transportation began replacing portions of the bridge's deck.

Sources

History of Cowlitz County ed. by Ruth Ott and Dorothy York (Dallas: Taylor Publishing, 1983), 105; "Lewis and Clark Bridge," Structurae: International Database and Gallery of Structures website (www.structurae.de); "SR 433, Lewis and Clark Bridge Deck Replacement," Washington State Department of Transportation website, WSDOT Projects (http://www.wsdot.wa.gov/projects); "The Lewis and Clark Bridge," Highways of Washington State (http://www.angelfire.com/wa2/hwysofwastate/ColRivBr05.html); Paul Dorpat and Genevieve McCoy, *Building Washington* (Seattle: Tartu Publications, 1998), 115; Craig Holstine and Richard Hobbs, *Spanning Washington: Historic Highway Bridges of the Evergreen State* (Pullman: WSU Press, 2005), 101-103.
Note: This file was expanded on March 29, 2007.

Figure 9 – Google Map of Lewis and Clark Bridge
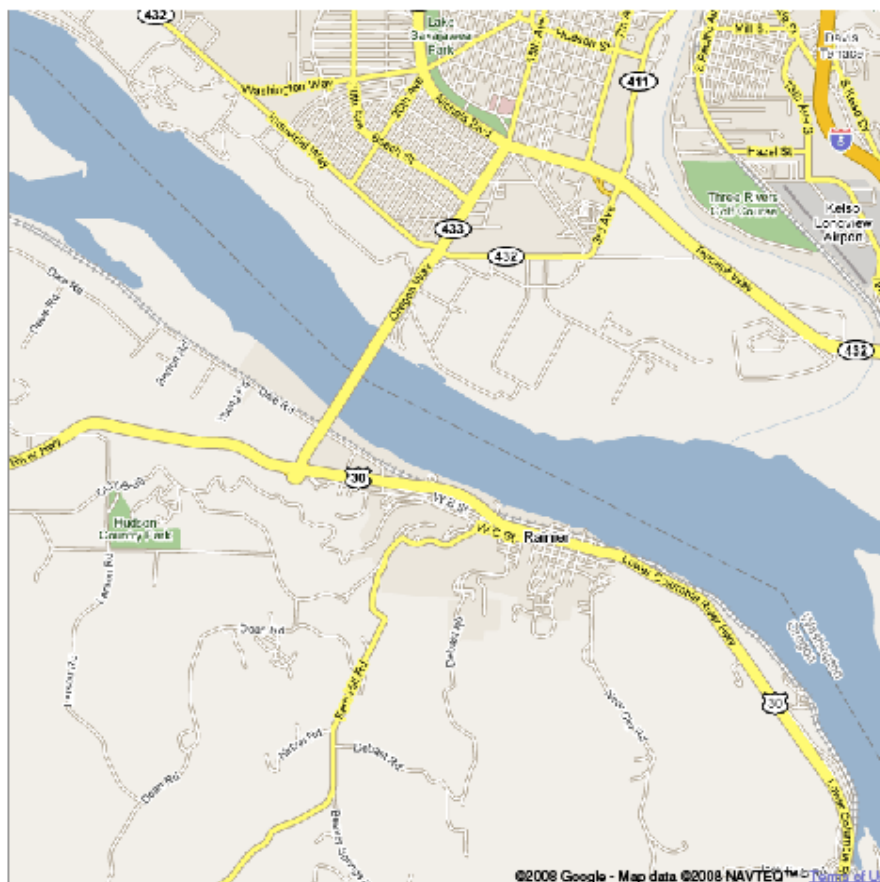
Figure 10 – Arial photo of Lewis & Clark Bridge

4   Response Goals and Incident Objectives

4.1   Safety

The primary goal of any response onto the bridge is Safety. Responders need to develop a Safety Plan that provides for the safety of responders, victims and non-involved persons. In most cases this will mean stopping traffic while victims are identified and treated or the reason for the response is resolved.

4.2   Incident Stabilization

Identify critical issues and stabilize situation, working within the Safety Plan that resolves the situation as quickly as possible.

4.3   Traffic Flow

Reestablishment of normal traffic flow is secondary only to Safety. As soon as responders satisfy Safety Issues and resolve critical issues reestablishment of normal traffic flow becomes the primary incident objective. In some cases, this may mean moving vehicles off the bridge to complete paperwork, etc.

Identification of the Incident Category is important in order that agencies are notified in a timely manner. Intermediate and Major Category incidents will require a response from WSDOT and ODOT.

5   Incident Categories and Response

As defined in the 2003 Manual on Uniform Traffic Control Devices incidents occurring on the Lewis & Clark Bridge can be classified in three categories. These categories are time specific and do not necessarily indicate the type of incident nor its severity.

Incident Categories allow for notification of appropriate agencies to deal with incident issues, particularly traffic and detour management. In addition, categorization provides an indication of the amount of time that critical resources are going to be committed to a given incident.

These categories are:

- ■ **Minor:** Incidents on Lewis & Clark Bridge with an expected duration of thirty (30) minutes or less.

- ■ **Intermediate:** Incidents on Lewis & Clark Bridge with an expected duration of thirty (30) minutes to two (2) hours.

- ■ **Major:** Incidents on Lewis & Clark Bridge with an expected duration exceeding two (2) hours.

Determination of Incident Categories will be made by the Initial IC when the situation is obvious, particularly for Intermediate events. In some cases, Law Enforcement/Fire Unified Command may need to make the determination jointly.

Once the Incident Category has been determined Columbia 911 Communications District and/or Cowlitz County 911 Center will make notifications to Washington State Department of Transportation, Oregon Department of Transportation, Oregon State Police, Washington State Patrol, City of Rainier and City of Longview.

6   Command Considerations

- ■ Classification of Incident. Include information that will assist ODOT/WSDOT.

- ■ When appropriate, ensure that Unified Command is in place with Fire/Law Enforcement/ODOT/WSDOT.

- ■ Need for additional resource. Call for help early. Additional Fire/Law Enforcement may be needed depending on incident complexity, time of day, location, etc.

- ■ Ensure that an adequate Work Area/Safety Shadow is in place.

- ■ Be prepared to reduce the Work Area/Safety Shadow once the incident de-escalates. While Traffic Management is not a primary consideration, resumption of normal traffic flow at the safest, earliest time is in everyone's best interest.

- ■ Assign a Safety Officer.

- ■ Ensure that Medics are staged/parked within the Work Area/Safety Shadow.

- ■ Keep Dispatch(s) informed and updated on Incident Situation (SitStat).

Figure 11 – Incident Command System

7   Incident Scene Safety

7.1   General Safety Guidelines

■ Never trust approaching traffic. When working at the scene look for escape routes in the event immediate, evasive action needs to be taken to avoid being hit.

■ Avoid turning your back on traffic.

■ Wear proper Personal Protective Equipment (PPE). All personnel will wear PPE as prescribed by agency policy. At a minimum, Turnout Coat, Wildland Coat or an ANSI approved Class III Traffic Vest will be worn. Any personnel engaged in Traffic Flagging will wear an ANSI approved Class III Traffic Vest.

■ Establish adequate advance warning and transition zones upstream to reduce speed of approaching traffic.

■ Use traffic cones and/or flares where appropriate for sustained traffic control and direction.

■ Use distances in the following table to establish minimum distance from blocking apparatus to furthest cone/flare:

Posted Speed	Strides	Furthest Cone
25 MPH or less	50	150'
35 MPH	70	210'
45 MPH	90	270'
55 MPH	110	330'
65 MPH	130	390'
75 MPH	150	450'

■   Make every effort to stay in the Work Area/Safety Shadow at all times.

■   Face oncoming traffic when placing or retrieving cones/flares. Begin the cone/flare pattern at the apparatus providing the primary Block. When finished placing cones/flares use the shoulder to return to the Work Area/Safety Shadow.

■   Recognize that blind corners and elevation changes will expose personnel to very dangerous situations.

■   Personnel need to remain alert for drivers who ignore emergency warnings and approach at dangerous speeds.

■   Moving traffic is ALWAYS a threat to responder safety.

7.2   Establishment of Work Area/Safety Shadow

Establish an initial Block with the first arriving apparatus to protect the scene, victims and personnel as much as possible. When possible use larger apparatus to build the Work Area/Safety Shadow.

Block at least one additional lane than is already being obstructed. For example, if the incident is on the shoulder block the shoulder and one lane to provide and begin building an appropriate Work Area/Safety Shadow. Ensure a Work Area/Safety Shadow that encompasses the entire incident area, including areas of interest to Law Enforcement for purposes of investigation.

All apparatus will either contribute to building the Work Area/Safety Shadow or be within the Work Area/Safety Shadow. If an apparatus does not have an assigned need to be involved, they should exit the incident area.

Medics/Law Enforcement may need to provide the initial Block, however larger apparatus, as they arrive, need to provide the final Block. Medics will be placed inside the Work Area/Safety Shadow.

When Blocking turn wheels in a direction away from the incident. This will keep the vehicle from entering the Work Area/Safety Shadow in the event it is struck from behind.

When possible, turn off all sources of vision impairment to approaching motorists.

If the Work Area/Safety Shadow is not needed, park apparatus completely out of the traffic lanes and allow enough room for personnel to exit apparatus and retrieve equipment without being exposed to moving traffic.

8   Traffic Management

Medium and Long Term Traffic Management will be the responsibility of WSDOT/ODOT with assistance from the affected city's public works. Initial response personnel typically will not engage in detouring traffic or establishing 'flagger' systems. Fire/Law Enforcement's primary responsibility is to create the Work Area/Safety Shadow.

The responsibility to establish detours off of the affected roadway shall be the responsibility of WSDOT/ODOT and the affected city public works. Fire and Law Enforcement personnel shall not establish these routes or direct traffic off of the affected roadway unless directed by ODOT.

Detours off of the affected roadway must be planned, approved and adequately signed prior to implementing.

Typically, trucks will be parked on the highway and not detoured.

COLUMBIA COUNTY

AIRPORT INCIDENT MANAGEMENT PLAN

[TO BE DEVELOPED]

COLUMBIA COUNTY

RAILWAY INCIDENT MANAGEMENT PLAN

<mark>[TO BE DEVELOPED]</mark>

COLUMBIA COUNTY

MARITIME INCIDENT MANAGEMENT PLAN

[TO BE DEVELOPED]

Transportation Accidents Incident Checklist

Two major types of transportation accidents are considered in this Incident Annex, air and rail. Motor vehicle accidents, which occur on roadways within the county, would not normally constitute a major emergency under the EOP, unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes.

The Fire Districts and Sheriff's Office will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by the County Emergency Manager.	
	❑ Participate in County preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	❑ Ensure emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to County EOC.	*[indicate where contact lists are located]*
	❑ Inform the Emergency Manager of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	❑ Arrange for personnel to participate in necessary training and exercises, as determined by the County Emergency Manager and Fire Districts.	
	❑ Assess the County's transportation infrastructure (e.g. roads, bridges, traffic control devices, railways, airports and air traffic patterns) and implement emergency transportation route plans.	
	❑ Conduct pre-incident planning related to airport, airplane incidents, railways and railway incidents.	
	❑ Coordinate response options with local airports and railways – maintain and revise, as needed, applicable response plans pertaining to potential incidents at the airport or along railways including County Emergency Operations Plans and supporting procedures and plans.	

Phase of Activity	Transportation Accidents	
	Action Items	**Supplemental Information**
RESPONSE PHASE	❑ Notification of the occurrence of a transportation incident will come through the 911 Dispatch Center or observance by field personnel.	
	❑ Conduct a scene assessment to determine appropriate level of emergency medical, transportation, and hazmat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	*ICS Form 209: Incident Status Summary*
	❑ Activate the appropriate Emergency Operations Centers and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The County Emergency Operations Centers 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.	
	❑ Develop alternate routes based on assessment of damages to county transportation infrastructure and on input from the ODOT, railway operators, the airport and other road owners on the Countywide damage situation. Estimate emergency staffing levels and request personnel support.	
	❑ County personnel should not attempt removal of accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue and emergency medical care.	
	❑ Sheriff's Office has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
	❑ Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: **NTSB Safety Office 425-227-2000 (24 hrs)**	
	❑ For railroad accidents, the IC should contact the railroad company's emergency response center as well as the NTSB prior to removing any victims or wreckage.	
	❑ Coordinate the collection, storage, and dispositions of all human remains and their personal effects from the crash site.	
	❑ If appropriate, the IC or his designee will activate the EAS by contacting the NWS (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
	❑ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*
	❑ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the County EOC for support.	

Phase of Activity	Action Items	Supplemental Information
	❑ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	❑ Confirm or establish communications links among City EOCs, County EOC, and other AOCs, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
	❑ Ensure 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.	*Established emergency contact lists maintained at the County EOC*
	▪ For incidents occurring on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.	
	▪ Notify supporting emergency response agencies, ODOT, NTSB and FAA if the accident involves an aircraft.	
	▪ Notify supporting emergency response agencies, ODOT, NTSB and railroad company's emergency response center if accident involves a railcar.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (OSU), Oregon Department of Agriculture, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	❑ Appoint a PIO to formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	
	❑ Public information focusing on transit access points, control, and traffic control will be reviewed by the Sheriff, or designee. Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	❑ If necessary, establish a JIC staff by PIOs from various agencies.	
	❑ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	❑ Allow the railway company affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	❑ Advise the County EOC and ODOT of road restrictions and resource/support needs.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Coordinate provisions of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	
	❑ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, or FBI.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
	❑ If necessary, determine the need to conduct evacuations and sheltering activities.	
	❑ Coordinate with the ARC to provide Shelter and Family Referral Services through the EOC.	
	❑ Determine the need for additional resources and request as necessary through appropriate channels.	
	❑ Develop an Incident Action Plan (IAP) (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Record all EOC and individual personnel activities (*recurring*). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person making/receiving them, should be documented as part of the EOC log.	
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Controller and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	❑ Coordinate with the ARC to assist families affected by the transportation incident	
	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	❑ Release mutual aid resources as soon as possible.	
	❑ If necessary, provide critical incident stress management (CISM) to first responders.	
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the County EOC.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Implement revisions to the County Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

9

IA 9 – Terrorism

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Background Information

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City department has the lead role in terrorism crisis management within the City and the County Sheriff's Office elsewhere in the County. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations.

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government provides assistance as required. The City and County EOCs typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Office of Emergency Management and Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in the Basic Plan Appendices.

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	❑ Continue to maintain and revise, as needed, the appropriate emergency response plans relating to Terrorism response, including the EOP and annexes.	
	❑ Have personnel participate in necessary training and exercises, as determined by County Emergency Management.	
	❑ Participate in City, County, regional, State and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	❑ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the County EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	
	❑ Ensure terrorism response equipment and personnel inventories for the County and 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.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	❑ Provide public safety information and educational programs for terrorism emergency preparedness and response.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
SURVEILLANCE PHASE (BIO ONLY)	❑ Activate Incident/UC upon recommendation from the Sheriff's Office. UC may consist of County, regional, State and Federal crisis management and consequence management agencies.	
	❑ Mobilize appropriate emergency personnel and first responders. When deemed necessary, send fire, HazMat, law enforcement, public health and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	❑ Evaluate the safety of emergency personnel. Initiate development of site and agent-specific health and safety plan.	
	❑ Assess the situation/confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	*ICS Form 209: Incident Status Summary*
	❑ Activate public notification procedures. Contact agency and partner emergency personnel to ensure they are aware of the incident status and are available and staffed to respond.	
	❑ Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
	❑ Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
	❑ Draft an IAP. Outline response goals and timelines and prepare for longer term (1-7 day) logistics, staffing, and operations.	
	❑ Maintain communication between field response crews, local/County EOCs, REOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
	❑ Gather additional information. Include photographs and video recording.	
	❑ Determine if the threat level for that area should be elevated and inform appropriate agencies.	
	❑ Determine if any advisories should be issued to the public.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	❑ If an explosive devise 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 CBRNE agents may be present.	
	❑ Investigate the crime scene and collect vital evidence.	
	❑ Activate the EOP.	
	❑ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a UC. During Terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	▪ Establish an ICP near the incident location. The ICP should be uphill and upwind of the incident location.	
	❑ Notify supporting agencies (dependent on the type of incident) and the County Commission.	
	▪ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	
	❑ Determine the type, scope, and extent of the Terrorism incident (*recurring*). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	*ICS Form 209: Incident Status Summary*
	▪ Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/PSAP, adjacent jurisdictions, Federal agencies (including FBI), and ESF leads/coordinators of any situational changes.	*ESF 10 of the County EOP.*
	▪ 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 (PPE) requirements.	

	Terrorism Incident Checklist	
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Determine if the threat level for that area should be elevated and inform appropriate agencies.	
	❑ Disseminate appropriate warnings to the public.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*ICS Form 201: Incident Briefing*
	❑ Confirm or establish communications links among primary and support agencies, City EOCs, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.	
	❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
	▪ Notification to the Oregon State Police (OSP) and the Federal Bureau of Investigations (FBI) is required for all terrorism incidents.	
	▪ If an incident occurs on State highways, ensure that the Oregon Department of Transportation (ODOT) has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed, contact local Extension Services (OSU), County Health Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.	*ESF 11 Annex to the County EOP*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure as dictated by the incident.	
	❑ Implement local plans and procedures for Terrorism operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	
	❑ Obtain current and forecasted weather to project potential HazMat vapor plumes (*recurring*).	
	▪ Note: Vapor plume modeling support may be obtained through regional HazMat teams, State, and/or Federal environmental protection agencies.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Determine the need to implement evacuations and sheltering activities (*recurring)*. A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. ▪ Note: Refer to the USDOT Emergency Response Guidebook for determining the appropriate evacuation distance from the source.	
	❑ Determine the need for and activate emergency medical services (*recurring)*.	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.	
	❑ Establish a JIC.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide*
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
	❑ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*ICS Form 202: Incident Objectives*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	
	❑ Ensure all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*ICS Form 221 - Demobilization Plan*
	❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the County, the responsible party (if known), and the Oregon DEQ. Support from the EPA may be necessary.	
	❑ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*ESF 14 of the County EOP, COOP/COG plans*
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct response deficiencies reflected in the Improvement Plan.	
	❑ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

10

IA 10 – Radiological Incident

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1   Introduction

This plan describes the local response in a radiation incident. The responsibility for radiation incidents is a shared one among various agencies:

The Oregon Department of Energy is the lead state agency for incidents that occur during transport of radioactive materials and for incidents at nuclear reactors or nuclear fuel storage facilities. State public health provides technical assistance by responding to the scene and by providing information on the health effects of a radiological incident.

Oregon State Public Health is the lead state agency for all other radiological incidents, including terrorist incidents, or an accident at a hospital, research lab, or industrial site as described in the state plan.

Columbia Health District Public Health Agency (CHDPHA), Columbia County Emergency Management (CCEM) and local first response agencies will work together to respond to and recover from any local incident in conjunction with state and federal authorities.

2   Purpose

The purpose of the Radiological Emergency Response Plan is to lessen the health impact on Columbia County residents after a release of radioactive material. This plan focuses on elements unique to radiological emergencies.

3   Authorities

Oregon is an "agreement state" with the nuclear regulatory commission (NRC). The NRC is responsible for overseeing the licensing, use, and disposal of all radioactive material in the state, except military facilities. The NRC is responsible for radiological emergency response. The following state laws and regulations define the responsibility: ORS 453.635, ORS 469.533, ORS 469.611(3) and OAR 333-100 to 123.

4   Situation and Assumptions

4.1   Situation

Radioactive materials are widely used in commercial applications, research laboratories, and in medical care facilities in Oregon. In addition, radioactive materials are found in two experimental reactors in Oregon. Between 1976 -1993, Columbia County had an operational nuclear power plant, Trojan Nuclear Power Plant, outside of Rainier. The plant was decommissioned in 1993 and mostly dismantled by 2006. Most of the structure and components have been removed, but some radioactive waste remains onsite. Some mitigation efforts (fencing, 24/7 armed security, etc.) have been taken by the site's owner, Portland General Electric, but terrorism threats remain and the facility may be a target for persons seeking to use nuclear waste in "dirty" bombs.

Oregon State Public Health Division would be the lead response agency at the state and will make radiological health assessments following industrial accidents or terrorist attacks when involvement of radioactive material is suspected by the on-scene Incident Commander or by another appropriate authority. For incidents managed by the Department of Energy, DHS/OHD provides technical assistance, and information on health impact of material released. Response to these incidents will follow the standard protocols for responding to hazardous materials incidents.

Response to the accidental or deliberate release of radiological materials will focus on protecting human health. A timely response is critical in limiting the health impact of public exposure to ionizing radiation and it is essential in controlling the spread of radiological contaminants. A radiological incident may result in environmental contamination and thus the risk of ongoing human exposure and long-term health consequences. The incident may have psychological impacts among people who were not actually exposed, but who are still concerned about their long term health. Columbia County Mental Health staff would be asked to assist with incident recovery operations.

This plan addresses industrial site or transportation accidents; radioactive materials introduced into air, food, water or left in public places; radiological dispersal device (RDD; aka "dirty" bombs); and improvised nuclear devices (IND).

4.2   Assumptions

- DHS/OHD is the lead agency for all radiological incidents except transportation and nuclear reactors

- DHS/OHD provides technical assistance for all incidents

- The FBI leads the criminal investigation if the release was intentional

- Federal agencies will provide resources and coordination when Oregon's resources are depleted or when an incident extends beyond state boundaries

- The Centers for Disease Control and Prevention is the lead federal agency to support public health actions when state capacity and expertise are exceeded

- CHDPHA and CCEM will assist local response agencies with any radiological incident

- Local government authorities have response plans in place

5   Hazard Assessment

5.1   Vulnerability

Vulnerability is the percentage of population and property likely to be affected under an "average" occurrence of the hazard. This standard assessment is based upon population, transportation methods, industry and trained personnel.

■ The population assessment for Columbia County is medium. Population centers are located along the major highway, rail lines, and river traffic areas. U.S. Highway 30 runs through Scappoose, St. Helens, Rainier, and Clatskanie. Likewise, rail and shipping traffic also run through those same population bases.

■ The transportation assessment is low because the transport routes do not interface. The highway, rail, and shipping lanes all run parallel to each other through the county. Air traffic to airports in Scappoose, Hillsboro, and Portland also fly over various parts of Columbia County.

■ The industry assessment is also low. Although Columbia County was home to the Trojan Nuclear Power plant, that plant is no longer operational. Limited amounts of radioactive materials remain on site and await transport to the Yucca Mountain Repository. Since the plant has closed, Columbia County no longer resides within a ten-mile emergency planning zone for a nuclear power plant.

■ The trained personnel assessment is high. The county does not currently have a Hazardous Materials Technician-Level team but many responders are trained at Hazardous Materials Operations-Level and decontamination equipment is available. The Portland Urban Area Security Initiative (UASI) is currently funding the purchase of radiological detection devices for Columbia County fire districts.

5.2   Threat

Threat is assessed as a percentage of population and property that could be impacted under a worst-case scenario. The potential sites or targets of radiological emergencies in Columbia County are both fixed and mobile.

■ The main group that has posed a terrorist threat in the past is the Environmental Liberation Front (ELF), which is devoted to attacking people and industries that use massive amounts of natural resources for human consumption. It is believed that this threat remains.

■ Additionally, there are occasional outdoor summer concerts in a field between Deer Island and Columbia City that host up to an estimated 20,000 people. This location is along US 30.

■ Columbia County has trains, planes, ships and automobiles that run through the county. Ships travel the Columbia River delivering goods between oversees ports and the Ports of Longview, Portland and Kalama (on the Washington side of the river across from Goble).Trains bring supplies and materials to industry along the corridor. U.S. Highway 30 serves as the major state highway connection Astoria and Portland. Planes fly over Columbia County while in route to airports in Scappoose, Hillsboro and Portland.

■ The threat could be medium to high depending on the site of the accident/event. The trained personnel assessment is high. Once again, the local services are stretched to their maximum to provide basic operational services. Radiological expertise is limited to training on radiological monitoring equipment and personal protective equipment, as well as Weapons of Mass Destruction (WMD) Awareness-Level and Hazardous Materials Awareness- and Operations-Level certifications.

5.3   Probability

Probability is the likelihood of an event involving radiological materials.

■ The probability of a terrorism event is low. Our county is mostly rural. However, striking a rural area would have a great effect on all Americans because it would show that anyone can be hit.

■ The probability of a transportation event is low. The Trojan facility is no longer operational. It would be extremely exceptional to experience transportation accidents involving radiological materials.

6   Concept of Operations

6.1   Preparedness

Preparedness activities consist of:

■ Acquire/maintain radiological monitoring equipment;

■ Training and refresher training;

■ Update plans;

■ Maintaining a list of pertinent resources and potential routes/locations of radioactive materials; and

■ Coordinate with the state on the development of protective action guides and intervention levels.

Both CCEM and CHDPHA employees shall assist with preparedness activities.

6.2   Response

If a radiological incident is reported, the local response agency shall notify CCEM via Columbia 911 dispatchers. Emergency Management staff would then notify CHDPHA either by phone or through Columbia 911 dispatch, as well as the Oregon Emergency Response System (OERS).

6.2.1   Operations

During the response phase, staff will participate in their ICS roles as well as implement state guidance. Emergency Management will activate the Emergency Operations Center (EOC) to handle resource requests, coordinate information amongst jurisdictions, develop public information releases and request staffing from various agencies, especially CHDPHA.

How the event is specifically handled will depend on the type of radiation released (see Attachment #4 for radiation types).

- **CHDPHA**: CHDPHA will provide assistance to hazard assessment and patient management, provide communication with health care workers and special needs populations in the community, and provide toxicological information to the community as soon as it is appropriate. In addition, the public health Environmental Health Services manager will serve as a technical expert in the planning section during a radiological event.

- **CCEM**: CCEM staff will activate and operate the EOC, working with CHDPHA and local response agencies to support the logistics, plans, and information-sharing of the operation.

- **Law Enforcement**: Law Enforcement personnel will handle evacuation and zone security as guided by Incident Command.

- **Fire Departments**: Fire services personnel will handle the incident as a hazardous materials incident by establishing zones and setting up decontamination for injured parties. Recovery operations will be guided by the Oregon Department of Health.

- **Public Works**: Public Works employees may be asked to assist with decontamination and handling of radioactive materials. Any and all work associated with these would be overseen by the Oregon Department of Health and handled in a manner that is consistent with radiation safety measures.

6.2.2   Decontamination

Decontamination procedures can be found in Appendix 1.

6.3   Recovery

Recovery from a radiological event will be difficult as radioactive materials are contaminated for periods longer than human lives, often hundreds or thousands of years. Any equipment or areas contaminated may have to be buried or sealed off in some form or fashion. Permanent relocation of people and resources may need to take place. State and federal agencies will assist Columbia County with the execution of this process.

7   Training and Exercises

Training on this plan should occur at regular intervals just as other portions of the Comprehensive Emergency Management Plan of Columbia County are tested.

8   Incident Annex Maintenance

Reviews of this plan should occur at regular intervals just as other portions of the Columbia County Emergency Operations Plan are reviewed. Adoptions of revised or amended parts of this plan are subject to approval by the Homeland Security and Emergency Management Commission and the Columbia County Board of Commissioners.

Appendix 1 – Decontamination Procedures
Follow in addition to normal Hazardous Materials Response Protocols

1 Decontamination Procedures for Response to Radioactive Contamination

■ A relocation station with decontamination capabilities will be established.

■ Survey instruments may be furnished by the Oregon Department of Health. UASI-funded radiological monitoring devices may also be available to local fire districts.

1.1 Guidelines and Precautions

The following guidelines and precautions are to be observed by attending personnel during decontamination procedures:

■ Establish and secure the decontamination area.

■ Anyone touching contaminated persons or handling their clothing may become contaminated.

■ Rubber gloves, shoe covers, protective coveralls or a lab coat and head cover should be worn by all attending persons. Respiratory equipment may also be required depending on the chemical properties of the contaminating material.

■ Following decontamination, the gloves, shoe covers, and protective clothing should be removed and discarded into a radioactive waste container marked "RADIOACTIVE - DO NOT DISCARD". These should then be turned over to the Oregon Department of Health for proper cleaning or disposal.

■ A thorough washing and scrubbing to remove any possible contamination should be performed by all attending personnel following the decontamination of other personnel. Care should be taken not to break skin during this procedure.

■ A person trained in the use of radiation survey instrumentation should be present and monitoring these decontamination procedures.

■ All contaminated objects (i.e., instruments, clothing, personal items, etc.) should be labeled with the time, date, and decontaminated persons's name. These objects should then be stored in a radioactive waste container that clearly displays the label (sign) "RADIOACTIVE - DO NOT DISCARD".

- Whenever possible, remote handling instruments (tongs or other mechanical equipment) should be utilized when handling contaminated objects.

- Vehicles and other equipment may also become contaminated. To decontaminate, use the water hose and soap and clean the vehicles/equipment in the assigned decontamination area until the level of radiation has been reduced to safe, acceptable levels.

1.2   Decontamination Station Operational Procedures

- Survey Vehicles: survey vehicles that are contaminated.

- Separate contaminated vehicles from non-contaminated vehicles by assigned areas.

- Send contaminated people to the decontamination station for resurvey and the recording of radiation levels on "Radiation Survey Record" as shown in Attachment 3 of this Appendix. Be sure to record each individual's full name, address, social security number, and phone number so the Oregon Department of Public Health can continue to monitor the progress of each individual for health effects.

- Obtain a nasal smear; place in an envelope. Mark each envelop with the name of the individual for health effects evaluation.

- Remove outer clothing of people as necessary for control of contamination. Place contaminated clothing in a plastic bag and mark with the name of the individual (keep track of valuables).

- Have people shower to remove contamination.

- Resurvey people after shower.

- Reshower as necessary.

- Resurvey: if the individual is still contaminated, note and record radiation levels. Do not shower a third time. Such cases should be transported to a state-designated Radiation Health Center for specialized medical care.

- Have people don disposable coveralls as a substitute for clothing (keep track of valuables).

- Send decontaminated persons to the clean area to complete the "Radiation Survey Record" and/or relocation as necessary.

- Instruct the people that required decontamination to obtain urine or fecal samples for bioassay as necessary. Generally, a 24-hour sample

should be obtained from individuals directly exposed to activity levels greater than 10 millicuries.

■ Survey and decontaminate the area, i.e., walls, floors, showers, etc., as necessary.

■ When surveying a vehicle for radioactive contamination, the following areas on the vehicle should be checked:

- each wheel and tire,

- each fender well,

- the grill and headlight area,

- the radiator,

- the front of the engine (if engine is located in the front of the vehicle),

- the carburetor air intake filter (remove the top of the air cleaner assembly),

- the underside and back of the vehicle where contaminated dust may collect (Note: Do not crawl under the vehicle),

- if contamination is found on the exterior of the vehicle, then the vehicle interior and the occupants should be surveyed also.

■ Before terminating the decontamination process, check each member of the decontamination staff and all of the equipment to determine if the area is being turned to normal use in an uncontaminated condition.

2   Decontamination Procedures for Recovery from Radioactive Contamination

A radiological decontamination capability includes any counter measures that will be pursued by the County to reduce radiation exposure from radioactive fallout particles. Radioactivity cannot be destroyed. The fallout radiation hazards can be reduced by:

■ Removing radioactive particles from contaminated surfaces and away from area of immediate concern.

■ Covering the contaminated surfaces with shielding materials such as ground earth.

■ Isolating contaminated objects to wait for radiation levels to decrease by radioactive decay.

2.1   Facilities

Vital facilities and industries such as communications centers, emergency government facilities, essential public utilities and essential equipment should have first priority for decontamination and be returned to operations status, if possible. (See Attachment 5, this Appendix.)

2.2   Equipment

In addition to normal household cleaning items, decontamination activities will require street sweepers, fire fighting equipment, bulldozers and earth moving equipment.

2.3   Instruments

Radiological monitoring instruments are not issued specifically for decontamination use. Decontamination operations will normally be conducted during the post attack periods when radiation levels have decayed sufficiently to allow limited outside activities. Instruments that were issued for shelter and self-protection operations will now be available for monitoring decontamination operations.

2.4   Staff

A decontamination specialist should be available in all local jurisdictions with the County. If at all possible, the City Engineer, Public Works Engineer, or other technically qualified persons having administrative capabilities should be appointed as decontamination specialist. The selected person should complete the Radiological Officer Training Course. Decontamination workers should include firefighters, sanitation, construction, bulldozer and heavy equipment operators. (See Attachment 6, this Appendix.)

2.5   Resources

A resource inventory should list all decontamination resources in the County to include the various types of construction equipment, highway maintenance equipment, fire trucks with pumping capability and hoses, etc., and the quantity and location of each item.

2.6   Training

Decontamination personnel for nuclear attack should be trained only during an Increased Readiness Period.

Appendix 2 – Radioactive Risks

Radioactive materials that pose health risks to adults in the general population pose a significantly higher risk to some special populations because of the potential for longer exposures, pre-existing medical conditions, and the likelihood of not understanding disaster preparedness. Special populations should be given the highest priority for evaluation, shelter-in-place, removal, and medical attention due to the high probability that these individuals would perish without immediate attention in a radiological emergency.

For radiation emergencies, children and pregnant women are at particular risk because children and unborn babies are more sensitive to radiation than adults. Children are growing more rapidly, so their cells are dividing and there is a greater opportunity for radiation to disrupt the process. The effect of radiation on unborn babies depends on the baby's developmental stage:

- During the first two weeks of pregnancy, the radiation-related health effect of greatest concern is the death of the baby. Of babies that survive, few will have birth defects related to the exposure, regardless of how much radiation they were exposed to.

- Large radiation doses to the unborn baby between weeks 2-15 of pregnancy can case birth defects, especially to the brain.

- Between the 16th week of pregnancy and birth, health effects due to radiation exposure are unlikely unless the unborn baby receives an extremely large dose of radiation. At these higher doses, the mother would also be showing signs of acute radiation syndrome.

- After the 26th week of pregnancy, the radiation sensitivity of the unborn baby is similar to that of a newborn.

Appendix 3 – Exposure Guidelines

Roentgen (R) Exposure Penalty Table

	DURATION PERIOD		
EXPOSURE EFFECTS	**1 Week**	**1 Month**	**4 Months**
Medical care not needed	150R	200R	300R
Some need medical care few; if any deaths	250R	350R	500R
Most need medical care 50%+ deaths	450R	600R	Little or no practical consideration

Source: FEMA Attack Environmental Manual, Chapter 1, Panel 13 and Chapter 6, Panel 15; also NCRP Report No. 42, Radiological Factors Affecting Decision-Making in a Nuclear Attack.

Estimated Single Radiation Exposures that will cause 50% incidence of symptoms.

Signs and symptoms of Radiation Sickness	Single Exposure	95 percent confidence range
Loss of appetite	180	150-210
Nausea	260	220-290
Fatigue	280	230-310
Vomiting	320	290-360
Diarrhea	360	310-410

Source: FEMA Attack Environment Manual, Chapter 5.

Summary of relationship between acute exposure and levels of radiation sickness.

Exposure Range (Roentgens)	Type of Injury	Probable Mortality RateWithin 6 months of exposure
0-50	No observable signs or symptoms	None
50-200	Level I Sickness	5% or less
200-450	Level II Sickness	50% or less
450-600	Level III Sickness	50% or more
More than 600	Levels IV and V sickness	100%

Sources: FEMA Attack Environmental Manual, CPG 2-1A

Level I Sickness

Less than half of the persons exposed will vomit within 24 hours. There are either no subsequent symptoms or at most, only increased fatigue. Less than 5 percent will require medical care for radiation injury. Others can perform their customary tasks. Deaths that occur are caused by complications such as blast and thermal injuries or infections and disease.

Level II Sickness

More than half of the persons exposed will vomit soon after exposure and will be ill for several days. This will be followed by a period of one to three weeks when there are few or no symptoms. At the end of this latent period, loss of hair will be seen in more than half followed by a moderately severe illness due primarily to the damage to the blood forming organs. More than half will survive with the chances of survival being better for those who received a lighter dose.

Level III Sickness

This is a more serious version of Level II Sickness. The initial period of illness is longer, the latent period shorter, and the ensuing illness is characterized by extensive hemorrhages and complicating infections. Less than half will survive.

Level IV Sickness

This is an accelerated version of Level III Sickness. All in the group will begin to vomit soon after exposure and this will continue for several days or until death. Death will occur before the end of the second week and usually before the appearance of hemorrhages or loss of hair.

Level V Sickness

This is an extremely severe illness in which damage to the brain and nervous system predominates. Symptoms signs and rapid prostration come on almost as soon as the dose has been received. Death occurs in a few hours or a few days. Illness of this type would involve exposure to gamma radiation in excess of several thousand roentgens.

Appendix 4 – Types of Radiation

Source: Health Physics Society

The radiation one typically encounters is one of four types: alpha radiation, beta radiation, gamma radiation, and x radiation.

Alpha Radiation

Alpha radiation is a heavy, very short-range particle and is actually an ejected helium nucleus. Some characteristics of alpha radiation are:

- Most alpha radiation is not able to penetrate human skin.

- Alpha-emitting materials can be harmful to humans if the materials are inhaled, swallowed, or absorbed through open wounds.

- A variety of instruments has been designed to measure alpha radiation. Special training in the use of these instruments is essential for making accurate measurements.

- A thin-window Geiger-Mueller (GM) probe can detect the presence of alpha radiation.

- Instruments cannot detect alpha radiation through even a thin layer of water, dust, paper, or other material, because alpha radiation is not penetrating.

- Alpha radiation travels only a short distance (a few inches) in air, but is not an external hazard.

- Alpha radiation is not able to penetrate clothing.

Examples of some alpha emitters: radium, radon, uranium, thorium.

Beta Radiation

Beta radiation is a light, short-range particle and is actually an ejected electron. Some characteristics of beta radiation are:

- Beta radiation may travel several feet in air and is moderately penetrating.

- Beta radiation can penetrate human skin to the "germinal layer," where new skin cells are produced. If high levels of beta-emitting contaminants are allowed to remain on the skin for a prolonged period of time, they may cause skin injury.

- Beta-emitting contaminants may be harmful if deposited internally.

- Most beta emitters can be detected with a survey instrument and a thin-window GM probe (e.g., "pancake" type). Some beta emitters, however, produce very low-energy, poorly penetrating radiation that may be difficult or impossible to detect. Examples of these difficult-to-detect beta emitters are hydrogen-3 (tritium), carbon-14, and sulfur-35.

- Clothing provides some protection against beta radiation.

Examples of some pure beta emitters: strontium-90, carbon-14, tritium, and sulfur-35.

Gamma and X Radiation

Gamma radiation and x rays are highly penetrating electromagnetic radiation. Some characteristics of these radiations are:

- Gamma radiation or x rays are able to travel many feet in air and many inches in human tissue. They readily penetrate most materials and are sometimes called "penetrating" radiation.

- X rays are like gamma rays. X rays, too, are penetrating radiation. Sealed radioactive sources and machines that emit gamma radiation and x rays respectively constitute mainly an external hazard to humans.

- Gamma radiation and x rays are electromagnetic radiation like visible light, radiowaves, and ultraviolet light. These electromagnetic radiations differ only in the amount of energy they have. Gamma rays and x rays are the most energetic of these.

- Dense materials are needed for shielding from gamma radiation. Clothing provides little shielding from penetrating radiation, but will prevent contamination of the skin by gamma-emitting radioactive materials.

- Gamma radiation is easily detected by survey meters with a sodium iodide detector probe.

- Gamma radiation and/or characteristic x rays frequently accompany the emission of alpha and beta radiation during radioactive decay.

Examples of some gamma emitters: iodine-131, cesium-137, cobalt-60, radium-226, and technetium-99m.

11

IA 11 – Public Health-Related

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Public Health-Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Have personnel participate in training and exercises, as determined by County Emergency Management and/or the Public Health Department.	
	❑ Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	❑ Ensure emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
	❑ Engage the other county public health departments, Oregon Department of Human Services, Centers for Disease Control and Prevention and FEMA in public health planning and preparedness activities to ensure lines of communication and roles/responsibilities are clear across the participating entities.	
	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
	❑ Monitor and report the presence of contagious infections within the County.	
	❑ Evaluate the ability of existing health care facilities to handle public health emergencies.	
	❑ Maintain medical supplies and equipment.	*Hospital Standard Operating Procedures*
	❑ Coordinate with the Health Department to ensure drinking water quality.	*Water District Standard Operating Procedures*
	❑ Coordinate with the Health Department to provide safe wastewater and sewage disposal.	*Water District Standard Operating Procedures*
RESPONSE PHASE	❑ County Public Health Department will initially respond, assume initial Incident Commander responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	❑ Determine the type, scope, and extent of the public health incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	- Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	- Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment (PPE) requirements.	
	- Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	❑ Ensure that area hospitals have been notified.	

IA 11-1

	Public Health-Related Incident Checklist	
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ 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 OSPHD.	
	- If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.	
	- If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services.	
	- Coordinate environmental health activities and potable water supply provisions.	
	- Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.	
	❑ If quarantine is in place, establish access control to the area through local law enforcement agencies.	
	❑ Collect and report vital statistics.	
	❑ Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	- Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	
	❑ If necessary, conduct a damage assessment for public health facilities and systems.	
	❑ Local medical facilities conduct an inventory of its HRSA cache. If more health resources are needed, requests for these supplies should be made through the County EOC.	
	❑ Activate the County EOC, coordinate response activities among AOCs and ICP, and establish Incident Command or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions (*recurring)*.	
	❑ Notify all other supporting agencies of the response, requesting additional support as necessary.	
	- Identify local, regional, state, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
	❑ Assign a liaison to other County EOCs to facilitate resource requests.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	

Phase of Activity	Action Items	Supplemental Information
Public Health-Related Incident Checklist		
	- Dedicate time during each shift to prepare for shift change briefings.	*ICS Form 201: Incident Briefing*
	❑ Confirm or establish communications links among primary and support agencies, other County EOCs, and state ECC. Confirm operable phone numbers and backup communication links.	
	❑ The County Emergency Management Director, in collaboration with the County Public Health Department, designates a County PIO representative. The PIO will issue public health information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and state agencies.	
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
	❑ Implement local plans and procedures for public health emergencies. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (Standard Operating Procedures).	
	❑ Determine the need for implementing evacuation and sheltering activities (*recurring*). Evacuation assistance should be coordinated among ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs)	*ESF 1, ESF 5, ESF 6, and ESF 15 of the County EOP*
	❑ Establish treatment area(s).	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring*).	
	❑ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the County EOP*
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	*[indicate location of mutual aid agreement copies]*
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Establish a Joint Information Center, as needed.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring*).	

Public Health-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	- 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.	
	- Develop and disseminate public information programs regarding personal health and hygiene.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring*). All assignments, person(s) responsible and significant actions taken should be documented in logbooks.	
	❑ Record all incoming and outgoing messages (*recurring*). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
	❑ Develop and deliver situation reports (*recurring*). At regular intervals the EOC Manager and staff will assemble a situation report.	*ICS Form 209: Incident Status Summary*
	❑ Develop an Incident Action Plan (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.	*ICS Form 202: Incident Objectives*
	❑ Implement objectives and tasks outlined in the IAP (*recurring*).	
	❑ Coordinate with private sector partners as needed.	
	❑ Ensure all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the OSPHD as soon as it is available.	
	❑ For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*ICS Form 221 - Demobilization Plan*
	❑ Release mutual aid resources as soon as possible.	
	❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the County EOC.	
	❑ Correct response deficiencies reflected in the IP.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 12 – Animal and Agriculture-Related

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Animal and Agriculture-Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	❑ Arrange for personnel to participate in necessary training and exercises, as determined by County Emergency Management.	*NIMS Implementation and Training Plan*
	❑ Participate in preparedness activities, seeking understanding of interactions with participating agencies in an animal disease or agriculture-related emergency.	

	❑ Ensure contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to EOC. Contact lists should include the following agencies (notification procedures will depend on the nature of the incident):
	   – Oregon Dept of Fish and Wildlife
	   – Oregon Department of Agriculture
	   – Extension Service
	   – Farm Service Agency
	   – Health Department
	   – Oregon State Public Health Division
	   – Local and State Veterinarians
		Emergency Management shall work to retain these.

	❑ Inform Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	❑ Following positive laboratory results for an animal disease stemming from a significant animal/agriculture-related outbreak or contamination concern, activate the EOC and establish Incident Command or Unified Command, as appropriate. Identify the lead animal/agriculture agency. Staffing levels will vary with the complexity and needs of the response. At a minimum, Incident Commander, all Section Chiefs, Resource Coordinator, and management support positions.	
	❑ Establish a site Health and Safety Plan and identify appropriate personal protective equipment to be implemented among response and support staff throughout the duration of the emergency. The Safety Officer will develop this plan, make changes to procedures/practices as deemed necessary by the situation, and provide regular scheduled safety briefings to the command staff.	
	❑ If incident response exceeds local capabilities and/or resources, submit a request for emergency/disaster declaration according to established county procedures.	
	❑ Contact law enforcement if the Oregon Department of Agriculture requires enforcement of a quarantine area. The County Emergency Manager or designee will contact the County Court with information on required measures and resources. Local police departments and Oregon State Police may be called upon to provide additional resources.	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Impose animal movement restrictions by emergency order, if necessary (enforcement activities supported by law enforcement agencies).	
	❑ Estimate emergency staffing levels and request personnel support.	
	❑ Develop work assignments for ICS positions *(recurring)*.	*ICS Form 203-Organization Assignment List*

	❑ Notify appropriate supporting agencies. Support agencies may include, but are not limited to:
	  – US Department of Agriculture
	    · Animal Plant Health Inspection Service
	    · Foreign Animal Disease Diagnostic Lab
	    · Food Safety Inspection Service
	  – Oregon Department of Agriculture
	    · State Veterinarian's Office
	    · Regional Veterinary Emergency Response Teams
	  – Private Veterinarians
	  – Oregon Department of Fish & Wildlife
	  – Oregon Department of Environmental Quality
	  – Health Department
	  – Extension Service
	  – Farm Service Agency
	  – Oregon State University , College of Veterinary Medicine
		Refer to Emergency Contact Lists at the EOC

	– Identify local, regional, or state agencies that may be able to mobilize resources and staff to the County EOC for supporting response operations.	
	❑ With support from the local health department, State Veterinarian, and Area Veterinarian In-Charge, determine the scope and extent of outbreak/disease *(recurring)*. Verify reports and obtain estimates of the areas/livestock operations in the County that may be affected.	*ICS Form 209-Incident Status Summary*
	– Notify command staff, support agencies, adjacent jurisdictions, ESF coordinators, and/or liaisons of any situational changes.	
	❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	– Dedicate time during each shift to prepare for shift change briefings.	*ICS Form 201-Incident Briefing.*
	❑ Confirm or establish communications links among primary and support agencies, the County EOC, AOCs, and State ECC - confirm operable phone numbers and backup communication links. – *Note: Depending on the type and size of the incident, an Area Command Center may be instituted at the Oregon Department of Agriculture.*	

Animal and Agriculture-Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	❑ Ensure all required notifications have been completed. Consider other local, regional, state, and Federal agencies that may be affected by the incident. Notify appropriate industry groups and animal/plant agriculture businesses. Provide status of incident and conditions of actual or perceived disease threat.	*Established emergency contact lists at the EOC*
	❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	❑ Implement local plans and procedures for responding to animal/agriculture-related emergencies. Ensure copies of the following documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (Standard Operating Procedures). – *Oregon Animal Disease Emergency Management Plan (2004)* – *Applicable animal disease-specific protocols, including Public Health plans focusing on potentially contagious diseases*	*ESF 11 and Agency-specific Standard Operating Procedures*
	❑ Determine need to conduct human and/or animal evacuations and sheltering activities (*recurring)*.	
	❑ Determine the need for additional resources and request as necessary through appropriate channels (*recurring),* including activation of intergovernmental agreements and memos of understanding. – *Note: All resources activated through mutual aid agreements needs to be tracked by the EOC for cost and liability purposes.*	
	❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs. – *Note: The EOC will coordinate requests by the lead animal disease/public health agency for local resources and mutual aid resources.*	
	❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include: equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	❑ Manage and coordinate volunteers through the EOC via the Volunteer Coordinator. Individuals, organizations, or groups wishing to volunteer their assistance during any phase of a disaster need to be registered by the County. Volunteers may be used in credentialed capacity only. Written proof is expected at the time of sign up.	

Animal and Agriculture-Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	❑ Establish a Joint Information Center. In the case of animal disease that could spread or pose risk to humans, the County Health Officer, or designee will address medical and public health issues/concerns within the Joint Information System via the JIC, if it is activated.	
	❑ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring).*	
	− Public information focusing on animal/agriculture-related incidents will be developed in conjunction with ODA (State Veterinarian's Office), local/state public health agencies, Extension Services, and other support agencies. Public information dissemination will be coordinated through the County EOC and JIC and supported by County Court. Information will be approved for release by the (IC) and Lead PIO prior to dissemination to the public.	
	❑ Record all EOC activity and completion of individual personnel tasks (*recurring).* All assignments, person(s) responsible, and significant actions taken should be documented in logbooks	*EOC position checklists/forms and applicable ICS forms*
	❑ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Manager/Emergency Management Director and staff will assemble a situation report.	*ICS Form 209 Incident Status Summary*
	❑ Develop, update, and implement an IAP (*recurring*) for each operational period. This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	*ICS Form 202 – Incident Objectives*
	❑ Ensure all reports of injuries, illness, and deaths occurring during animal/agriculture emergency response are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	❑ Ensure an orderly demobilization of emergency operations in accordance with current county procedures and implement community recovery plans (including COOP/COG).	*ESF 14 – Long-Term Community Recovery and COOP/COG plans*
	❑ Coordinate with appropriate organizations for the deployment of inspectors and veterinarians to verify/certify viability of animals/plants following a disease outbreak or contamination incident.	*Specific Agency Standard Operating Procedures*
	❑ Release mutual aid resources as soon as possible.	
	❑ Coordinate disposal of infected livestock, contaminated animal carcasses/feed, and other potentially contaminated items following response procedures. Consult with Oregon Department of Environmental Quality for identification of disposal sites and appropriate procedures.	

Animal and Agriculture-Related Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	❑ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	❑ Deactivate/demobilize the EOC.	
	❑ Correct response deficiencies reflected in the IP.	
	❑ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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