



WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
JULY 18, 2012

PRESENT: Rod L. Runyon, Chair of County Commission
Scott C. Hege, County Commissioner
Sherry Holliday, County Commissioner
Kathy White, Executive Assistant

At 9:00 a.m. Chair Runyon called to order the Regular Session of the Board of Commissioners, beginning the session with the Pledge of Allegiance. He then asked if there were any department heads who wished to be added to the agenda. Monica Morris, Finance Manager, asked if there would be time to discuss the Crates Point bond payment to which the City of The Dalles would no longer be contributing. The Board asked that she return to the session near the end of the MCCED report; she agreed.

Chair Runyon asked if there were any further additions or corrections to the agenda. He added two that had been submitted to him prior to the beginning of the session:

1. CCO Letter of Support Rewrite
2. Manatron Contract

Discussion Item – Manatron Contract Amendment

Tim Lynn, County Assessor, described the amendment as a modification to move to next year the conversion date for the software. Much of the work is manual entry and it has become clear that they will not be able to complete the necessary job this year. Although this change will move the cost forward, it will still fall within the same fiscal year. It does not add any cost to the project.

{{{Commissioner Holliday moved to approve Change Order #2 to the Manatron Contract. Commissioner Hege seconded the motion which passed unanimously.}}}

Discussion Item – CCO Letter of Support

There was a brief discussion regarding the letter as it compared to the original.

{{{Commissioner Holliday moved to approve the letter of support for Pacific Source and the managing agency for the regional CCO. Commissioner Hege seconded the motion which passed unanimously.}}}

Discussion Item – Healthy Start and Health Screening Agreement

Teri Thalhofer, North Central Public Health District Director, explained that this is a renewal of an agreement they have with North Wasco Education Service District. They provide funding and NCPHD provides staffing for the Healthy Start program.

Chair Runyon asked if there had been any changes to the contract from past years. She replied that there were none.

{{{Commissioner Holliday moved to approve the Healthy Start and Health Screening Agreement. Commissioner Hege seconded the motion which passed unanimously.}}}

Ms. Thalhofer noted that the Board of Health recently took a tour of Public Health that they found enlightening. She invited the Commissioners to contact her to make arrangements to take an afterhours tour.

Department Head – Youth Services

Molly Rogers, Youth Services Director, announced that Christa Rude, Wasco County Commission on Children and Families Administrator, had accepted a position with the State as the Early Learning Services Design Manager. Her last day with the County will be August 6, 2012. She pointed out that Ms. Rude had served on the Governor's Early Learning Design Team and Ms. Thalhofer is currently serving on the Governor's Early Learning Council. This appointment, she said, is further evidence that the State recognizes Wasco County as a leader in this area.

Ms. Rogers went on to explain that the tentative transition plan would not be to replace Ms. Rude. She and Ms. Rude recommend moving the Office Specialist II Teresa Chavez, to four full days each week to help sunset the WCCCF which is scheduled to close June 30, 2013. The part-time temporary Office Specialist I, Dawn Sheirbon, will continue to work 12-15 hours per week. She and Ms. Rude

are meeting with the WCCCF Executive Committee on Friday for further recommendations which she will share with the Board. She will also involve partners in the conversation. She suggested that perhaps they would contract with someone who would be able to organize and lead the Commission through the process of maintaining services until the Commission closes.

The Board offered their congratulations to Ms. Rude and commended the work she has done for the County over the last four years. Commissioner Holliday noted that many positive County projects would not have happened without her leadership. Ms. Rogers agreed adding that children in Wasco County are better off because of Ms. Rude's work.

Ms. Rude thanked the Board and said she has rarely had the opportunity to experience community in the way she has in Wasco County. She expects her experiences here will serve as a strong platform for moving forward and thinking about the rest of the State.

Discussion Item – Dufur ASA Application

Mike Davidson, Wasco County Sheriffs Office Emergency Manager, reminded the Board that when considering the ASA applications at an earlier session, Dufur's application had not yet been received and they were granted a 30-day extension. The Dufur application has since been received and processed, but is lacking financial information. Wamic was sent a letter of assignment with the understanding that their financial information would be forthcoming. Mr. Davidson suggested that could be done for Dufur as well.

Commissioner Holliday responded that she did not have a problem with that as long as there was follow-up on the financials to be sure they are submitted. Mr. Davidson said he would continue to contact them requesting that information.

{{{Commissioner Holliday moved to approve the Dufur ASA application contingent on their submission of financial information. Commissioner Hege seconded the motion which passed unanimously.}}}

Discussion Item – Emergency Management Grants

Mr. Davidson explained that they had received two grants; one for \$23,500.00 to put an emergency power generator on the Stacker Butte radio site and one for \$5,000.00 to implement the emergency alert system which he presented at a previous Board session. He asked that the board accept and appropriate those funds so that work could begin.

Chair Runyon thanked Mr. Davidson for his work and asked Ms. Morris if there would be any cost to the County by way of matching funds. She replied that the only cost to the County would be in overhead for administering the grants.

{{{Commissioner Hege moved to approve Resolution 12-013 Accepting and Appropriating Unanticipated CAFDA Grant Funds in the amount of \$5,000.00. Commissioner Holliday seconded the motion which passed unanimously.}}}

{{{Commissioner Runyon moved to approve Resolution 12-012 Accepting and Appropriating Unanticipated CAFDA Grant Funds in the amount of \$23,500.00. Commissioner Holliday seconded the motion which passed unanimously.}}}

Discussion Item – Liquor License Renewals

Ms. White explained that Sheriff Eiesland had reviewed the list of renewals and had no problems with anyone on the list. He generally only appears before the board if he has issues with any of the renewals.

*****Commissioner Holliday moved to approve the liquor license renewal list. Commissioner Hege seconded the motion which passed unanimously.*****

Discussion Item – GIS IGAs

Paul Ferguson, Information Services Manager, and Tycho Granville, GIS Coordinator, described the IGAs as annual renewals for agreements that have been in place since 2000. Mr. Granville has been tracking time spent and estimates a return of approximately \$147.00 per hour of staff time. Commissioner Hege pointed out that maintenance of the system also needs to be factored into the cost of providing services. He noted that the hourly rate for direct service is not an accurate reflection of the time spent to provide services.

Chair Runyon asked if there have been any questions from the real estate sector or other community partners regarding the GIS program. Mr. Ferguson responded that there have been requests to increase the web presence of the GIS services. Mr. Granville has spent a significant amount of time working on a plan for that. That plan is being vetted with Mr. Stone and others before being presented to the Board.

{{{Commissioner Holliday moved to approve the GIS IGAs between Wasco County and Mid-Columbia Fire and Rescue, Northern Wasco County PUD,

Sherman County, and the City of The Dalles. Commissioner Hege seconded the motion which passed unanimously.}}}

Discussion Item – Area Agency on Aging Letter

Scott McKay returned to say that he had reviewed the letter and what he believes is important is that the process begins so that the facts can be examined.

*****Commissioner Hege moved to approve the letter requesting that the State review the local MCCOG/AAA organization. Commissioner Holliday seconded the motion which passed unanimously.*****

Agenda Item – Dufur Valley Road Paving Project

Arthur Smith, Project Manager, reminded the Board that on July 11, 2012, they had received two bids for this project. One bid was rejected as non-responsive. The second bid was from Crestline Construction for \$505,000.00 which is \$55,000.00 over the County budget for the project. Upon review, staff determined that the bid was unbalanced. However, following a discussion with Crestline to explore their bid process, Public Works is withdrawing their statement that the Crestline bid was unbalanced. Nevertheless, they advocate rejecting the Crestline bid citing funding constraints and recommend that the project be rebid. They would like to reduce the size of the project and assign Public Works to manage traffic control in order to make it feasible to bring the project in line with the budgeted amount. They hope to move forward with only a two week delay.

Commissioner Hege asked why the project scope needed to be reduced if Public Works was bringing traffic control in-house. Mr. Smith explained that the Crestline process in developing their bid included spreading some of their other costs into traffic control; that created an inaccurate picture of what the costs for traffic control actually are. He added that materials costs have increased 30-40% over the last year.

Further discussion continued regarding the timeline of the process. Mr. Smith concluded by explaining that a week between bid opening and intent to award is required by statute to allow for protests. Chair Runyon expressed concern that it would take more than two weeks. Ms. White interjected that she had been contacted by Mr. Matherly, Road Master, to be placed on the August 1st agenda for bid opening. He had further requested that a special session be held on August 8th for intent to award decision so that the work could commence. Chair Runyon pointed out that he would not be in town that week but would be willing to call-in if needed.

{{{Commissioner Holliday moved to reject the Crestline bid due to budget constraints and direct the Road Department to rebid the project. Commissioner Hege seconded the motion which passed unanimously.}}}

Agenda Item – Update to Natural Hazard Mitigation Plan

John Roberts, Planning Director, stated that his purpose today was twofold:

1. Update the Board on the nearly-completed Plan
2. Thank Will Clark, AmeriCorps Intern and Lead Planner

This plan is updated every five years in order to satisfy FEMA requirement and thus allow the County to access federal funds in case of a natural hazard event. It is a valuable document and the update is important. The update took a year and was done through a process of five very productive meetings. Mr. Roberts extolled Mr. Clark's leadership throughout the process and pointed out that he was simultaneously working on plan updates for the City of The Dalles and Hood River as well as creating a plan for Umatilla County. He then announced that Mr. Clark had accepted a position as a Research and Policy Analyst with Washington State.

Mr. Clark reported that there would soon be a draft of the Wasco County Natural Hazard Mitigation Plan available on line where citizens could not only access the plan but also post comments. Following a two-week comment period, he and Mr. Roberts will finalize the plan and bring it before the Board late in August. He commended Wasco County for the work of staff and community partners to update the plan. He found Wasco County to be the best to work with through the process.

The Board thanked Mr. Clark for his work and congratulated him on his new position.

Further discussion ensued regarding the acquisition of FIRM maps through FEMA. Federal funding for updating FIRM maps has been significantly reduced and although Wasco County's are the oldest in the State, it will probably be some time before updated maps are available. The lack of current information can cause home owners to incur expense researching boundaries for wetlands, flood zones, etc. It can also affect insurance rates. Chair Runyon suggested that this be added to the agenda for the Regional Solutions Team.

Mr. Davidson added that once the plan is approved by the Board it will have to be submitted to FEMA for approval before it can go into effect.

Agenda Item – Wasco County Emergency Operations Plan

Mr. Davidson explained that the EOP is also required to be updated every five years by both FEMA and State statute. The first portion of the plan has been completely rewritten with the rest being essentially the same. This plan is intended only for use during a major declared disaster. He worked with Ecology and Environmental through the State of Oregon as well as all the responsible agencies that would be involved in response and recovery. This plan will be distributed to all County Fire Districts and the cities, with the exception of The City of The Dalles which is creating its own plan. The cities and districts can choose to adopt this as their plan, agreeing that in the case of a disaster the County would manage response and recovery. He asked that the Board issue a letter of promulgation.

{{{Commissioner Hege moved to approve the letter of promulgation. Commissioner Holliday seconded the motion which passed unanimously.}}}

Agenda Item – Everbridge Contract

Mr. Davidson reminded the Board of his previous appearance to explain the citizens alert notification system, commonly known as reverse 9-1-1. After reviewing many vendors, it was agreed to contract with Everbridge to set up the system. The contract is for one year with four one-year automatic renewals at the same price. He asked the Board for approval today but to delay dating the contract so that everything can be put in place prior to billing which will also allow the County to make sure the funds are available in the budget.

Commissioner Hege noted that there is a reference to "Exhibit A" in the contract but that exhibit was not included in the Board packet. Jeanne Pesicka, Dispatch Operations Manager, provided that to the board in hard copy (see attached). Further discussion ensued regarding the logistics of funding from the various partners who will be accessing the system.

{{{Commissioner Holliday moved to approve the Everbridge Contract for the amount of \$6,900.00. Commissioner Hege seconded the motion which passed unanimously.}}}

Discussion Item – Letter Regarding Federal Forest Management

Commissioner Hege explained that this is a letter thanking the delegation for working to get the SRS funding and asking them to recommit to find a more long-term solution.

*****Commissioner Hege moved to approve the letter. Commissioner Holliday seconded the motion which passed unanimously.*****

Consent Agenda – Minutes 5.16.2012 Regular Session

{{{There being no corrections to the submitted minutes, Commissioner Hege moved to approve the minutes from the 5.16.2012 Regular Session of the Wasco County Board of County Commissioners. Commissioner Holliday seconded the motion which passed unanimously.}}}

Chair Runyon called for a recess at 10:25 a.m.

Session reconvened at 10:30 a.m.

Agenda Item – Wasco County Economic Development Commission Report

Jessica Metta, Mid-Columbia Economic Development District Project Manager, briefly reviewed her written report which was included in the Board packet. As stipulated in the contract, this report contains both the 4th quarter summary and the annual report. She thanked the Board for their attendance and support of the Summit for Organizations Involved with Economic Development. She reported that two of the Warm Springs projects submitted to the Committee were not in Wasco County and have been removed from the projects list.

She reviewed post-summit survey responses and found a wide variety of opinions; some found the summit very useful while others felt it was a not at all useful. Most felt there should be more concrete actions coming out of the meeting and thought that the meeting should occur annually or semi-annually.

Commissioner Holliday suggested that the Gorge Commission should be invited to any future summits. Ms. Metta agreed and went on to say that the next EDC meeting is scheduled for tomorrow in Mosier where they will continue a discussion regarding a business retention and expansion program for Wasco County or The Dalles. MCCED feels the project is beyond what they can provide through the EDC contract. We are continuing to explore the possibilities. Ms. Metta will be sending out notes from the summit.

Chair Runyon commented that just bringing the communities together at the summit allowed for them to share ideas and collaborate on programs they have in common, such as Main Street Beautification.

Ms. Metta invited the Board to join the meeting in Mosier the next day where there would be a walking tour of the Mosier Union Pacific Project and the Mosier bike path project.

Department Head – Sheriff's Department

Sheriff Eiesland joined the session to report that the Dufur Pastime Saloon, whose license renewal had been in question last year, had been in the process of being sold. He had been assured by the City of Dufur that its ownership would in no way be connected to Kelly Dillard in anyway. The sale fell through and Mr. Dillard's daughter may be back in the picture. If that turns out to be true, he will contact the OLCC to request revocation of the license.

Secondarily, he wanted to update the Board regarding the Parole and Probation contract negotiations. He is trying to keep their wages parallel to the Deputies since their duties are similar.

Department Head – Finance/Crates Point Bond

Ms. Morris provided a history of the Bond Issue. The first bond payment was due in 1997. Federal money built the building; a trust built the museum; Economic Development loaned the money for the infrastructure which Wasco County cosigned. The City of The Dalles wanted to cosign, however they were not able to by law. The decision for the County to cosign was a mutual decision made with the City of The Dalles. The Crates Point Board made the loan payments from the first year through 2007. She learned from Dan Erickson, former County Commissioner, that by 2005 the County Board was aware that the Crates Point Board would not be able to continue making payments – they were not doing the business that had been projected. The last payment made by the Crates Point Board was in 2007.

There was discussion throughout 2005/2006 about how payments would be handled when Crates Point could no longer meet their obligation. An agreement was struck between the County and the City that each would pay \$25,000.00 from their respective general funds with the balance of the payment being drawn from the Economic Development fund. Nolan Young committed to three years. The City made their portion of the payment in 2008, 2009, 2010 and 2011. We have recently learned that the City no longer intends to make their portion of that

payment. Ms. Morris then explained that the County does not have the funds to make the payment without additional revenue. A decision needs to be made addressing that gap.

Ms. Morris pointed out that when the Google enterprise zone was created, there was a provision, approved by the Governor, that allowed money to be returned to the City and the County through income tax credits reported by Google. Although the funds are not regular or predictable, the County has just received \$32,000.00 as has the City. The money is not guaranteed, it is a possibility only. She is still looking into what restrictions there are, if any, on the expenditure of that money.

Chair Runyon suggested that a representative meet with the Crates Point Board to see if they are in a position to make the payment themselves. Ms. Morris asserted that there are five more payments to be made.

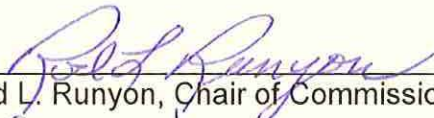
Commissioner Holliday added that one of the reasons the County and City took over the payments was to maintain their credit ratings. She maintained that a long term solution would be necessary and thanked Ms. Morris for getting out ahead of this issue.

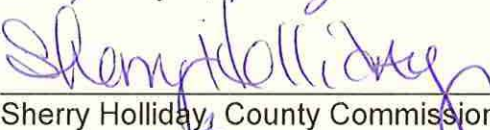
Ms. Morris said that other solutions would be to go back to the City and/or go to Economic Development about reallocating that distribution. She advised the Board that she will need a decision by mid-October in order to do a supplemental budget and make the payment.

Additional discussion regarding some housekeeping items occurred.

Commission Chair Runyon adjourned the regular session at 11:07 a.m.

WASCO COUNTY BOARD
OF COMMISSIONERS


Rod L. Runyon, Chair of Commission


Sherry Holliday, County Commissioner


Scott Hege, County Commissioner

WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION / AGENDA WEDNESDAY, July 18, 2012
LOCATION: Wasco County Courthouse, County Courtroom #202
511 Washington Street, The Dalles, Oregon

Public Comment: Individuals wishing to address the Commission on items not already listed on the Agenda may do so during the first half-hour. To speak at other times please wait for the current speaker to conclude. Raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments to three minutes, unless extended by the Chair.

Departments: Are encouraged to have their issue added to the Agenda in advance. When that is not possible the Commission will attempt to make time to fit you in during the first half-hour or between listed Agenda items.

NOTE: This Agenda is subject to last minute changes. Meetings are ADA accessible. For special accommodations please contact the Commission Office in advance, (541) 506-2520. TDD 1-800-735-2900. Wasco County does not discriminate against individuals with disabilities.

9:00 a.m.

CALL TO ORDER

Pledge of Allegiance

Items without a designated appointment may be rearranged to make the best use of time.

- Corrections or Additions to the Agenda
- Administrative Officer - Tyler Stone: Comments
- [Discussion Items](#) (Items of general Commission discussion, not otherwise listed on the Agenda)
[Dufur ASA Application](#), [Liquor License Renewals](#), [GIS IGA's](#), [Healthy Start and Health Screening Agreement](#), [Letter to Oregon Congressional Delegation regarding federal forest management](#),
[Area Agency on Aging Letter](#) , [Emergency Management Grants](#)
- [Consent Agenda](#) (Items of a routine nature: minutes, documents, items previously discussed.)
[Minutes](#)

9:30 a.m. [Dufur Valley Road Paving Project](#) – Arthur Smith

9:40 a.m. [Update to Natural Hazard Mitigation Plan](#) – John Roberts/Will Clark

10:00 a.m. [Wasco County Emergency Operations Plan](#) – Mike Davidson/Jeanne Pesicka

10:15 a.m. [Everbridge Contract](#) – Mike Davidson

10:30 a.m. [Wasco County Economic Development Commission Report](#) – Jessica Metta

NEW / OLD BUSINESS
COMMISSION CALL / REPORTS
ADJOURN

**WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
July 18, 2012**

DISCUSSION LIST

ACTION AND DISCUSSION ITEMS:

1. [Dufur ASA Application](#)
2. [Liquor License Renewals](#)
3. [GIS IGA](#)
4. [Healthy Start and Health Screening Agreement](#)
5. [Letter to Oregon Congressional Delegation](#)
6. [Area Agency on Aging Letter](#)
7. [Emergency Management Grants](#)

ON HOLD:

1. Wasco County website improvement
2. Admin move

Discussion List Item
Dufur ASA Application

- [Application](#)

Wasco County ASA Application Form
Application to Provide Ambulance Service
in Wasco County, Oregon

☐ Initial Application ☒ Renewal

1. Ambulance Service Name: Dufur Volunteer Fire & Ambulance

2. Name of Owner(s): City of Dufur

3. If a Corporation, Legal Name:

Officers and Titles:

4. Address of Owner or Corporation:

Street:

Box:

City:

State:

Zip:

Phone:

Name, phone number and e-mail address of Primary ASA Contact:

Name: Larry Clark

Phone Number: 541 467 2818

E-mail address: baldlarry@ortelco.net

5. What Ambulance Service Area(s) in Wasco County do you propose to provide ambulance service in? If the area you propose to provide service in does not cover an entire official designated ASA, you must be SPECIFIC in describing the area you propose to serve. *Note: Legal descriptions of Ambulance Service areas are available in the Wasco County Ambulance Service Plan. See attached maps.*

ASA-1

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-2

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-3

Applying to service entire area?

☒ Yes

☐ No

If no, please describe proposed service area:

ASA-4

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-5

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-6

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-7

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

ASA-8

Applying to service entire area?

☐ Yes

☒ No

If no, please describe proposed service area:

6. Location(s) ambulance(s) will be based at:

Address: 145 NE 2nd st.

City/Town: Dufur

Address:

City/Town:

Address:

City/Town:

7. Ambulance Specifications:

Year: 1994 Make: Ford
Certified with the State of Oregon as:

Model: E 350
☐ BLS Vehicle ☒ ALS Vehicle

Year: Make:
Certified with the State of Oregon as:

Model:
☐ BLS Vehicle ☐ ALS Vehicle

Year: Make:
Certified with the State of Oregon as:

Model:
☐ BLS Vehicle ☐ ALS Vehicle

Year: Make:
Certified with the State of Oregon as:

Model:
☐ BLS Vehicle ☐ ALS Vehicle

Year: Make:
Certified with the State of Oregon as:

Model:
☐ BLS Vehicle ☐ ALS Vehicle

8. Are all ambulances you propose to use licensed and certified by the Oregon State Health Division? ☒ Yes ☐ No

9. Are all emergency medical technicians who will staff your ambulances certified as Emergency medical Technicians (EMTs) by the Oregon State Health Division?

☒ Yes ☐ No

10. Please attach a list of all personnel to be used in providing ambulance service and the current Emergency Technician certificate class and number for each person.

11. Who is your Physician Advisor?

Name: Erin burnham

MD: X

DO:

Address: 1700 E. 19th

City: The Dalles

State: Or

Zip Code: 97058

17. Have you ever been required to discontinue operating an ambulance service in Oregon or another state? ☐ Yes ☒ No
18. Are you familiar with the Wasco County Ambulance Service Ordinance?
☒ Yes ☐ No
19. It will be understood that a legal ambulance will be operated at all times when in Wasco County with a minimum of a driver and required EMT(s) in company of the ambulance at point of dispatch: ☒ Yes ☐ No
20. Do you have a present, mutual aid agreement with adjacent ambulance service providers?
☒ Yes ☐ No

If the answer is yes, please attach copies of these agreements.

If the answer is no, do you have plans to obtain these documents? Explain:

Need to update
will be done by 8/1/12

21. Use this space for any other information you want reviewed in your application:

22. Signature of Applicant: Nancy Clark

Official Title: Director of Emergency Services

Date: 6/24/12

23. Requested Attachments:

Discussion Item
Liquor License Renewals

- [Cover Letter](#)
- [List of License Renewals](#)

OLCC LICENSE RENEWALS

Wasco County Courthouse
WASCO COUNTY
511 Washington St Rm 302
The Dalles OR 970582237

Attached is the list of OLCC liquor licenses in WASCO COUNTY that are eligible for license renewal. These licenses will expire on 9/30/2012.

Oregon Revised Statute (ORS) 471.166 establishes the process for local governments to make recommendations to the OLCC. It also requires the OLCC to notify licensees of the license renewal application or processing fees charged by their local governments. According to our records, you charge:

License Renewal Fee: 25.00

Off Premises Fee: 25.00

We will direct renewal applicants to mail the renewal fees to the address on this letter. Please notify us immediately if the fees or address are incorrect.

Approximately 40 days after the licenses expire, the OLCC will send you a list of the licensees who filed a renewal application. You can use this list to verify that applicants have paid your fees.

Recommendation Process:

You have until 9/5/2012 to exercise one or more of the following options:

1. Provide a written renewal recommendation to the OLCC for any or all of the licenses on this list.
2. Make a written request for additional time to investigate a specific renewal or renewals. The request must set forth the reason additional time is needed, state that the local government is considering making an unfavorable recommendation, and state the specific grounds being considered toward an unfavorable recommendation.
3. Take no action. After 9/5/2012, the OLCC will process the renewal application as if you made a favorable recommendation.

Please send any correspondence to OLCC License Renewals, P.O. Box 22297, Portland OR 97269 2297. You can also contact our license renewal section at 1 (800) 452.6522 or at (503) 872.5121 or (503) 872.5122 in Portland.

Dist. #	License #	Tradename	Participant	License	Premises Address
Local Government: WASCO COUNTY					
4	158493	ANGLER'S RESTAURANT & LOUNGE	ANGLER'S RESTAURANT & LOUNGE LLC	F-COM	34 N MARIPOSA DR #A, WAMIC, OR
	158494	ANGLER'S RESTAURANT & LOUNGE	ANGLER'S RESTAURANT & LOUNGE LLC	O	34 N MARIPOSA DR #A, WAMIC, OR
	159561	COLUMBIA GORGE DISCOVERY CENTER & MUSEUM	CRATES POINT	O	5000 DISCOVERY DR, THE DALLES, OR
	159566	COLUMBIA GORGE DISCOVERY CENTER & MUSEUM	CRATES POINT	L	5000 DISCOVERY DR, THE DALLES, OR
	158529	KAH NEE TA VACATION RESORT	CONF TRIBES WARM SPRGS RESV ORE	F-COM	N/S WARM SPRINGS RIVER, WARM SPRINGS, OR
	159460	PINE HOLLOW LAKESIDE RESORT	MARQUEZ, FRANK	O	34 N MARIPOSA DR, WAMIC, OR
			MARQUEZ, GAYLE D		
	173188	PINE MEADOWS GOLF COURSE	PINE MEADOWS GOLF COURSE LLC	O	8 A SOUTH COUNTY RD, TYGH VALLEY, OR
	173189	PINE MEADOWS GOLF COURSE	PINE MEADOWS GOLF COURSE LLC	L	8A S COUNTY RD, TYGH VALLEY, OR
	159794	THE DALLES COUNTRY CLUB	THE DALLES COUNTRY CLUB	O	4550 HWY 30 W, THE DALLES, OR
	159850	THE DALLES COUNTRY CLUB	THE DALLES COUNTRY CLUB	F-CLU	4550 HWY 30 W, THE DALLES, OR
	159864	TYGH VALLEY GENERAL STORE	TYGH VALLEY GENERAL STORE INC	O	57723 TYGH VALLEY RD, TYGH VALLEY, OR
	159431	WALTERS CORNER	WALTERS, EUGENE H	O	80501 HWY 216, MAUPIN, OR
	159396	WAMIC SPORTSMANS PUB & GRUB	WAMIC SPORTSMAN'S PUB & GRUB LLC	F-COM	56826 WAMIC MARKET RD, WAMIC, OR
	159509	WAMIC SPORTSMANS PUB & GRUB	WAMIC SPORTSMAN'S PUB & GRUB LLC	O	56826 WAMIC MARKET RD, WAMIC, OR
	159155	WAMIC STORE	WAMIC STORE INC	O	57016 WAMIC MARKET RD, WAMIC, OR

Discussion Item
GIS Intergovernmental Agreements

- [Mid-Columbia Fire and Rescue](#)
- [Northern Wasco County PUD](#)
- [Sherman County](#)
- [City of The Dalles](#)



INTERGOVERNMENTAL AGREEMENT BETWEEN
WASCO COUNTY AND MID-COLUMBIA FIRE AND RESCUE
FOR G.I.S. SERVICES

This Agreement is entered into by and between Wasco County, a political subdivision of the State of Oregon, hereinafter called "Wasco," and MID-COLUMBIA FIRE AND RESCUE hereinafter called "MCF&R."

WHEREAS, both Wasco and MCF&R find it beneficial to enter into this Agreement in order for Wasco to provide GIS services to MCF&R; and

WHEREAS, Wasco's GIS Center has a Geographic Information System (GIS), the Wasco County Geographic Information System (WCGIS), covering Wasco County, which is a proprietary government database, exempt from the cost/fee requirements of Oregon's public records law and as specified in ORS 190.050; and

WHEREAS, Wasco is permitted to copyright WCGIS data so that a proportion of costs for maintaining this large and dynamic GIS can be partially borne by other users.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is mutually agreed as follows:

1. **EFFECTIVE DATE**

- 1.1 This Agreement is effective July 1, 2012 and terminates at 11:59 p.m. on June 30, 2013, unless terminated sooner under Section 2 of this Agreement.

2. **TERMINATION**

- 2.1 Either party upon 30 days written notice to the other party may terminate this Agreement. Termination under this Section shall not affect to any obligations or liabilities accrued prior to such termination.

3. **PURPOSE**

- 3.1 The purpose of this Agreement is to:

- 3.1.1 Provide ongoing GIS data and support to MCF&R.
- 3.1.2 All digitized line work shall be co-incident with base Wasco features such as roads, streams, rights of way, and tax lots. The base scale for digitizing shall be 1:24000 or greater.

4. **GEOGRAPHIC AREA OF AGREEMENT**

- 4.1 The geographic area involved in this Agreement includes, but is not limited to the following units of land:

Those portions of Wasco County within the District Boundary of MCF&R.

5. **STATEMENT OF WORK**

- 5.1 **Wasco agrees to:**

- 5.1.1 Provide any of its existing data that currently resides within the geographic area listed in 4.1 of this contract; and
- 5.1.2 Provide associated meta-data for the WCGIS data listed above; and
- 5.1.3 Provide updates for the WCGIS data listed above on a monthly basis; and
- 5.1.4 Provide GIS support as needed and available.

- 5.2 **MCF&R agrees to:**

- 5.2.1 Provide any paper maps that cover the contracted area; and
- 5.2.2 Contribute \$6000.00 in cash toward maintaining WCGIS.

- 5.3 **Both Wasco and MCF&R agree that:**

- 5.3.1 Any required modifications to the geographic data within the service area will be agreed upon cooperatively by both parties.
- 5.3.2 The data provided between Wasco and MCF&R will be in a format acceptable by both parties. Acceptable formats include, but are not limited to, ESRI shapefile format.

7. **LIABILITY AND INDEMNITY**

- 7.1 MCF&R shall indemnify Wasco for, and hold Wasco harmless from any and all claims existing or arising out of the negligent acts or omissions caused by MCF&R, or its officers, employees or agents.

- 7.2 Wasco shall indemnify MCF&R for, and hold MCF&R harmless from any and all claims existing or arising out of the negligent acts or omissions caused by Wasco, or its officers, employees or agents.
- 7.3 It is specifically understood that all data exchanged between MCF&R and Wasco is subject to errors. These include data entry errors and inadvertent errors that occurred during the manual process of converting paper maps to digital maps.

8. ASSIGNMENT

- 8.1 This Agreement is binding on each party, its successors, assigns and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

9. AGENCY / PARTNERSHIP

- 9.1 It is agreed by and between the parties that neither party is carrying out a function on behalf of the other, and neither party has the right of direction or control of the manner in which the other delivers services under this Agreement nor the right to exercise any control over the activities of the other.
- 9.2 Wasco is not, by virtue of this Agreement, a partner or joint venturer with MCF&R in connection with activities carried out under this Agreement, and shall have no obligation with respect to MCF&R's debts or any other liabilities of each and every nature.

10. NO WAIVER OF CLAIMS

- 10.1 The failure to enforce any provision of this Agreement shall not constitute a waiver by either party to that or any other provision.

11. MODIFICATION

- 11.1 Notwithstanding and succeeding any and all prior Agreement(s) or practice(s), this Agreement constitutes the entire Agreement between parties and may only be expressly modified in writing(s) signed by both parties.

12. LAW OF OREGON

- 12.1 Any litigation hereto shall be governed by the laws of the State of Oregon and conducted in the State Circuit Court for Wasco County.

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DATED this _____ day of _____, 2012.

WASCO COUNTY BOARD OF
COMMISSIONERS

APPROVED AS TO FORM:

Rod L. Runyon, Chair of Commission

Eric J. Nisley
Wasco County District Attorney

Scott C. Hege, Commissioner

Sherry Holliday, Commissioner

Dated this _____ day of _____, 2012.

MID-COLUMBIA FIRE AND RESCUE

Bob Palmer, Fire Chief



INTERGOVERNMENTAL AGREEMENT BETWEEN
WASCO COUNTY AND NORTHERN WASCO COUNTY PEOPLES UTILITY DISTRICT
FOR G.I.S. SERVICES

This Agreement is entered into by and between Wasco County, a political subdivision of the State of Oregon, hereinafter called "Wasco," and the NORTHERN WASCO COUNTY PEOPLES UTILITY DISTRICT hereinafter called "NWCPUD."

WHEREAS, both Wasco and NWCPUD find it beneficial to enter into this Agreement in order for Wasco to provide GIS services to NWCPUD; and

WHEREAS, Wasco's GIS Center has a Geographic Information System (GIS), the Wasco County Geographic Information System (WCGIS), covering Wasco County, which is a proprietary government database, exempt from the cost/fee requirements of Oregon's public records law and as specified in ORS 190.050; and

WHEREAS, Wasco is permitted to copyright WCGIS data so that a proportion of costs for maintaining this large and dynamic GIS can be partially borne by other users.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is mutually agreed as follows:

1. **EFFECTIVE DATE**

1.1 This Agreement is effective July 1, 2012, and terminates at 11:59 p.m. on June 30, 2013, unless terminated sooner under Section 2 of this Agreement.

2. **TERMINATION**

2.1 Either party upon 30 days written notice to the other party may terminate this Agreement. Termination under this Section shall not affect any obligations or liabilities accrued prior to such termination.

3. **PURPOSE**

3.1 The purpose of this Agreement is to:

- 3.1.1 Provide ongoing GIS data and support to NWCPUD.
- 3.1.2 All digitized linework shall be co-incident with base Wasco features such as roads, streams, rights of way, and tax lots. The base scale for digitizing shall be 1:24000 or greater.

4. **GEOGRAPHIC AREA OF AGREEMENT**

- 4.1 The geographic area involved in this Agreement includes, but is not limited to the following units of land described by the United States Public Land Survey System:

Those portions of Wasco County served by NWCPUD and within the service district boundaries.

5. **STATEMENT OF WORK**

- 5.1 **Wasco agrees to:**

- 5.1.1 Provide any of its existing data that currently resides within the geographic area listed in 4.1 of this contract; and
- 5.1.2 Provide associated meta-data for the WCGIS data listed above; and
- 5.1.3 Provide updates for the WCGIS data listed above on a monthly basis; and
- 5.1.4 Provide GIS support as needed and available.

- 5.2 **NWCPUD agrees to:**

- 5.2.1 Provide any paper maps that cover the contracted area; and
- 5.2.2 Contribute \$6000.00 in cash toward maintaining WCGIS.

- 5.3 **Both Wasco and NWCPUD agree that:**

- 5.3.1 Any required modifications to the geographic data within the service area will be agreed upon cooperatively by both parties.
- 5.3.2 The data provided between Wasco and NWCPUD will be in a format acceptable by both parties. Acceptable formats include, but are not limited to, AutoCAD dxf/dwg format.

7. **LIABILITY AND INDEMNITY**

- 7.1 NWCPUD shall indemnify Wasco for, and hold Wasco harmless from any and all claims existing or arising out of the negligent acts or omissions caused by NWCPUD, or its officers, employees or agents.

7.2 Wasco shall indemnify NWCPUD for, and hold NWCPUD harmless from any and all claims existing or arising out of the negligent acts or omissions caused by Wasco, or its officers, employees or agents.

7.3 It is specifically understood that all data exchanged between NWCPUD and Wasco is subject to errors. These include data entry errors and inadvertent errors that occurred during the manual process of converting paper maps to digital maps.

8. ASSIGNMENT

8.1 This Agreement is binding on each party, its successors, assigns and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

9. AGENCY / PARTNERSHIP

9.1 It is agreed by and between the parties that neither party is carrying out a function on behalf of the other, and neither party has the right of direction or control of the manner in which the other delivers services under this Agreement nor the right to exercise any control over the activities of the other.

9.2 Wasco is not, by virtue of this Agreement, a partner or joint venturer with NWCPUD in connection with activities carried out under this Agreement, and shall have no obligation with respect to NWCPUD's debts or any other liabilities of each and every nature.

10. NO WAIVER OF CLAIMS

10.1 The failure to enforce any provision of this Agreement shall not constitute a waiver by either party to that or any other provision.

11. MODIFICATION

11.1 Notwithstanding and succeeding any and all prior Agreement(s) or practice(s), this Agreement constitutes the entire Agreement between parties and may only be expressly modified in writing(s) signed by both parties.

12. LAW OF OREGON

12.1 Any litigation hereto shall be governed by the laws of the State of Oregon and conducted in the State Circuit Court for Wasco County.

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DATED this _____ day of _____, 2012.

WASCO COUNTY BOARD OF
COMMISSIONERS

APPROVED AS TO FORM:

Rod L. Runyon, Chair of Commission

Eric J. Nisley
Wasco County District Attorney

Scott C. Hege, Commissioner

Sherry Holliday, Commissioner

Dated this _____ day of _____, 2012.

Northern Wasco County PUD

Dwight Langer, General Manager



INTERGOVERNMENTAL AGREEMENT BETWEEN
WASCO COUNTY AND SHERMAN COUNTY
FOR G.I.S. SERVICES

This Agreement is entered into by and between Wasco County, a political subdivision of the State of Oregon, hereinafter called "Wasco," and Sherman County, a political subdivision of the State of Oregon, hereinafter called "Sherman."

WHEREAS, both Wasco and Sherman find it beneficial to enter into this Agreement in order for Wasco to provide GIS services to Sherman; and

WHEREAS, Wasco's GIS Center has a Geographic Information System (GIS), the Wasco County Geographic Information System (WCGIS), covering Wasco County, which is a proprietary government database, exempt from the cost/fee requirements of Oregon's public records law and as specified in ORS 190.050; and

WHEREAS, Wasco is permitted to copyright WCGIS data so that a proportion of costs for maintaining this large and dynamic GIS can be partially borne by other users.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is mutually agreed as follows:

1. **EFFECTIVE DATE**

- 1.1 This Agreement is effective July 1, 2012, and terminates at 11:59 p.m. on June 30, 2013, unless terminated sooner under Section 2 of this Agreement.

2. **TERMINATION**

- 2.1 Either party upon 30 days written notice to the other party may terminate this Agreement. Termination under this Section shall not affect to any obligations or liabilities accrued prior to such termination.

3. **PURPOSE**

- 3.1 The purpose of this Agreement is to:

- 3.1.1 Provide ongoing GIS data and support to Sherman.

- 3.1.2 All digitized linework shall be co-incident with base Wasco features such as roads, streams, rights of way, and tax lots. The base scale for digitizing shall be 1:24000 or greater.

4. **GEOGRAPHIC AREA OF AGREEMENT**

- 4.1 The geographic area involved in this Agreement includes, but is not limited to the following units of land:

Sherman County.

5. **STATEMENT OF WORK**

5.1 **Wasco agrees to:**

- 5.1.1 Provide any of its existing data that currently resides within the geographic area listed in 4.1 of this contract; and
- 5.1.2 Provide associated meta-data for the WCGIS data listed above; and
- 5.1.3 Provide updates for the WCGIS data listed above on a monthly basis; and
- 5.1.4 Provide GIS support as needed and available.

5.2 **Sherman agrees to:**

- 5.2.1 Provide any paper maps or digital data that cover the contracted area; and
- 5.2.2 Contribute that portion of the Sherman County recording fee dedicated to GIS, less the Sherman County Clerk's administrative fee, to maintaining WCGIS.

5.3 **Both Wasco and Sherman agree that:**

- 5.3.1 Any required modifications to the geographic data within the service area will be agreed upon cooperatively by both parties.
- 5.3.2 The data provided between Wasco and Sherman will be in a format acceptable by both parties. Acceptable formats include, but are not limited to, ESRI shapefile format.

7. **LIABILITY AND INDEMNITY**

- 7.1 Sherman shall indemnify Wasco for, and hold Wasco harmless from any and all claims existing or arising out of the negligent acts or omissions caused by Sherman, or its officers, employees or agents.
- 7.2 Wasco shall indemnify Sherman for, and hold Sherman harmless from any and all claims existing or arising out of the negligent acts or omissions caused by Wasco, or its officers, employees or agents.

- 7.3 It is specifically understood that all data exchanged between Sherman and Wasco is subject to errors. These include data entry errors and inadvertent errors that occurred during the manual process of converting paper maps to digital maps.

8. ASSIGNMENT

- 8.1 This Agreement is binding on each party, its successors, assigns and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

9. AGENCY / PARTNERSHIP

- 9.1 It is agreed by and between the parties that neither party is carrying out a function on behalf of the other, and neither party has the right of direction or control of the manner in which the other delivers services under this Agreement nor the right to exercise any control over the activities of the other.
- 9.2 Wasco is not, by virtue of this Agreement, a partner or joint venturer with Sherman in connection with activities carried out under this Agreement, and shall have no obligation with respect to Sherman's debts or any other liabilities of each and every nature.

10. NO WAIVER OF CLAIMS

- 10.1 The failure to enforce any provision of this Agreement shall not constitute a waiver by either party to that or any other provision.

11. MODIFICATION

- 11.1 Notwithstanding and succeeding any and all prior Agreement(s) or practice(s), this Agreement constitutes the entire Agreement between parties and may only be expressly modified in writing(s) signed by both parties.

12. LAW OF OREGON

- 12.1 Any litigation hereto shall be governed by the laws of the State of Oregon and conducted in the State Circuit Court for Wasco County.

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DATED this ____ day of ____, 2012.

WASCO COUNTY BOARD OF
COMMISSIONERS

APPROVED AS TO FORM:

Eric J. Nisley
Wasco County District Attorney

Rod L. Runyon, Chair of Commission

Scott C. Hege, Commissioner

Sherry Holliday, Commissioner

DATED this ____ day of ____, 2012.

SHERMAN COUNTY COURT

Gary Thompson, Judge

Steve Burnet, Commissioner

Mike Smith, Commissioner



INTERGOVERNMENTAL AGREEMENT BETWEEN
WASCO COUNTY AND THE CITY OF THE DALLES
FOR G.I.S. SERVICES

This Agreement is entered into by and between Wasco County, a political subdivision of the State of Oregon, hereinafter called "Wasco," and THE CITY OF THE DALLES hereinafter called "TCOTD."

WHEREAS, both Wasco and TCOTD find it beneficial to enter into this Agreement in order for Wasco to provide GIS services to TCOTD; and

WHEREAS, Wasco's GIS Center has a Geographic Information System (GIS), the Wasco County Geographic Information System (WCGIS), covering Wasco County, which is a proprietary government database, exempt from the cost/fee requirements of Oregon's public records law and as specified in ORS 190.050; and

WHEREAS, Wasco is permitted to copyright WCGIS data so that a proportion of costs for maintaining this large and dynamic GIS can be partially borne by other users.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein contained, it is mutually agreed as follows:

1. **EFFECTIVE DATE**

- 1.1 This Agreement is effective July 1, 2012 and terminates at 11:59 p.m. on June 30, 2013, unless terminated sooner under Section 2 of this Agreement.

2. **TERMINATION**

- 2.1 Either party upon 30 days written notice to the other party may terminate this Agreement. Termination under this Section shall not affect to any obligations or liabilities accrued prior to such termination.

3. **PURPOSE**

- 3.1 The purpose of this Agreement is to:

- 3.1.1 Provide ongoing GIS data and support to TCOTD.
- 3.1.2 All digitized linework shall be co-incident with base Wasco features such as roads, streams, rights of way, and tax lots. The base scale for digitizing shall be 1:24000 or greater.

4. **GEOGRAPHIC AREA OF AGREEMENT**

- 4.1 The geographic area involved in this Agreement includes, but is not limited to the following units of land described by the United States Public Land Survey System:

Those portions of Wasco County within the Urban Growth Boundary of TCOTD.

5. **STATEMENT OF WORK**

5.1 **Wasco agrees to:**

- 5.1.1 Provide any of its existing data that currently resides within the geographic area listed in 4.1 of this contract; and
- 5.1.2 Provide associated meta-data for the WCGIS data listed above; and
- 5.1.3 Provide updates for the WCGIS data listed above on a monthly basis; and
- 5.1.4 Provide GIS support as needed and available.

5.2 **TCOTD agrees to:**

- 5.2.1 Provide any paper maps that cover the contracted area; and
- 5.2.2 Contribute \$12,000.00 in cash toward maintaining WCGIS.

5.3 **Both Wasco and TCOTD agree that:**

- 5.3.1 Any required modifications to the geographic data within the service area will be agreed upon cooperatively by both parties.
- 5.3.2 The data provided between Wasco and TCOTD will be in a format acceptable by both parties. Acceptable formats include, but are not limited to, ESRI shapefile format.

7. **LIABILITY AND INDEMNITY**

- 7.1 TCOTD shall indemnify Wasco for, and hold Wasco harmless from any and all claims existing or arising out of the negligent acts or omissions caused by TCOTD, or its officers, employees or agents.

7.2 Wasco shall indemnify TCOTD for, and hold TCOTD harmless from any and all claims existing or arising out of the negligent acts or omissions caused by Wasco, or its officers, employees or agents.

7.3 It is specifically understood that all data exchanged between TCOTD and Wasco is subject to errors. These include data entry errors and inadvertent errors that occurred during the manual process of converting paper maps to digital maps.

8. ASSIGNMENT

8.1 This Agreement is binding on each party, its successors, assigns and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

9. AGENCY / PARTNERSHIP

9.1 It is agreed by and between the parties that neither party is carrying out a function on behalf of the other, and neither party has the right of direction or control of the manner in which the other delivers services under this Agreement nor the right to exercise any control over the activities of the other.

9.2 Wasco is not, by virtue of this Agreement, a partner or joint venturer with TCOTD in connection with activities carried out under this Agreement, and shall have no obligation with respect to TCOTD's debts or any other liabilities of each and every nature.

10. NO WAIVER OF CLAIMS

10.1 The failure to enforce any provision of this Agreement shall not constitute a waiver by either party to that or any other provision.

11. MODIFICATION

11.1 Notwithstanding and succeeding any and all prior Agreement(s) or practice(s), this Agreement constitutes the entire Agreement between parties and may only be expressly modified in writing(s) signed by both parties.

12. LAW OF OREGON

12.1 Any litigation hereto shall be governed by the laws of the State of Oregon and conducted in the State Circuit Court for Wasco County.

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DATED this _____ day of _____, 2012.

WASCO COUNTY BOARD OF
COMMISSIONERS

APPROVED AS TO FORM:

Rod L. Runyon, Chair of Commission

Eric J. Nisley
Wasco County District Attorney

Scott C. Hege, Commissioner

Sherry Holliday, Commissioner

DATED this _____ day of _____, 2012.

THE CITY OF THE DALLES

Nolan Young, City Manager

Discussion Item
Healthy Start & Health Screening Agreement

- [Agreement](#)



North Central ESD Early Education

PO Box 591 ~ 135 S. Main Street
Condon, Oregon 97823 - Phone 384-3808

OREGON
PRE-KINDERGARTEN
PROGRAM
SERVING...
Gilliam
Sherman
and
Wheeler Counties

A USDA
SPONSORED
PROGRAM
SERVING...
Gilliam
Sherman
and
Wheeler Counties

Gilliam County
Family Network
Healthy Start

HEALTHY START AND HEALTH SCREENING AGREEMENT BETWEEN NORTH CENTRAL PUBLIC HEALTH DISTRICT AND THE NORTH CENTRAL ESD EARY EDUCATION

This is an agreement between North Central Public Health District and the North Central ESD Early Education, referred to as NC ESD EE, to provide health-screening and monitoring services for children enrolled in preschools in Gilliam, Sherman and Wheeler Counties having contracts with NC ESD Early Education, referred to as NC ESD EE, and Healthy Start Family Support Worker services for all birth families residing in Gilliam, Sherman and Wheeler Counties.

1. HEALTH SCREENING SERVICES SUMMARY

Staff from North Central Public Health District will in partnership with NC ESD EE staff:

- A. Schedule, arrange and conduct on-site health screenings for children at all the NC ESD EE contracted preschool sites. Complete initial screenings within 30 school days after the start of each preschool, and complete all appropriate paper work. The initial screenings will follow NC ESD EE policies and procedures and will include the following:
 1. Height and Weight
 2. Vision including check for strabismus
 3. Hearing
 4. Immunization reviews
- B. Submit to the NC ESD EE Health Coordinator the results of the initial screenings. Results to include all of the above, and any documented concerns at the end of the screening day.
- C. If any concerns arise from the health screenings, attend a staffing to address the concerns and to provide health information.
- D. By April 15th, complete follow-up height and weight measurements with growth assessments.
- E. By May 1st submit to the NC ESD EE Health Coordinator the results of the follow-up screenings. Results must include height and weight and any concerns.
- F. If any concerns arise from a follow-up screening, attend a staffing to address the concerns and to provide health information.
- G. Complete required initial health screenings for any newly enrolled Head Start children within 35 days of their enrollment along with all appropriate paperwork.

- H. When necessary provide a minimum of one staff/parent training per year. The training will provide information on Staff Wellness, Immunizations, and medicinal administration.
- I. Be available for telephone consultation to NC ESD EE and preschool staff as needed.
- J. Sign and abide by North Central Education Service District Early Education confidentiality policy.

2. HEALTHY START SERVICES SUMMARY

- A. Provide home visitation and family support services to high-risk families, prenatally through preschool years.
- B. Develop and implement an Individual Family Service Plan with each family participating in intensive services.
- C. Use specified parenting curriculum with families in the program.

Assist families in accessing needed community resources.

- D. Maintain accurate, complete and confidential records that reflect assessment, services, and outcomes.
- E. Prepare and submit reports as required.
- F. Attend training and regular meetings as assigned.
- G. Participate in agency and partnership trainings and meeting as requested.
- H. Perform any other duties as requested by management.

The family Assessment/Support Worker introduces first birth families to the Healthy Start-Early Education program and invites their participation. With parental consent, the FW will conduct screening, and appropriate, Kempe Assessment to determine risk factors and eligibility. The FW is responsible and will provide for promoting the healthy development of families by offering intensive home visiting services. comprehensive case management, goal setting, and linkages to service, advocacy and evaluation.

3. LENGTH OF AGREEMENT

Beginning Date:	July 1 st , 2012
Ending Date:	June 30 th , 2013

NOTE: The length of service delivery may be negotiated at any time by NC ESD EE and North Central Public Health District. Based on mutual agreement, the length of service may be extended or shortened depending on the needs of either party. Any changes in length of service delivery, agreed to by both parties, will be in writing. Copies will go to NC ESD, NC ESD EE and to North Central Public Health District and become an amendment to this agreement document.

3. NEGOTIATED FEE FOR SERVICE

Basis for payment will be for the project:

A. Health Screenings and Healthy Start services at \$20.00 per hour Not to exceed 520 hours within the contract.....\$10,400.00

TOTAL COST A: Not to exceed \$10,400.00 without prior written approval from the NC ESD EE Director

4. METHOD AND SCHEDULE OF FEE PAYMENT

North Central Public Health District will maintain verifiable records of all services provided and expenses incurred and will submit a bill along with expense receipts at the end of each month to NC ESD EE for verification and processing.

5. INDEPENDENT CONTRACTOR STATUS/INDEMNITY

It is understood that North Central Public Health District is operating as an independent contractor under the terms of this agreement and is entirely responsible for how she performs her work and what materials she used in performance of her duties under this agreement. As an independent contractor, North Central Public Health District is not to be considered for any purposes as an employee of the North Central Education Service District. It shall be North Central Public Health District responsibility as an independent contractor to maintain her own health insurance, pay her own taxes, including State, Federal and Social Security taxes, and to maintain appropriate medical disability and workers compensation insurance.

North Central Public Health District as an independent contractor under this agreement agrees to indemnify and hold harmless from the claims of third parties that result from North Central Public Health District performance of the terms and conditions of this contract with the North Central Education Service District. North Central Public Health District is to provide to the North Central Education Service District proof of insurance that would provide at least \$300, 000.00 in coverage for any and all claims by third parties arising out of her performance of the services required under this contract. The prevailing party in any litigation is entitled to collect attorney fees.

6. GENERAL TERMS

This agreement is not assignable or transferable unless both parties agree to the changes in writing. All changes become an amendment to this original document.

Both parties have the right to terminate this agreement with 30 days written notice.



Kim Williams
NC ESD Early Education Director

June 19, 2012

Date

Teri Thalhofer, RN, BSN
North Central Public Health District

Date



Eric Nisley
Wasco County Counsel

7-2-12

Date

Rod L. Runyon
Chair
Wasco County Board of Commissioners

Date

Discussion List Item
Letter to Oregon Congressional Delegation

- [Introductory Email](#)
- [Letter](#)



Kathy White <kathyw@co.wasco.or.us>

Fwd: Letter to Oregon Congressional Delegation

1 message

Tyler Stone <tylers@co.wasco.or.us>

Wed, Jul 11, 2012 at 3:57 PM

To: Kathy White <kathyw@co.wasco.or.us>

FYI

Tyler Stone
Administrative Officer
Wasco County
511 Washington St. Suite 101
The Dalles, OR 97058
541-506-2552
www.co.wasco.or.us

----- Forwarded message -----

From: **Laura Cleland** <lcleland@aacweb.org>

Date: Wed, Jul 11, 2012 at 3:05 PM

Subject: Letter to Oregon Congressional Delegation

To: 2012-aoc-county-administrators-managers-deputies <2012-aoc-county-administrators-managers-deputies@list.aacweb.org>

Greetings to Oregon County Judges and Commissioners.

After conversations with several Judges and Commissioners, Douglas County Commissioner Doug Robertson, a Chair of the AOC Forest Management Subcommittee and President of the O&C Counties Association, requests that you consider adding your signature to the attached text of a letter from county governing body members to the Oregon Congressional Delegation.

The message of the letter is straight forward: Counties appreciate the hard work done by our congressional representatives to extend federal forest payments, but if the delegation is to do it again, it **must** be done as "bridge funding" under a larger, long-term solution to federal forest management. The result of inaction has become painfully obvious this summer.

If you wish to add your signature to this letter, please send your electronic signature to Laura or Eric indicating you want to sign the letter to the Oregon congressional delegation. Your electronic signature will be secured in a password-protected area on our network that very few staff have access to. Some counties have indicated they will approve this letter and send it as a letter from their county - that is another option for you to consider.

Please reply to us by Wednesday, July 18. Thank you.

July 13, 2012

Senator Ron Wyden
Senator Jeff Merkley
Congressman Peter DeFazio
Congressman Greg Walden
Congressman Kurt Schrader
Congressman Earl Blumenauer
Congresswoman Suzanne Bonamici

For more than a decade, the Oregon Congressional Delegation has recognized the plight of our rural counties and resource dependent communities. Faced at times with what appeared to be insurmountable odds, you have come together with your colleagues to write and pass legislation that has provided a financial lifeline to county government and schools, not only in this state, but in many states throughout the nation.

We have been advised that, after 2012, money from the U.S. Treasury will no longer be available in the form of Secure Rural Schools and Communities Self-Determination Act (SRS) payments, popularly known as the safety net. We are well aware of the fragile nature of the federal budget and the challenges that presents to any effort at further extensions of SRS safety net payments. The precipitous decline in the amount of money provided in the most recent extension makes clear the difficult circumstances involved in securing such legislation.

The counties that have benefited by your efforts are not only grateful, but also mindful of your commitment to do all that you can to support and strengthen the social and physical infrastructure that form the basis for the quality of life in our counties. However, the quality of life that we have all enjoyed is quickly deteriorating. The severely reduced sums provided in the most recent SRS extension, while much appreciated, simply will not sustain our counties as viable government institutions.

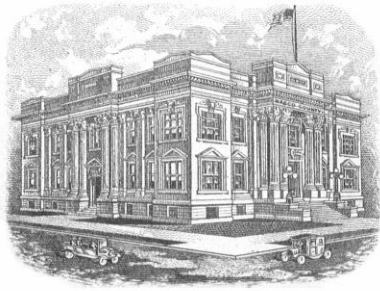
It has become clear to even the most casual observer that a new direction in management on our federal forest lands is desperately needed, most especially for job opportunities and economic stability, but also for all of the amenities these lands provide. The health of our federal forests by any measure has declined rapidly and in many areas has reached such a deteriorated state that catastrophic fire, disease and insect infestation are inevitable. While some form of "bridge funding" to maintain solvency in our counties will be required, it must be in concert with a new direction for federal forest management. The status quo has become intolerable. All of us who have worked with you over the years to help secure the funds to keep our counties viable are prepared to engage in that effort again, but only to the extent such effort includes a long term solution based on management of our federal forest lands.

Thank you again for your support and help on our behalf.

Oregon County Commissioners and Judges:

Discussion List Item
Area Agency on Aging

- [Request Letter](#)



WASCO COUNTY

Board of County Commissioners

511 Washington Street, Suite 302
The Dalles, Oregon 97058-2237
(541) 506-2520
Fax: (541) 506-2521

Rod Runyon, *Chair of the Board*
Sherry Holliday, *County Commissioner*
Scott Hege, *County Commissioner*

July 18, 2012

Elaine Young
Manager, State Unit on Aging
State of Oregon
Department of Human Services
676 Church Street NE
Salem, OR 97301

Over the last several months Wasco County Commissioners have received several requests from concerned citizens and partner agencies to look into the operations of Mid-Columbia Council of Governments oversight of the Area Agency on Aging. On July 11, 2012, the Wasco County Board of Commissioners received a formal request to initiate a review into the operations of AAA on behalf of the community. In reviewing the OAR, any review function of an agency providing services under the AAA is initiated and conducted by the State. Wasco County is in support of the State validating the operations of MCCOG, as they relate to activities of AAA, through a review process. Hopefully, this review will determine if services are being provided as prescribed by ORS Chapter 410 and provide our community a foundation to open a dialog on next steps.

We appreciate your time and attention in this matter.

Sincerely,

Rod L. Runyon, Chair

Sherry Holliday, Commissioner

Scott Hege, Commissioner

Discussion Item
Emergency Management Grants

- [Columbia Gorge Operational Area EAS Grant #10-363](#)
[Cover Page](#)
- [Resolution 12-013 Accepting and Appropriating CFDA](#)
[Grant for \\$5,000.00](#)
- [Stacker Butte Generator Grant #10-364 Cover Page](#)
- [Resolution 12-012 Accepting and Appropriating CFDA](#)
[Grant for #23,500.00](#)

OREGON MILITARY DEPARTMENT
OFFICE OF EMERGENCY MANAGEMENT
STATE HOMELAND SECURITY GRANT PROGRAM – CFDA # 97.073

GRANT AWARD CONDITIONS AND CERTIFICATIONS

PROGRAM NAME:	Columbia Gorge Operational Area EAS	GRANT NO:	# 10-363
SUBGRANTEE:	Wasco County Sheriff's Office	FEDERAL AWARD:	\$5,000
ADDRESS:	511 Washington St, Ste 102 The Dalles, OR 97058	AWARD PERIOD:	5/1/12 thru 3/31/13
PROGRAM CONTACT:	Chief Deputy Lane Magill lanem@co.wasco.or.us	TELEPHONE:	(541) 506-2580
FISCAL CONTACT:	Monica Morris monicam@co.wasco.or.us	TELEPHONE:	(541) 506-2770

BUDGET

Equipment	
Information Technology	\$3,800
Other Authorized Equipment	\$1,200
Total	<u>\$5,000</u>

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6 IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON
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8 IN AND FOR THE COUNTY OF WASCO
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10 IN THE MATTER OF ACCEPTING AND)
11 APPROPRIATING UNANTICIPATED) R E S O L U T I O N
12 CAFDA GRANT FUNDS IN THE) #12-013
13 AMOUNT OF \$5,000.00 DURING)
14 FISCAL YEAR 2012-2013)
15 2012-2013.)
16

17 NOW ON THIS DAY, the above-entitled matter having come on regularly for
18 consideration, said day being one duly set in term for the transaction of public business
19 and a majority of the Board of Commissioners being present; and
20

21 IT APPEARING TO THE BOARD: That at the time of the adoption of the 2012-
22 2013 Budget Document the Sheriff's Department did not anticipate receiving an CFDA
23 Grant for the purchase and installation of an Emergency Alert System encoder during
24 said Fiscal Year; and
25

26 IT FURTHER APPEARING TO THE BOARD: That the Sheriff's Department will
27 receive \$5,000.00 in unanticipated CFDA Grant Funding for said purchase and
28 installation during Fiscal Year 2012--2013; and

1 IT FURTHER APPEARING TO THE BOARD: That ORS 294.326 (2) exempts
2 Grant funds from the budget process if they are received and expended in the same
3 Fiscal Year; and
4

5 NOW, THEREFORE, IT IS HEREBY RESOLVED: That \$5,000.00 in
6 unanticipated CAFDA Grant Funds are accepted to the Sheriff's Department Account
7 #101.16.5131.413.912 entitled "State Homeland Security" and are appropriated to the
8 Sheriff's Department Fund Account #101.16.5131.52419 entitled "Mini Grant" for
9 expenditure on materials and supplies or capital items during Fiscal Year 2012-2013.
10

11 DATED this 18th day of July, 2012.

12 WASCO COUNTY BOARD
13 OF COMMISSIONERS
14

15 APPROVED AS TO FORM: _____
Rod Runyon, Chair of Commission
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17 _____
Eric J. Nisley Sherry Holliday, County Commissioner
18 Wasco County District Attorney
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Scott C. Hege, County Commissioner
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**OREGON MILITARY DEPARTMENT
OFFICE OF EMERGENCY MANAGEMENT
STATE HOMELAND SECURITY GRANT PROGRAM – CFDA # 97.073**

GRANT AWARD CONDITIONS AND CERTIFICATIONS

PROGRAM NAME:	Stacker Butte Generator	GRANT NO:	# 10-364
SUBGRANTEE:	Wasco County Sheriff's Office	FEDERAL AWARD:	\$23,500
ADDRESS:	511 Washington St, Ste 102 The Dalles, OR 97058	AWARD PERIOD:	5/1/12 thru 9/30/12
PROGRAM CONTACT:	Chief Deputy Lane Magill lanem@co.wasco.or.us	TELEPHONE:	(541) 506-2580
FISCAL CONTACT:	Monica Morris monicam@co.wasco.or.us	TELEPHONE:	(541) 506-2770

BUDGET

Equipment	
Power	\$23,500
Total	<u>\$23,500</u>

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6 IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON
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8 IN AND FOR THE COUNTY OF WASCO
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10 IN THE MATTER OF ACCEPTING AND)
11 APPROPRIATING UNANTICIPATED) R E S O L U T I O N
12 CAFDA GRANT FUNDS IN THE) #12-012
13 AMOUNT OF \$23,500.00 DURING)
14 FISCAL YEAR 2012-2013)
15 2012-2013.)
16

17 NOW ON THIS DAY, the above-entitled matter having come on regularly for
18 consideration, said day being one duly set in term for the transaction of public business
19 and a majority of the Board of Commissioners being present; and
20

21 IT APPEARING TO THE BOARD: That at the time of the adoption of the 2012-
22 2013 Budget Document the Sheriff's Department did not anticipate receiving an CFDA
23 Grant for purchasing and installing a generator on site at Stacker Butte to support radio
24 use in Wasco County during said Fiscal Year; and
25

26 IT FURTHER APPEARING TO THE BOARD: That the Sheriff's Department will
27 receive \$23,500.00 in unanticipated CFDA Grant Funding for said purchase and
28 installation during Fiscal Year 2012--2013; and

1 IT FURTHER APPEARING TO THE BOARD: That ORS 294.326 (2) exempts
2 Grant funds from the budget process if they are received and expended in the same
3 Fiscal Year; and
4

5 NOW, THEREFORE, IT IS HEREBY RESOLVED: That \$23,500.00 in
6 unanticipated CAFDA Grant Funds are accepted to the Sheriff's Department Account
7 #101.16.5131.413.912 entitled "State Homeland Security" and are appropriated to the
8 Sheriff's Department Fund Account #101.16.5131.53309 entitled "Equipment -
9 Communications" for expenditure on materials and supplies or capital items during
10 Fiscal Year 2012-2013.
11

12 DATED this 18th day of July, 2012.

13 WASCO COUNTY BOARD
14 OF COMMISSIONERS
15

16 APPROVED AS TO FORM: _____
17 Rod Runyon, Chair of Commission

18 _____
19 Eric J. Nisley Sherry Holliday, County Commissioner
20 Wasco County District Attorney

21 _____
22 Scott C. Hege, County Commissioner
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**WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
July 18, 2012**

CONSENT AGENDA

1. [5.16.2012 Minutes](#)



WASCO COUNTY BOARD OF COMMISSIONERS
REGULAR SESSION
May 16, 2012

PRESENT: Rod L. Runyon, Chair of County Commission
Scott C. Hege, County Commissioner
Sherry Holliday, County Commissioner
Tyler Stone, Administrative Officer
Sue Stephens, Executive Assistant

At 9:00 a.m. Chair Runyon called to order the Regular Session of the Board of Commissioners and called for comment from the public, department heads and/or Mr. Stone. There being none, he moved on to the Discussion List (attached).

Discussion List Item – IGA #4560 Amendment #1

Robert Martin appeared before the Board to explain Amendment #1 to Intergovernmental Agreement #4560 between the Oregon Department of Corrections and Wasco County Community Corrections for the 1145 funding on which Community Corrections operates. Funding is usually done for two years; however, at the beginning of the current biennium, funding was set for only one year. This amendment extends that funding for the second year of the biennium.

Commissioner Hege asked if there were any changes to the amount of funding. Mr. Martin responded that although there is a change, it is insignificant, amounting to a few dollars. Going forward, there has been discussion of modifying and simplifying the formula for Community Corrections budgets. The changes should not appreciably impact the amount of funding.

Some discussion followed regarding the impact of NORCOR funding to Community Corrections. Mr. Martin asserted that the availability of beds at NORCOR is an important tool to affect positive change in community safety.

{{{Commissioner Holliday moved to approve Amendment #1 to Intergovernmental Agreement #4560 between the State of Oregon and

Wasco County Community Corrections. Commissioner Hege seconded the motion which passed unanimously.}}

Chair Runyon asked Mr. Martin to tell the board about his most recent new hires. Shawn Sorenson, hired 6 months ago, and Marco Beitzl, who came to Community Corrections from NORCOR, bring many decades of law enforcement experience with them and are both Probation/Parole Officers. They also have two new clerical staff members who are doing a great job and bring the appropriate skills and attitude to their jobs – Lena Lindhorst and Jessica Jauken. Although, they are still in the training phase, the office is now fully staffed.

Discussion List Item – BPA Easement

Tyler Stone, County Administrator, pointed out that the board had previously seen the maps and discussed the easements for the planned power lines. These documents will finalize those discussions. Commissioner Hege asked if there had been a new access road put in. Mr. Stone replied that access was through an already existing road.

Chair Runyon asked Marty Matherly, General Manager of Wasco County Public Works, if he had input on this matter. Mr. Matherly responded that Public Works had no issues with the project.

{{{Commissioner Hege moved to approve the U.S. Department of Energy-Bonneville Power administration Easement for BPA Tract No: AZE-8-A-5. Commissioner Holliday seconded the motion which passed unanimously.}}}

Mr. Stone brought forward an issue regarding a piece of county-owned land located along the Columbia River near Celilo Park that has been leased to Burlington Northern Railroad for many years. There is a small building used by BNR on the site. They are interested in purchasing the land from the county rather than renewing the lease. Mr. Stone added that he does not know if the land can be sold.

Commissioner Hege asked how long each lease runs and what the lease amount is. Mr. Stone replied that the leases run for 5 years, currently at \$1,100 per year. Commissioner Holliday pointed out the land is virtually useless to the County. Mr. Stone agreed and said that he believes a good portion of the land is underwater. However, he does not know how the County came to own the land and if there are any cultural issues around it.

Chair Runyon stated that the board would need additional information regarding the possibilities and legalities before making any decisions.

Some discussion followed regarding the logistics and content of the upcoming AOC Spring Conference.

Chair Runyon recognized members of the public in the audience asking if they had any topics to bring forward to the Board. There were none.

Commissioner Holliday announced that at a recent Board of Health meeting they agreed to form a sub-committee to look at the separation of Public Health from Wasco County. The sub-committee will include a commissioner from each of the three affected counties as well as some lay persons.

Some discussion followed regarding other meetings being attended by Board members.

Mr. Martin brought forward another contract, not included as part of the agenda, with the Oregon Department of Revenue for the collection of unpaid debts owed to Community Corrections by the clients they serve. Historically, the agreement is renewed every four years. There was some discussion regarding the terms of the contract.

{{{Commissioner Holliday moved to approve IGA #2819 between the Oregon Department of Revenue and Community Corrections. Commissioner Hege seconded the motion which passed unanimously.}}}

Items on the Agenda – Fee Schedule Hearing

COUNTY CLERK

9:30 a.m. Linda Brown, County Clerk, came forward to explain her request to increase her recording fee by \$1.00. In 2009 the State legislature passed a bill that added a \$15.00 fee to most documents that are recorded and that fee would go to a program for low-income housing. They put a clause in the bill that prohibited using any portion of the fee to cover counties' administrative costs. We incur costs for collecting and administering the fee because not only does the State get the fee, but any interest on money collected. From the time that the bill was passed, Wasco County has collected \$158,985.00 not including interest. For other fees the State has imposed upon counties, the county gets a percentage of the fee for administrative costs. Ms. Brown stated that she is not asking that the clerk's office retain the revenue generated by the \$1.00 increase she is seeking; but rather, she intends for those funds to be added to the general fund to help

offset the administration of that fund. Had we been given just a 5% administrative fee from the State, we would have gotten \$7,949.00. So far this year we have recorded 1,757 documents, of those documents, 1,495 of them had the \$15 housing fee. If we were to charge an additional dollar the general fund would have seen a \$1,495.00 increase. The upside is that it will generate money for the general fund. The downside is that we then are adding another fee to our customers as well as banks and large corporations that record with us. Other counties charge an administrative fee, Jackson County charges \$3.00; Benton County charges \$2; Malheur, Tillamook, Deschutes, Klamath and Crook all charge an additional \$1.00 to administer the fund.

Commissioner Hege observed that the administration of the fees actually costs the county money, not only in collecting but in interest payments. Commissioner Holliday also pointed out that other fees are costly, for instance to get a copy of a death certificate which Ms. Brown confirmed is currently \$56.00. Ms. Brown went on to say that of the \$56.00, \$5.00 is the actual recording fee. The remainder is fees that have been imposed by the state. The legislature and the public often think fees like this have something to do with recording. Unfortunately, the general public does not have a lobby; that makes them an easy target. Other lobbies are able to get the fees through; however, the legislature has always acknowledged the counties' administrative costs and allowed a percentage to be retained by the counties to cover those costs.

Chair Runyon moved to approve Ms. Brown's request to add a \$1.00 administrative fee to offset the cost of administering fee collections service FY 2012/2013 required in conjunction with ORS 205.323. Sherry seconded the motion.

Commissioner Hege asked if we were going to make a motion on each one or the ordinance in its entirety. Mr. Stone pointed out the ordinance encapsulates all of the fee requests. In years past there has been one motion for the entire ordinance.

Commission Hege, referenced a hearing opened more than a month earlier related to the fees, and wondered if it would have been more appropriate to have rolled the fees out at that time and had this hearing to allow the public to speak in regards to the fees.

Mr. Stone explained that what happened at the referenced hearing is that the Board directed the administrative staff to prepare this ordinance for the Board's review. The Board will review it today and then there is another portion of the hearing the following month to approve the ordinance.

In light of the new information, Chair Runyon withdrew his motion with the consensus of Commissioner Holliday. Commissioner Hege said that the process Mr. Stone outlined makes sense to him as it gives the public an opportunity to be heard.

PUBLIC WORKS

Marty Matherly, Public Works Director, came forward to explain his request for a \$500.00 deposit for processing and inspection of motor vehicle road rallies. In the Wasco County permit ordinance identifies the road department to issue certain permits for operations that are within the County right-of-way. There are six operations in the ordinance. Currently we do not have any fees for any of those permits. For special events, specifically road rallies, significant oversight and coordination is required from the road department. Mr. Matherly provided documentation in the packet for the County-incurred costs associated with a road rally. There are appreciable post-event costs by way of road repair required as a result of damage sustained by a high-speed race; those costs are already being borne by event organizers.

Mr. Matherly pointed out that he also sees this fee as a tool to help rally organizers keep costs down. He believes \$500 is a reasonable target amount and that organizers will be incentivized to stay within that dollar amount rather than being billed for cost overruns.

Commissioner Holliday added that although there is currently only one such event on County Roads, there may be others in the future who will learn by experience how to keep their costs in line. Like the current event organizers, future organizers may start with higher costs.

Chair Runyon commented that the Board could choose to waive the fee for bike rallies or charitable events. Mr. Matherly responded that his intention is to only apply the fee to high speed motor vehicle races/road rallies under the special event portion of the ordinance.

Commissioner Hege asked if the cost for permitting a bike race or foot race is markedly lower. Mr. Matherly explained that while some of the process is the same for all events, bike and foot races require only 1-3 hours of staff time.

Mr. Stone inquired as to whether the proposed fee calculation included the Sheriff's Department's time spent stopping intersections and redirecting traffic. Mr. Matherly replied that it does not.

Commissioner Holliday observed that a bike or foot race would require more work on the part of the Sheriff's department. Mr. Matherly agreed. Commissioner

Hege stated that he believes the Sheriff's Department negotiates fees with event planners based on their requirement for support from law enforcement. He reported that this year's event went very smoothly.

Recessed at 10:20

Reconvened at 10:22

YOUTH SERVICES

Molly Rogers, Youth Services Director, explained that she and her staff had gone through a process of examining their fee structure and did a comparison with Umitilla County's fee structure. Their goal is not only to cover costs but to encourage youth to not behave in such a way that would cause them to become involved with Youth Services. For example, if Youth Services files a probation violation, they charge the violator a fee for filing as an incentive to the youth to not violate their probation. Once a youth enters the system there is a supervision fee and violations of conditions of an accountability agreement is a \$50 fee. At the end of the process there is no fee. Young people come back to clear their records; there is a court process to have their records expunged.

Ms. Rogers provided a document to the Board outlining her process (see attached) for expunging records. Once a request is made, the individual must complete an application. The office assistant fills out some paperwork which must be notarized. The process then begins and is relatively laborious, including a criminal records check, locating the file, conferring with the DA and Youth Services for objections which must be heard by a judge, and filing a motion with the court. If the motion is granted, all law enforcement agencies with which the juvenile was involved are notified to destroy their records. They have 21 days to do so and notify the requesting agency of completion. The youth is then notified of completion of the process. Youth Services process approximately 20 per year.

Ms. Rogers recognizes that this fee could potentially present a road block to young people trying to move forward. However, if the application went directly through the court rather than being processed by Youth Services, the charge would be approximately \$240.00.

COMMUNITY CORRECTIONS

Robert Martin, Director of Community Corrections, addressed each of the following fee requests:

- 1) The urine analysis fee be broken into two subcategories with the name changed to: "laboratory drug testing fee" and another subcategory called

“instant drug testing fee”. We now use saliva as part of our drug testing and the name for the charges needs to be broad enough to include this.

Additionally we want the flexibility to charge \$7.50 for tests that are tested with an “instant test” and are not sent to the lab. This is a separate charge from laboratory testing, which would remain \$15. The samples are often not sent to the lab if they instant test negative but we still have costs associated with these devices and the disposal of the hazardous wastes. By charging less to those who test negative we reward their good behavior. By changing the name to laboratory drug testing fee, it will allow us to create the subcategories and differentiate the fees. Mr. Stone asked what the actual costs are for the urinalysis test. Mr. Martin responded that it is quite a bit more, but that the population they work with could not bear that cost along with the many other fees they incur as a result of their behavior.

- 2) The fee for inter-county transfer request processing (Wasco County as the sending county) is currently \$10 and is noted as a “one-time fee” in the schedule. It is requested that the “one-time fee” portion be deleted as there should be a fee for each such request and the wording is simply confusing. Additionally it is requested that this fee be raised to \$25 for each such retransfer request. There is a regimen of extra paperwork associated with these transfers. They are often not well thought out by clients and often fall flat after we have spent time in filling out all the paperwork and contacting the other county. I believe there is a balance between making it expensive enough to prevent frivolous requests and client needs.
- 3) The fee for “electronic home detention monitoring” is currently \$5.00 per day and it is requested this be increased to a minimum of \$8.00 per day. This will help cover the expenses for equipment rental services associated with the program. Costs for equipment rental have gone up and there are consumables associated with this. This fee does not cover the actual costs to monitor which include staff time, equipment rental, administrative costs, and consumables, however, charging at that level would be beyond the pale for most of our clients to be able to afford. We rely on our grant funding to help subsidize this.

Commissioner Hege asked about the frequency of occurrence for home detention monitoring. Mr. Martin responded that there is only one individual currently in the program and it is not common.

- 4) It is requested that a new category of fee be adopted and identified as “Non-departmental electronic monitoring”. This category is regarding cases not assigned to, and supervised by, Wasco County Community Corrections. We have frequently been pressed to provide this service and such clients are not covered in our grant funding. Our IGA with the State of Oregon does not allow

grant funds spent on monitoring clients that are not specifically assigned to parole or probation with us. Regardless it is likely that we will eventually be required to take on such a case at some point and it would be advisable to have a fee in place that reflects the expense of such monitoring. Therefore it is requested that another category fee be added and designated "non-departmental electronic monitoring" and be scheduled at a rate of \$55 per day with a one-time "set up fee" of \$250. This fee will be required to be paid "up front" prior to monitoring for the month (each month on the program). This fee is significantly above a "regular" case as it cannot be subsidized by grant funding from the state.

Commissioner Hege asked for an example scenario of how this circumstance might come about. Mr. Martin explained that, for instance, an individual might be incarcerated pending trial. The request would come through to put them on "house arrest," rather than having them incarcerated. They are not on probation or parole; they are a citizen who has been charged with a crime. The Community Corrections funding does not allow for that circumstance.

Commissioner Hege inquired as to who would make that request. Mr. Martin responded that most often the defense attorney would make the initial request but would work through the court system to affect that outcome. However, he believes they do not have a realistic sense of the costs associated with the monitoring.

- 5) Out of state travel permit: It is requested this be increased to \$3.00 (currently \$2.00). This fee has never been raised since inception and the costs associated have risen over time.
- 6) The "Non-departmental Drug Screen fee" is currently \$35 and is charged in the event we are required to obtain a drug screen sample for a person not on parole or probation to Wasco County Community Corrections. It is requested that this fee be raised to \$45. This is a service that we have sometimes been required to do for another entity. The costs associated with this are not subsidized by our state grant as the person is not on supervision to this office and therefore all expenses would come straight out of our "pocket," so to speak. The cost of this service in the community would be far in excess of \$45 (more like \$90 to \$100+). Our expenses include consumables from gloves, disposal containers, and hazardous waste storage and pickup expenses, to the actual lab expenses and the staff time of collecting the sample and reporting lab results to the referring agency. These expenses are not subsidized by our grant and aid from the state and we are prohibited from spending actual grant and aid dollars on non-department clients. This fee increase will help us cover expenses associated with this and is required to be paid up front.

Commissioner Hege asked if the charges were pre- or post-service. Mr. Martin stated that the charge is made prior to service.

PUBLIC HEALTH

Glen Pierce, North Central Public Health District Environmental Health Specialist Supervisor, presented Public Health fee requests. He explained that the proposed Alternative Treatment Technologies fee was intentionally broad to encompass future technology for water treatment rather than having to add language to the ordinance each time a new technology came on the scene.

The proposed Renewal of Hardship Authorization for Temporary Dwelling fees are for when you have a home on a drain field system and it becomes urgent that they have additional living space, such as a manufactured home, added to the property. Planning has a hardship provision for that. Public Health would then inspect the existing drain field for its ability to support a second dwelling. Because the original field would have been designed for a single dwelling, it requires regular monitoring which is done on an annual basis and has costs associated with it.

The proposed Plan Review fee for commercial facility systems is a not-often-used category. In fact, Mr. Pierce has only seen it used once in 27 years. However, it is possible for a system to be designed that falls below DEQ requirements and then falls to the county for inspection.

The \$60.00 DEQ surcharge reflects the actual DEQ charge, which changed many years ago but was never updated on the fee schedule.

The new fees in the Licensed Facility Fee Schedule are a response to the State's addition of two new categories in the last two months. Although there have always been temporary restaurant licenses, there are now two categories for those licenses. A thirty day intermittent license applies to something like the fair ground where there are short term events needing to use the commercial kitchen. The 90 day seasonal license is for something like the farmers market that runs throughout the summer. Both require an operations plan filled out by the applying organization and reviewed by Public Health. The review is followed by a physical inspection. If re-inspection is required, there is an additional \$70.00 fee.

Commissioner Holliday inquired about the historical problem of fees not reflecting actual costs. Mr. Pierce replied that the new fees do address actual costs.

TREASURER

Mr. Stone explained that the credit card administration fee had been in place for the processing of dog licenses. Since Home at Last is assuming that role, the county fee is no longer necessary.

Chair Runyon closed the fee schedule hearing.

Items on the Agenda – Extended Abatement Agreement

Nolan Young, City of The Dalles City Manager, outlined the existing agreement between Wasco County, The City of The Dalles, and Columbia Phytotechnology. Any amendments or extensions of that agreement necessitate action by both the City and the County.

The agreement allows for an extension based on Columbia Phytotechnology meeting certain requirements as outlined in the agreement. There is an additional consideration clause in the law for the fourth and fifth year extensions. To address that clause, the extension agreement contains a formula based on the amount of tax abatement received. The resulting funds are equally shared between the City and the County to be used for operations or capital improvement and may be shared with the districts.

The City Council approved the agreement with an amendment that requires that after the first year of operation, they must have fifty employees. Mr. Young asked that the Board adopt Resolution 12-007 authorizing the signing of the agreement.

Commissioner Holliday wanted to know if Mid-Columbia Fire and Rescue had been included in the discussions. Mr. Stone interjected that it was his understanding that both the North Wasco County School District and Mid-Columbia Fire and Rescue had been invited but that MCF&R had not responded. Mr. Young agreed saying that all affected districts had been notified.

Chair Runyon pointed out that once the agreement moved into the revenue generating phase, the tax districts would have an opportunity to petition the City and the County for funds.

Steve Funk, Chief Security Officer for Columbia Phytotechnology, was available to answer questions. Chair Runyon asked that he explain their business. He replied that they take raw fruits and vegetables through a patented process to create a powder that retains nearly all of the vitamins and nutrients of the fruit. The resulting product is used in a variety of ways, including flavoring and supplements. Their move to The Dalles location will more than double their

capacity and they expect to also more than double their workforce which currently stands at about twenty-four.

{{{Commissioner Hege moved to adopt Resolution 12-007. Commissioner Holliday seconded the motion which passed unanimously.}}}

Chair Runyon asked what brought them to this area. Mr. Funk explained that they wanted to be centrally located in the fruit belt to help minimize transportation costs.

Items on the Agenda – US Forest Service Funding and Cooperative Agreement

Deputy Sheriff Lane Magill explained that the US Forest Service allocates funds for law enforcement patrols within the Mt. Hood National Forest, part of which is within Wasco County. The Wasco County Sheriff's Office entered into a five-year agreement with the USFS, with a break in service last year due to some federal funding issues. The agreements before the Board are new, five-year agreements for cooperation and patrolling. Patrolling commences in May runs through September of each year for \$2,750.00 annually. Some patrols that occur outside the designated time line (i.e. major crimes, marijuana grows, etc.) are compensated separately through the same fund.

Some general discussion followed regarding the need for more people patrolling. Deputy Sheriff Magill pointed out that it has historically been a successful partnership and the US Forest Service has always provided supplemental staffing for major events.

{{{Commissioner Hege moved to approve Cooperative Law Enforcement Agreement between the Wasco County Sheriff's Department and the USDA, Forest Service – Agreement number 12-LE-11060600-010. Commissioner Holliday seconded the motion which passed unanimously.}}}

Items on the Agenda – QLife Budget

Mr. Young explained that the City of The Dalles and Wasco County jointly sponsor the QLife Agency. The operating agreement requires both governments to annually review for approval the budget that has been approved by the budget committee. He is requesting that the Board approve the QLife budget which will then go to the QLife Board for final approval.

Chair Runyon asked what the biggest changes to this year's budget are. Mr. Young pointed to a push by the QLife Board to pay down their debt as quickly as

possible, striving for a three-year payoff as opposed to the scheduled six-year payoff.

In addition, there are provisions to pay Wasco County for services already performed with intent to set-up a process, going forward, to accept quarterly bills from the County for services rendered.

General discussion followed regarding the funding of both a scholarship program and the robotics program.

**{{{Commissioner Holliday moved to approve the QLife budget.
Commissioner Hege seconded the motion which passed unanimously.}}}**

Commissioner Hege provided the Board with a CCO update. This Thursday, there will be a concluding interview of the final two applicants followed by a vote to support one of the two. Although Mr. Stone has encouraged the group to slow down and consider all their options, that hasn't happened. Some discussion followed regarding the various reasons for the compressed process.

Commission Chair Runyon adjourned the regular session at 11:13 a.m.

WASCO COUNTY BOARD
OF COMMISSIONERS

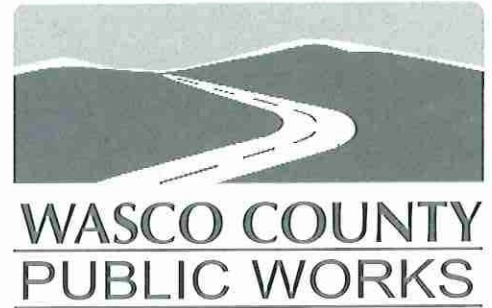
Rod L. Runyon, Chair of Commission

Sherry Holliday, County Commissioner

Scott Hege, County Commissioner

Agenda Item
Dufur Valley Road Paving Project

- [Memo](#)
- [Crestline Bid](#)



2705 EAST 2ND STREET
THE DALLES, OR 97058-4097

541-506-2640
FAX-506-2641

July 16, 2012

To: Wasco County Board of Commissioners

From: Marty Matherly, Public Works Director *Marty*

RE: Dufur Market Road Paving Project

Wasco County received two bid proposals for the Dufur Market Road Paving Project. The first bid proposal was non-responsive because the bid proposal sheet was not included with their bid submittal.

The second bid proposal is over the budget amount approved for this project. In addition, their unit bid price for traffic control appears to be significantly high and unbalanced for the work required.

The budget amount Wasco County has for the project is not flexible due to current funding constraints.

Due to the reasons mentioned, ***I recommend that Wasco County reject the Crestline Construction Company, LLC bid proposal.***

Upon approval to reject the Crestline Construction Company, LLC bid proposal, Wasco County is prepared to immediately re-advertise this project. In an effort to assure this project comes within budget, we have reduced the unit bid item for the tonnage of asphalt and eliminated the unit bid item for traffic control. Traffic control for this project will be done by Wasco County forces.

PROPOSAL
FOR
DUFUR MARKET ROAD PAVING

July 11, 2012

It shall be assumed that all companies submitting bids have checked all plans and specifications and are thoroughly familiar with the work to be performed, the materials and equipment to be furnished, and the conditions that exist.

All work shall be performed according to good engineering and construction standards, all to the satisfaction of Wasco County for the following prices:

BID SCHEDULE

<u>Item Description</u>	<u>Bid Unit</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Total</u>
Level 2, 1/2 Inch Dense MHMAC Mixture	Ton	6000	\$ <u>61</u>	\$ <u>366,000</u>
Traffic Control	Lump Sum	All	\$ <u>139,000</u>	\$ <u>139,000</u>

TOTAL AMOUNT OF BID: \$ 505,000

Under the provisions of ORS 279A.120 we ARE (are, are not) a resident bidder.

I/We acknowledge ORS 279C.800 to 279C.870 and the Davis-Bacon Act (40 U.S.C. 3141 et seq.) and will abide by them in our contract as a provision thereof.

I/We are registered with the Construction Contractors Board and/or licensed by the State Landscape Contractors Board.

I/We have not discriminated against minority, women or emerging small business enterprises in obtaining any required subcontracts. (ORS 279A.110)

It is understood that Wasco County reserves the right to reject any and all bids, to waive any and all irregularities and informalities not affecting substantial rights, and to award the bid according to the public's best interests.

Accompanying this proposal is a PROPOSAL BOND, (proposal bond, cashiers or certified check), in the amount of 590 dollars, which amount is not less than 5% of the total amount of the proposal.

Respectfully submitted:

CRESTONE CONSTRUCTION COMPANY, LLC.
Contractor / Company Name

[Signature]
Signature

7-11-2012
Date

ERIK KERR
Print Name

MANAGER
Title

3500 CRATES WAY The DALES, OR 97058
Address

541-506-4000
Phone Number

541-506-4001
Fax Number

OR # 101573
Contractors Board Number

FIRST-TIER SUBCONTRACTOR DISCLOSURE FORM

Project Name DUFUR MARKET ROAD PAVING
 Highway DUFUR MARKET ROAD
 County WASCO COUNTY
 Bid Opening Date 7-11-2012
 Name of Bidding Contractor CRESTLINE CONSTRUCTION COMPANY, LLC

☐ CHECK THIS BOX IF YOU WILL NOT BE USING ANY FIRST-TIER SUBCONTRACTORS OR IF YOU ARE NOT SUBJECT TO THE DISCLOSURE REQUIREMENTS (SEE INSTRUCTIONS).

FIRST-TIER SUBCONTRACTORS

Firm Name <u>KERR CONTRACTORS OREGON, INC.</u>	Dollar Amount <u>\$194,925</u>
Category of Work <u>ASPHALT PLACEMENT</u>	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

Firm Name	Dollar Amount
Category of Work	

(Attach additional sheets as necessary)

Agenda Item
Update to Natural Hazard Mitigation Plan

- [Memorandum](#)



Wasco County Planning Department

“Service, Sustainability & Solutions”

2705 East Second St. • The Dalles, OR 97058
Phone: (541) 506-2560 • wcplanning@co.wasco.or.us
www.co.wasco.or.us/planning/planhome.html

To: Wasco County Board of Commissioners (“Board”)
From: John Roberts, Planning Director
Will Clark, RARE Intern-MCCOG
Date: July 18, 2012 Meeting
Re: Update to Wasco County’s Natural Hazards Mitigation Plan

Purpose: On October 19, 2011 staff made the Board aware of the forthcoming update the Wasco County Natural Hazard Mitigation Plan (NHMP), anticipated process, and project leads and stakeholders to be involved. On May 9, 2012 staff met with the Board to update them on the status of the update and discuss the NHMP community profile. The purpose of this memo is twofold:

- 1) Start to bring closure to the update to the NHMP.
- 2) Recognize Will Clark (RARE Intern) for his hard work.

Background: A NHMP forms the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster impacts, reconstruction and repeated damage. It creates a framework for risk-based decision making to reduce damages to lives, property and the economy from future disasters. Jurisdictions with Federal Emergency Management Agency (FEMA) approved mitigation plans are eligible for federal grant funding to implement those mitigation items identified in the plan. Jurisdictions are required to review, update and re-seek FEMA approval of their plans every five years in order to maintain grant eligibility. Wasco County adopted its NHMP in February 2007 making it due for its 5-year update 2012.

An updated NHMP will allow Wasco County to apply for grants from the following Federal Hazard Mitigation Programs:

- **Pre-Disaster Mitigation Program**
- **Hazard Mitigation Grant Program**
- **Flood Mitigation Assistance Program**

Oregon Partners for Disaster Resilience (OPDR) facilitated a regional planning approach with training sessions, technical assistance and plan updates occurring for seven counties in the region to update or create their NHMP simultaneously (i.e., Clackamas, Hood River, Sherman, Gilliam, Morrow, Wheeler and Umatilla counties). OPDR is partnered with Resource Assistance to Rural Environments (RARE) AmeriCorps service placements to assist all the aforementioned counties with updates to their respective NHMPs (through the University of Oregon Community Service Center). Additionally, two placements are being hosted by the Mid-Columbia Council of Governments. The RARE placement or designated project lead for Wasco County is Will Clark. Will serves as the project lead and works closely with the NHMP Steering Committee.

Overview of the Wasco County NHMP Update Process: The project began in earnest in

September 2011 and is anticipated to be completed by August/September 2012. Since a project kick-off meeting was held in September 2011 the steering committee met four times. The update to the NHMP is in draft form and should be completed soon. The following overviews the significant phases of the update:

- The first major phase of the update process was to reorganize Wasco County's Natural Hazard Mitigation Plan Steering Committee. Members of the committee had met semi-annually to discuss updates to the plan, but new members and partners were also identified to help with the plan update process. During the first kickoff meeting, the steering committee outlined work that needed to be done during the next year along with a review of the basic function and role the county's NHMP.
- The second stage of the process was to update and complete a thorough community profile for Wasco County. The profile itself was broken into six parts: natural environmental capacity, community connectivity, socio demographic capacity, built capacity, regional economic capacity and political capital. The county's profile is 51 pages long, and provides a firm point of reference for the other main sections of the NHMP.
- The third major phase of the project was to conduct a county risk assessment. The primary activities for this phase of the project were to have members of the steering committee identify natural hazards that threaten the region, interpret the county's relative risk from each disaster by answering a series of ten questions for each natural hazard impacting the area, and then developing a detailed list of vulnerable community assets that could be affected by the hazards (and lead to projects and action items that might be eligible for FEMA hazard mitigation grant funding).
- The fourth major phase of the project was to re-evaluate the hazard mitigation strategy section of the NHMP. The primary activity for this phase of the project was to have the steering committee review goals and action items from the current plan, identify successes, and then modify the section to encourage better implementation of mitigation activities over the next five year shelf life of the updated plan. These activities and their forms are meant to provide the county with a convenient method when applying for FEMA hazard mitigation grants.
- The fifth major phase of the project was to review the plan's maintenance and implementation strategy. This involved re-establishing the five year NHMP coordinating body, as well as outlining responsible parties for coordinating committee meetings, applying for hazard mitigation funding, recording changes to the county plan, and initiating the next update process.
- The City of The Dalles also has an addendum to the Wasco County NHMP that was likewise nearing expiration and in need of an update. City representatives met to update the city addendum, and at the meeting reviewed the city's community profile, risk assessment, mitigation strategy and plan implementation and maintenance sections, with particular attention paid to updating the city's action items. The city addendum will appear as an appendix in the updated version of the county's completed Natural Hazard Mitigation Plan.

Next Steps:

- The draft of the updated plan is almost finalized and will be reviewed by the steering committee one more time.
- The Oregon Office of Emergency Management and Federal Emergency Management Agency, Region X officials will review the updated draft plan and pre-approve it.
- The Board will need to officially adopt the plan via resolution (possibly by September).
- The updated plan will be copied, distributed and made available online.

Will Clark: As mentioned, the RARE placement and designated project lead for Wasco County is Will Clark. His last day on the job is anticipated to be August 1.

Will worked closely with me and the steering committee. We could not be happier with the quality work Will has produced and his professionalism and patience in working with us. Will has a great set of skills and assets which include but are not limited to:

- Ability to address a diverse set of issues.
- Ability to synthesize and present difficult information.
- Really good and thorough researcher and writer.
- Ability to effectively communicate and present complex demographic information.
- Well-grounded in planning issues.
- Analytical and genuine.

More importantly, Will is someone who brought a lot of energy and passion to his assignment. Overall, I think Will would make a great land use planner (if he ever chose to pursue that profession).

Will is currently exploring his career opportunities and intends on staying in the area, region or state. We all wish Will the best of luck in his future endeavors. A BIG THANKS Will....

Agenda Item
Wasco County Emergency Operations Plan

- [EOP](#)

Wasco County Emergency Operations Plan



Prepared for:



Wasco County Sheriff's Office
Emergency Management Division
511 Washington Street, Suite 102
The Dalles, OR 97058

Prepared by:



ecology and environment, inc.
Global Environmental Specialists

Wasco County, Oregon EMERGENCY OPERATIONS PLAN



June 2012

Prepared for:

**Wasco County Sheriff's Office
Emergency Management Division**

Prepared by:



ecology and environment, inc.
Global Specialists in the Environment



This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the Office of Grants and Training or the U.S. Department of Homeland Security.

Preface

The Wasco County Emergency Management Program is governed by a wide range of laws, regulations, plans, and policies. The program is administered by the Wasco County Sheriff's Office and is coordinated by the Division of Emergency Management. The program receives its authority from Oregon Revised Statutes, which are the basis for Oregon Administrative Rules. The National Response Framework, the National Contingency Plan, and the State of Oregon Emergency Management Plan provide planning and policy guidance to counties and local entities. Collectively, these documents support the foundation for this County Emergency Operations Plan (EOP).

This EOP is an all-hazard plan describing how the county will organize and respond to events. It is based on and is compatible with the laws, regulations, plans, and policies listed above. The plan describes how various agencies and organizations in the county will coordinate resources and activities with other federal, state, local, tribal, and private-sector partners. Use of the National Incident Management System/Incident Command System is a key element in the overall county response structure and operations.

It is recognized that response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of Wasco County that responses to such conditions are done in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, Wasco County has adopted the principles of the National Incident Management System (NIMS), including use of the Incident Command System (ICS). Wasco County also maintains this EOP with supporting plans/annexes and an Emergency Management Organization (EMO) to address responses to major emergency or disaster events.

Wasco County public officials, departments, and employees that perform emergency and/or first response functions must be properly prepared. Department heads and elected officials shall, to the extent possible, ensure that necessary training is provided to themselves and their employees as to further prepare Wasco County staff for successfully carrying out assigned emergency response roles. To the extent possible, procurement and maintenance of essential response equipment will also be accomplished in support of this goal.

All emergency response personnel and essential support staff in Wasco County must be familiar with this plan and the supporting procedures and documents.

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Letter of Promulgation

To all Recipients:

Promulgated herewith is the revised Wasco County Emergency Operations Plan. This plan supersedes any previous versions of the Emergency Operations Plan. It provides a framework in which Wasco County can plan and perform its respective emergency functions during a disaster or national emergency.

This Emergency Operations Plan attempts to be all-inclusive in combining the four phases of emergency management, which are:

- **Mitigation:** activities that eliminate or reduce the probability of disaster;
- **Preparedness:** activities that governments, organizations, and individuals develop to save lives and minimize damage;
- **Response:** activities that prevent loss of lives and property and provide emergency assistance; and
- **Recovery:** short and long-term activities that return all systems to normal or improved standards.

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

Scott Hege, Commissioner

Sherry Holliday, Commissioner

Rod Runyon, Commissioner

DATE

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Plan Administration

Record of Plan Changes

The County Emergency Operations Plan, including appendices and annexes, will be reviewed and approved on an annual basis. All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Summary of Changes
2006	Original Release	
2012	Plan Update	Global update through State EOP Planning Project.

Plan Distribution List

Copies of this plan have been provided to the following jurisdictions, agencies, and persons. Updates will be provided. The recipient will have the responsibility for updating the Emergency Operations Plan when changes are received. The Wasco County Emergency Manager is ultimately responsible for all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person
	3	Wasco County Board of Commissioners*
	1	Wasco County Emergency Management*
	1	Wasco County Emergency Operations Center*
	1	Wasco County Sheriff's Office*
	1	Wasco County Communications Center*
	1	Wasco County Public Works Department*
	1	North Central Public Health District*
	1	Wasco County Assessor*
	1	Wasco County Planning Department*
		Area Fire Districts and Departments
		Area Hospitals
		Area Law Enforcement Agencies
		Area Public Works Agencies
		Area Utilities

** Provide hard copies of the EOP. Copies to additional agencies will be distributed electronically.*

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Wasco County Emergency Management
Emergency Support Function Annexes	
ESF 1 Transportation	Wasco County Public Works Wasco County Emergency Management
ESF 2 Communications	Wasco County Communications Center Wasco County Sheriff's Office Wasco County Information Services
ESF 3 Public Works and Engineering	Wasco County Public Works City Public Works Departments
ESF 4 Firefighting	Area Fire Districts and Departments
ESF 5 Emergency Management	Wasco County Emergency Management
ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	North Central Public Health District Mid-Columbia Center for Living American Red Cross
ESF 7 Logistics Management and Resource Support	Wasco County Emergency Management Finance Department
ESF 8 Public Health and Medical Services	North Central Public Health District Area Ambulance Service Providers Area Hospitals
ESF 9 Search and Rescue	Wasco County Sheriff's Office Oregon State Fire Marshal (USAR)
ESF 10 Oil and Hazardous Materials	Area Fire Districts and Departments
ESF 11 Agriculture and Natural Resources	Wasco County Emergency Management North Central Public Health District Wasco County Extension (OSU)
ESF 12 Energy	Wasco County Emergency Management Area Utilities
ESF 13 Public Safety and Security	County Sheriff's Office Area Law Enforcement Agencies

Section/Annex	Responsible Party
ESF 14 Long-Term Community Recovery	Wasco County Assessor Wasco County Planning Wasco County BOC Wasco County Chamber of Commerce
ESF 15 External Affairs	Wasco County BOC
Support Annexes	
SA A Evacuation	Wasco County Emergency Management
Incident Annexes	
IA 1 Severe Weather/Landslides	Wasco County Emergency Management
IA 2 Flood/Dam Failure	Wasco County Emergency Management
IA 3 Drought	Wasco County Emergency Management
IA 4 Earthquake	Wasco County Emergency Management
IA 5 Volcano	Wasco County Emergency Management

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WASCO COUNTY EOP INDEX OF ANNEXES

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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

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Basic Plan

1

Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for Wasco County's (County) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the County will conduct emergency operations, utilizing a combination of technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, county staff, response partners and policy makers. Specifically, this EOP describes a concept of operations for the County during an emergency and identifies the roles and responsibilities of the County departments and personnel when an incident occurs. The EOP also 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 organizational culture that prioritizes increased disaster resiliency. 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 its supporting documents.

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 Operations Plan (State EOP) and the National Response Framework (NRF).

1.2.2 Scope

The County EOP is intended to be activated 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 the county itself or neighboring counties. Notwithstanding its reach, this plan is intended to guide

1. Introduction

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 and around 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.

1.3 Plan Activation

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

- Incidents in or affecting the County.
- Health emergencies.
- Life-safety issues county-wide.

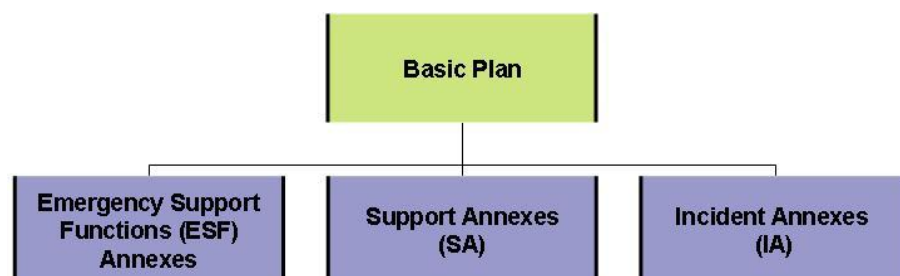
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

1.4 Plan Organization

The County EOP is comprised of four main elements:

- Basic Plan (with Appendices)
- Emergency Support Function Annexes
- Support Annexes
- Incident Annexes

Figure 1-1 Plan Organization



1. Introduction**1.4.1 Basic Plan**

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.

1.4.2 Emergency Support Function Annexes

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

Table 1-1 Emergency Support Functions	
Annex	Function
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management

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Table 1-1 Emergency Support Functions	
Annex	Function
ESF 6	Mass Care, Emergency Assistance, Housing and Human Services
ESF 7	Logistics Management and Resources Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials Response
ESF 11	Agricultural and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long Term Recovery
ESF 15	External Affairs

1.4.3 Support Annexes

Support Annexes describe how County departments and agencies, the private sector, volunteer organizations, and nongovernmental organizations coordinate and execute the common support processes and administrative tasks required during an incident. The actions described in the Support Annexes are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

The SAs also include functions that did not fit within the scope of the ESF annexes listed above.

Table 1-2 Support Annexes	
Annex	Function
SA A	Evacuation

During a major emergency or disaster affecting the County or a portion thereof, departments and special districts may be asked to support the larger response. Request for such assistance would come from County Emergency Management.

1.4.4 Incident Annexes

Additionally, Incident Annexes are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

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Table 1-3 Wasco County Incident Annexes (IAs)	
Annex	Hazard
IA 1	Severe Weather/Landslides
IA 2	Flood/Dam Failure
IA 3	Drought
IA 4	Earthquake
IA 5	Volcano

1.5 Relationship to Other Plans

While the EOP provides the framework for emergency operations within Wasco County, other plans and programs within or affecting the county contain information and resources useful in emergency planning and response. The most important of these plans are identified below.

1.5.1 Federal Plans

1.5.1.1 National Incident Management System

Homeland Security Presidential Directive (HSPD)-5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System (NIMS). NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and 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.

1.5.1.2 National Response Framework

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

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

1.5.1.3 National Disaster Recovery Framework

The NDRF provides guidance that enables effective recovery support to disaster-impacted States, Tribes and local jurisdictions. It provides a flexible structure that

1. Introduction

enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient Nation.

The NDRF defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

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

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains Functional Annexes 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.

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

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

- The Oregon Emergency Response System (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 or Reed College;
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;
- A geographically limited disaster requires closely coordinated response by more than one State agency and/or
- An affected city or county fails to act.

1.5.3 County Emergency Plans

1.5.3.1 Hazard Mitigation Plan

The Wasco County Natural Hazard Mitigation Plan identifies activities that assist the County in reducing risk and preventing loss from future natural hazard events. The action items address multi-hazard issues, as well as activities for flood, landslide, severe winter storm, windstorm, wildfire, earthquake, and volcanic eruption. This plan identifies the major natural hazards the county is likely to face and provides a basis for mitigation, response and recovery activities.

1.5.3.2 Continuity of Operations Plan

Wasco County policy requires each department and agency to develop a Continuity of Operations Plan (COOP)/Continuity of Government (COG) plan for implementation in the event a disaster affects the department's and agency's ability to conduct business. These plans may be used in conjunction with the

1. Introduction

EOP during various emergency situations. The COOP and COG detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Part of these plans identifies essential functions of county and local government, private sector businesses, and community services and delineates procedures developed to support their continuation. COOP/COG elements may include but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

1.5.4 City Emergency Plans

City officials have primary responsibility for the safety and welfare of their citizens and maintain oversight of resources and operations within their jurisdictions. Cities are encouraged to integrate their emergency planning and response operations with the County. All cities use NIMS/ICS to manage incidents. Cities are requested to provide a copy of their current EOP to the County to aid in coordinated response.

An EOP is currently in development for the City of The Dalles. Incorporated and unincorporated municipalities within Wasco County without an EOP are covered by the County plan.

1.5.5 Agency and Organization-Specific Plans

A number of agency-specific plans and organizational procedures are available to support the County EOP and individual ESFs. These plans and procedures are

1. Introduction

interrelated and have a direct influence on the county's preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, county, regional, and state agencies and entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

1.5.6 Special District Emergency Plans

Special districts have a separate system of governance and their service areas often overlap multiple city and county boundaries. Some special districts provide primary emergency response for incidents in their districts using their own plans, policies and procedures which are coordinated with county and city emergency plans. Most special district incident response is limited to activities directly related to the service(s) they provide. They rely on support from external agencies during response to a major incident management.

1.5.7 Regional Emergency Plans

Wasco County is a partner in regional planning efforts, among them:

- Regional Mass Fatality Incident Response Plan
- Regional Mass Casualty Incident Plan
- North Central Public Health District (NCPHD) Public Health Emergency Plan

1.6 Authorities

1.6.1 Legal Authorities

In the context of the County EOP, a disaster or major emergency is considered an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS, Chapter 401, which establishes the authority for the Wasco County Board of Commissioners (BOC) to declare a state of emergency.

The County conducts all emergency management functions in a manner consistent with the National Incident Management System (NIMS). Procedures for supporting NIMS implementation and training for the County have been developed and formalized by the County Emergency Management Organization (EMO).

As approved by the BOC, the Emergency Management Division of the Wasco County Sheriff's Office has been identified as the lead agency in the EMO. The

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Emergency Manager has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-4 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-4 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 – Code of Federal Regulations (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 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 – Public Health and Safety – ORS Chapter 476 – State Fire Marshal, Protection from Fire Generally – Oregon Emergency Operations Plan – Executive Order of the Governor
Wasco County
– None at this time

1.6.2 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 Chapter 476 (the Oregon State Emergency Conflagration Act).

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See Appendix D, for Existing Mutual Aid Agreement.

Copies of these documents can be accessed through the County Emergency Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

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

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

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

1.7.2 Declaration of Emergency

In the context of the county EOP, a disaster or major emergency is considered 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. The BOC will make an Emergency Declaration stating that an emergency exists and will specify a location or description of the affected area and jurisdictions included in the declaration. Under such conditions, this plan will be implemented. If possible, an Initial Damage Assessment will be conducted by local jurisdictions and/or the county prior to requesting state or federal assistance. Particular attention will be given to special needs populations to appropriately allocate resources necessary for providing critical services during an emergency.

OEM has set forth the following criteria necessary in declaring a local emergency:

1. Introduction

- Describe the circumstances impacting an identified area;
- Identify the problems for which assistance is needed; and
- Clearly state what has been done locally to respond to the impact and needs.

When an emergency or disaster arises, and it is determined conditions have progressed past the manpower, equipment, or other resource capabilities of the affected municipality or county department, a mayor or county department head will request that the following officials activate this EOP and the county Emergency Operations Center (EOC):

- Wasco County Emergency Manager
- Wasco County BOC
- Wasco County Sheriff

Wasco County's local declaration process involves an escalation through the County Emergency Manager to the BOC for a formal declaration of emergency or disaster. The declaration will be forwarded to the State of Oregon for review by the Governor. If the governor issues an emergency or disaster declaration, OEM will be contacted via the OERS for allocation of state resources to support the response. Example emergency/disaster declaration templates for Wasco County and incorporated cities are included in Appendix A.

During a suspected or confirmed Public Health Emergency, the North Central Public Health District Director advises the BOC to make a declaration; the BOC then signs the declaration and forwards it to the state for review by the Governor. Human isolation and quarantine issues will be addressed by the North Central Public Health District Director. A board order to implement formal procedures must be requested and issued through the BOC. Following the issuance of a board order, isolation and quarantine measures would be implemented and enforced within the county.

Animal quarantine measures will be implemented through North Central Public Health District (Environmental Health Program) and DO NOT require a board order. The Area Veterinarian in Charge for the United States Department of Agriculture/Animal and Plant Health Inspection Service/Veterinary Services will assist the State Veterinarian as appropriate in any animal health emergency. Most likely, support from the State Brand Inspector, state agricultural agencies, Cooperative Extension Services, and the Oregon Department of Human Services would be included in these procedures. Formal quarantine measures will be implemented, following existing procedures established in the Oregon Animal Disease Emergency Management Plan as set forth by Oregon Department of

1. Introduction

Agriculture (ODA). Response activities may also be supported by the ODA's Veterinary Emergency Response Teams (VERT).

1.7.3 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated.

The State OEM Operations Officer coordinates with the agencies represented in the State Emergency Coordination Center (State ECC) to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the local emergency management organization or to the local incident commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

1.7.4 Federal Assistance

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

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

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

Table 1-5 provides the policy and operational lines of succession during an emergency for the County.

1. Introduction

Table 1-5 Lines of Succession	
Emergency Operations	Emergency Policy and Governance
Director of Emergency Services (Wasco County Sheriff)	County Chair
Any person designated by the Director	County Commissioners (in order of seniority)
Sheriff's Chief Deputy	Wasco County Sheriff
Emergency Manager	Any person(s) designated by BOC Order
Sheriff's Sergeant	

Each County department is responsible for pre-identifying lines of succession in management's absence. Lines of succession for each department can be found in the department's COOP/COG plan. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. County Emergency Management 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.

1.8.2 Preservation of Vital Records

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

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the 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 are responsible for requesting additional resources required for emergency operations.

1. Introduction

In times of declared disasters, all assistance requests will be made through the County Emergency Manager via the County EOC. The County EMO processes subsequent assistance requests to the State.

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 local Fire Chiefs. The Act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency 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.

1.9.2 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 BOC. If an incident in the County requires major redirection of County fiscal resources, the BOC will meet in emergency session to decide how to respond to the emergency funding needs and will declare a State of Emergency and request assistance through Oregon Emergency Management as necessary.

Expenditure reports should be submitted to the BOC and managed through the Treasurer's Office and the County Clerk to identify budgetary shortfalls. The County Personnel Director 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.

1.9.3 Legal Support and Liability Issues

Legal support for the County emergency management organization is provided by County Attorney.

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

1.9.4 Reporting and Documentation

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

1. Introduction

- Incident and damage assessment reports.
- Incident command logs.
- Cost recovery forms.
- Incident critiques and after action reports.

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

1.10 Safety of Employees and Family

All department heads or designees are responsible for the safety of employees. Employees should attempt to make contact with their supervisors and managers within the first 24 hours following an incident. 9-1-1 should not be utilized as a common communication mechanism unless it is reflective of a need for emergency assistance or resources. 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 maintaining overall response activities required to protect the community and overall county 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. North Central Public Health District maintains a Respiratory Control Policy and Procedure for all public health staff. Safety precautions and personal protective equipment decisions will be specific to the type of incident occurring and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

While all County agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is encouraged to develop family emergency plans to facilitate family safety and self-

1. Introduction

sufficiency, which in turn will enable employees to assume their responsibility to the county and its citizens as rapidly as possible.

Processes in support of employees and their families during emergency situations or disasters will be further developed upon finalization of COOP/COG plans and other medical/health related procedures.

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Situation and Planning Assumptions

2.1 Situation

The County is exposed to many hazards, all of which have the potential for disrupting the community, causing damage, and creating casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. There is also the threat of a war related incident such as a nuclear, biochemical or conventional attack. Other disaster situations could develop from hazardous material accidents, health related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

Wasco County spans approximately 2,400 square miles on the south shore of the Columbia River in the north central part of Oregon. The Mid-Columbia region begins just east of the Cascade mountain range and extends into the high plateaus of Oregon and Washington's Columbia Basin. In general, this region's geographical position results in a climate characterized by relatively mild temperatures, seasonal precipitation, mild winters, and dry summers. The Cascades serve as an effective moisture barrier for the majority of the Columbia River Gorge, causing storms to concentrate much of their moisture west of the peaks and leaving areas to the east in a "rain shadow."

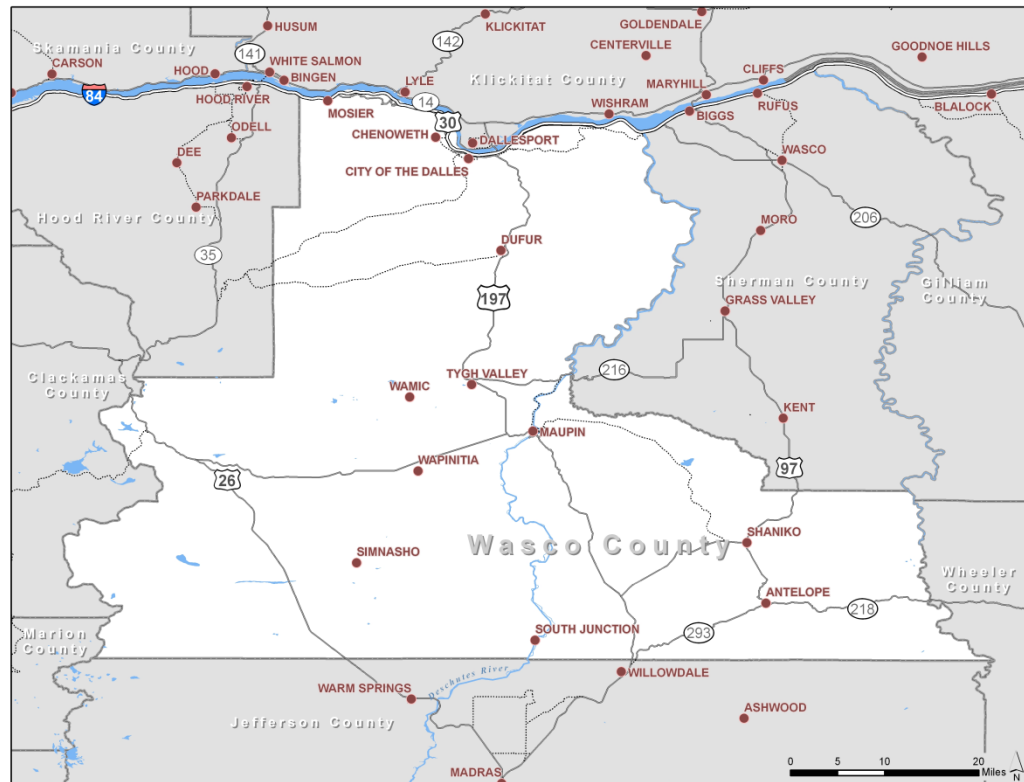
Wasco County is bordered on its north side by the Columbia River; to its south, it borders a portion of the high desert area of central Oregon. To the west rise the Cascade Mountains, and to the northwest, the Columbia River Gorge. The Columbia River is the only fresh-water corridor for ocean-going commerce on the entire West Coast of North America, and the only water-grade route through the Cascade Range between Canada and California. To the east, Wasco County borders Sherman County.

Along the Columbia River are low-lying bottomlands, from which a series of alluvial plains and terraces extend southward. Land elevations rise from less than 100 feet on the Columbia River and floodplains to over 4,000 feet above mean sea level. The western half of Wasco County lies at the eastern end of the Columbia River Gorge; once away from the Gorge, the County is comprised of a series of rolling hills and valleys that extend south into central Oregon. The major driving route is Interstate 84, which leads west to the metropolitan areas of Portland,

2. Situation and Assumptions

Oregon. Interstate 84 and State Highways 97 and 197 provide access to the county's major population centers and recreational opportunities.

Figure 2-1 Map of Wasco County



According to the 2010 census estimates, approximately 13.4% of Wasco County's population over the age of five speaks a language other than English at home. An inability to speak or read English may present a challenge to emergency managers since instructions for self-protective action and general disaster information are usually provided only in English. In certain areas of Wasco County, it may be advisable for emergency managers and emergency response agencies to arrange for translation of the instructions and for providing information in different languages.

Wide variation exists in the vulnerability of the developmentally disabled population in Wasco County. Some developmentally disabled individuals may have strong support networks and a high level of care provided by friends, family, and care providers, while others may not. Some individuals may be largely self-reliant; others may have additional disabilities in addition to their developmental disabilities. Ten percent of Wasco County's developmentally disabled population is wheelchair bound, and approximately 2% of the county population—476 residents in 2000—suffers from a mental illness.

2. Situation and Assumptions

A major disaster or emergency will cause environmental damage, injuries, property loss, and disruption of essential public services and could impact regional economic, physical, and social infrastructures. The extent of casualties and damage will reflect factors such as when the event occurs, how severe it is, weather conditions, population density, and the possible triggering of secondary risks, such as fires and floods. Initial emergency response activities focus primarily on minimizing loss of life, property, and damage to critical infrastructure, including cultural and economic assets. Historically, these activities have been carried out by traditional first responders, such as fire services and law enforcement. Local governments develop, maintain, and implement emergency plans and associated training programs that address all hazards. Agency-specific procedures and protocols established for support functions and critical tasks will be implemented in conjunction with the County EOP as needed or required.

A number of emergency situations can result in overwhelming the capabilities and resources of local governments and jurisdictions during response operations. Thus, it is imperative this jurisdiction establish clear lines of authority, formalize resource request and allocation procedures, and activate contingency plans, including mutual aid agreements, to acquire additional regional, state, and federal resources as needed.

2.1.2 Hazards and Threats

A wide range of natural and human-caused hazards and threats have the potential to disrupt the community, causing casualties and/or damaging property and the environment. These are discussed in the following sections. Additional detail can be found in the Wasco County Hazard Identification and Vulnerability Analysis.

2.1.2.1 Drought

Drought is a condition of climatic dryness severe enough to reduce soil moisture and water below the minimum necessary for sustaining plant, animal, and human life systems.

In every drought, agriculture has felt the impact, especially in non-irrigated areas such as farms. Droughts have left their major impact on individuals (farm owners), on the agricultural industry and, to a lesser extent, on other agriculture-related sectors.

There is increased danger of forest fires. Millions of board feet of timber have been lost. In many cases, erosion has occurred which caused serious damage to aquatic life, irrigation, and power development by heavy silting of streams, reservoirs, and rivers.

Low stream flows have created high temperatures, oxygen depletion, disease, and lack of spawning areas for fish resources.

2. Situation and Assumptions

All of the above effects result in economic and revenue losses for business, cities and the county.

History suggests a high probability of occurrence. The entire population of the county is vulnerable to the effects of drought. Transportation and communications infrastructure would be minimally impacted, if at all. As growth places more pressure on limited local resources, future impacts may be greater, suggesting high vulnerability. A high risk rating is assigned.

Nearly all areas of the county may be vulnerable to drought.

2.1.2.2 Earthquake

An earthquake is the shaking of the ground caused by an abrupt shift of rock along a fracture in the earth, called a fault. There are three categories of quakes and each type may affect Wasco County. The first is a shallow or crustal quake. These occur at a depth of 5 to 10 miles beneath the earth's surface. These quakes are associated with fault movement within a surface plate. The second type of earthquake is an intraplate, or "deep" earthquake. Intraplate quakes occur when an earthquake on a geologic plate affects another plate. In Pacific Northwest geology, intraplate quakes happen when the Juan de Fuca plate breaks up underneath the continental plate, approximately 30 miles beneath the earth's surface. The third type of quake is a subduction zone earthquake. These occur when two converging plates become stuck along their interface. Continued movements between the plates will build up energy across the locked surface until the plates abruptly slip along the interface when the strain is released.

The entire county population, property, commerce, infrastructure and services may be vulnerable to an earthquake. The scope of damage is a function of earthquake magnitude and level of preparedness. Damage could range from minimal to moderate loss of life and destruction of property.

Most injury, death, and property damage in an earthquake result from seismic impacts on structural and non-structural materials. The vulnerability of certain areas partially depends on the types of structures in that area. A wood frame residential structure that is adequately secured to the foundation is relatively safe. Un-reinforced masonry buildings are at greatest risk from seismic impacts. Most injuries in earthquakes result from non-structural materials such as light fixtures, equipment, and furniture, falling on people and causing injury.

There is really no past "recent" history of major earthquakes in Wasco County. County residents have felt some earthquakes distant from Wasco County. Even with this lack of history, geology clearly shows that the county has been impacted by significant events in the last 500 years. It is this 500 year history that Oregon Department of Geology and Mineral Industries based the 1999 damage estimates on.

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2.1.2.3 Floods

The main cause of Northwest floods is the moist air masses that regularly move over the region in the winter. In Wasco County, the weather that produces the most serious flooding events are extensive wet conditions that follow a period of mid and high elevation ice and snow pack development.

Riverine and flash floods may both occur in Wasco County. Riverine floods happen when the amount of water flowing through a river channel exceeds the capacity of that channel. Riverine floods are the most common type of flooding. Flash flooding occurs during sudden rainstorms when a large amount of rain falls in a very short period of time. These happen in steeply sloping valleys and in small waterways.

A secondary category of flood is the storm water or urban flood. Storm water flooding occurs when runoff from rainfall concentrates in developed areas, drainage, and low-lying areas. Poor drainage, elevated groundwater levels, and ponding are all symptoms of storm water flooding that can cause property damage.

Storm water flooding should be a concern in Wasco County because of rapid development. In the February 1996 flooding there were a surprising number of properties that were impacted that were not near a tributary. Instead these properties were in poorly drained areas where ponding and runoff patterns caused basements to flood and other types of water damage. Not all of this is due to development. Natural soil conditions and geological features often determine drainage patterns.

Many rivers in Wasco County historically flood every few years. These include the White River, the Deschutes River and the Columbia River. Flooding on these rivers usually occurs between October and February. Long periods of heavy rainfall and mild temperatures coupled with snowmelt contribute to flooding conditions.

Wasco County participates in the National Flood Insurance Program and has developed local ordinances to better regulate and direct development in flood plain areas. These local ordinances regulate planning, construction, operation, and maintenance of any structures, and improvements, private or public. They work to insure that these developments are properly planned, constructed, operated, and maintained to avoid adversely influencing the regimen of a stream or body of water or the security of life, health, and property against damage by flood water. Additionally, recent steps have been taken to mitigate the effects of flooding.

Historically, flooding occurs along one or more of the County's waterways every few years, suggesting a moderate probability of occurrence. Because of the relative land area and population affected, the County is exposed to moderate vulnerability. The frequency of flooding, the potential for simultaneous flooding

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events, plus the historical record of recurrent flooding and cumulative costs, all suggest the assignment of a moderate risk rating.

2.1.2.4 Wildfire

Any instance of uncontrolled burning within a forested area is a wildland fire, whereas uncontrolled burning in grassland, brush, or woodlands is classified as a wildfire.

Wasco County's fire season usually runs from mid-May through October. However, any prolonged period of lack of precipitation presents a potentially dangerous problem. The probability of a wildland fire in any one locality on a particular day depends on fuel conditions, topography, the time of year, the past and present weather conditions, and the activities (debris burning, land clearing, camping, etc.) which are or will be taking place.

Historically, it appears that the instance of wildfire is increasing through the region. Additionally, the existence of open range lands and large forested areas, increasing population and recreational activities, and the uncertain impact of a changing climate combine to suggest a high probability of occurrence. The destruction of large tracts of forest land would have immediate economic impact to the community through lost jobs, reduced taxes, and increased public support while collateral economic and social effect could impact the County for years, suggesting high vulnerability. Accordingly, a high risk rating is assigned.

2.1.2.5 Landslide

Landslides are the sliding movement of masses of loosened rock and soil down a hillside or slope. The term landslide includes a wide range of ground movement, such as rock falls, deep failure of slopes, and shallow debris flows. It is most common for landslides to occur on water saturated slopes when the base of the slope can no longer support the weight of the soil above it. Landslides are commonly associated with heavy rain and flooding conditions but they may also be associated with earthquakes (the 1994 Northridge Earthquake caused an estimated 11,000 landslides) and with volcanic activity.

Slides in Wasco County generally range in size from thin masses of soil of a few yards wide to deep-seated bedrock slides. Travel rate may range in velocity from a few inches per month to many feet per second, depending largely on slope, material, and water content. The recognition of ancient dormant slide masses is important as they can be reactivated by earthquakes or unusually wet winters. Also, because they consist of broken materials and disrupted ground water, they are more susceptible to construction-triggered sliding than adjacent undisturbed material.

Wasco County has several areas where landslides have taken place and many areas that are susceptible to landslides. The slopes above the Columbia River are particularly susceptible.

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Wasco County has a history of landslides suggesting a moderate probability of occurrence. Landslides tend to occur in isolated, sparsely developed areas threatening individual structures and remote sections of the transportation, energy and communications infrastructure suggesting low vulnerability. Because of the moderate probability of occurrence, a moderate risk rating is assigned.

2.1.2.6 Severe Weather

Wasco County is vulnerable to a variety of severe storm hazards. Tornadoes are described separately. Ice, snow, and windstorms all have the ability to severely impact the County. Severe local storms seldom cause death and serious property damage but they can cause major utility and transportation disruptions.

All of the hazards described above impact communities in similar ways. Even moderate storms can bring down power lines, and tree and tree limbs obstructing roadways and falling onto houses and other structures with enough force to cause damage. Downed power lines create widespread electrical hazards. Severe windstorms will usually cause the greatest damage to ridgelines that face into the winds. There is an additional hazard in newly developed areas that have been thinned of trees to make way for new structures. Large unprotected trees in these areas are more likely to fall. Severe storms causes massive power and telephone outages. Severe storms in Wasco County have left many without power. In certain areas it may take several days for utility providers to restore power. This can create life-threatening problems for people with life support equipment such as dialysis machines, respirators, and oxygen generators.

Severe local storms create hazardous driving conditions that can slow down or completely inhibit traffic. This can hinder police, fire, and medical responses to urgent calls. These types of storms also can wreak havoc on first response operations. Law enforcement resources are often tied up in responding to welfare inquiries and in traffic control, while fire departments are tied up with electrical hazards and debris removal. The long-term challenge for severe local storms is in debris removal. Hundreds of tons of debris can pile up in residential and commercial areas.

The entire County is vulnerable to the effects of a storm. High winds can cause widespread damage to trees and power lines and interrupt transportation, communications, and power distribution. Prolonged heavy rains cause the ground to become saturated, rivers and streams to rise, and often results in local flooding and landslides.

Storm history suggests a high probability of occurrence. Historical damage and cumulative costs of destructive storms suggest high vulnerability. Accordingly, a high risk rating is assigned.

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2.1.2.7 Tornado

Tornadoes are the most violent weather phenomena known. They are characterized by funnel clouds of varying sizes that generate winds as high as 500 miles per hour. They can affect an area of $\frac{1}{4}$ to $\frac{3}{4}$ of a mile and seldom more than 16 miles long. Tornadoes normally descend from the large cumulonimbus clouds that characterize severe thunderstorms. They form when a strong crosswind (sheer) intersects with strong warm updrafts in these clouds causing a slowly spinning vortex to form within a cloud. Eventually, this vortex may develop intensity and then descend to form a funnel cloud. When this funnel cloud touches the ground or gets close enough to the ground to affect the surface it becomes a tornado. Tornadoes can come from lines of cumulonimbus clouds or from a single storm cloud. Tornadoes are measured using the Fujita Scale ranging from F0 to F6.

Tornadoes are not normal occurrence in the Northwest the way they are in the Midwest. Tornadoes require a confluence of warm surface temperatures and warm fronts coming from the south with cold fronts coming from the north. Northwest climates do not normally generate the temperature variations conducive to tornado formation. Oregon is ranked 43 in the US for total number of tornadoes. Nonetheless, the tornado threat should be taken very seriously. The conditions conducive to tornado formation rarely develop in Wasco County and it is uncommon for funnel clouds to be reported in this region.

With the exception of the April 1972 disaster occurring in Clark County, Washington tornadoes in Washington and Oregon tend to be light or moderate, with winds ranging from 40 to 112 mph. There are notable minorities of tornadoes that cause significant to severe damage with winds going as high as 200 mph. The peak season for tornadoes is April through July. However, tornadoes may occur in the late summer months and, in a few rare cases, may occur in the winter months. While tornadoes are sometimes formed in association with large Pacific storms, most of them are caused by intense local thunderstorms. Tornadoes almost exclusively occur in the late afternoon and early evening.

It has not been demonstrated that there is a likelihood of tornadoes impacting Wasco County. Typically, Pacific Northwest tornadoes are moderate but it is possible for serious tornadoes to develop causing death and serious injury.

History suggests a low probability of occurrence and low vulnerability. A low risk rating is assigned.

2.1.2.8 Volcano

A volcano is a vent in the earth's crust through which molten rock, rock fragments, gases or ashes are ejected from the earth's interior. Volcanoes are a deadly hazard. From 1980 to 1995 volcanoes killed approximately 29,000 people, forced the evacuation of 830,000 people, and caused economic losses in excess of \$3 billion (Simkin and Siebert, 1994)

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Mount Hood has erupted intermittently for hundreds of thousands of years, but historical observations are meager, so most of our information about its past behavior comes from geologic study of the deposits produced by prehistoric events. Observations of recent eruptions at other similar volcanoes around the world allow us to better understand what future eruptions of Mount Hood might be like.

Wasco County may be impacted by a volcanic eruption at any time. The above assessments of volcano hazards consider past activity to determine the most likely pattern and probability of a future eruption. It is possible that unexpected volcanic activity may occur that may significantly impact Wasco County.

The factor that most limits Wasco County's vulnerability to a major eruption of Mt. Hood is the modern capability to accurately detect eruptive activity well before an eruption occurs. The USGS constantly monitors seismic activity directly underneath Cascade volcanoes. Clusters or 'swarms' of small earthquakes underneath a volcano have proven to be a precursor to renewed volcanic activity. Mt. St. Helens and Mt. Hood are both closely monitored, in terms of ground movement and seismic activity. It is up to emergency managers and other responsible agencies to ensure an aggressive response to these warnings.

History suggests a low probability of occurrence. Because of potential impact to the White River and Deschutes River drainages from a lahar flow, there is low vulnerability. Because Mt. Hood is relatively quiet, this hazard is assigned a low risk rating.

2.1.2.9 Dam Failure

Dam failures are release of impounded water due to structural deficiencies, which can affect lives and property downstream.

Dam failures can be caused by flooding, earthquakes, lack of maintenance and repair, operator error, poor construction, vandalism, or terrorism.

There are 7 dams in Wasco County. These dams are used for hydroelectric power generation, irrigation, and recreation.

In addition to the dams located in Wasco County, the county can also be affected by the failure of dams on the Columbia River upstream from Wasco County. These dams are all well maintained, operated with 24-hour staffing and inspected on a regular basis.

Oregon experiences a dam failure on a frequency of approximately once every two years. The majorities of failures were in whole or part the result of a failure to perform adequate maintenance and monitoring of the facilities. Fiscal difficulties in this state increase the likelihood that dollars targeted for dam

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maintenance will be spent on more immediate needs. This reduced prospects for improving the performance of smaller dams in the current economic climate.

Failure of a dam can have many effects such as loss of life, damage to structures, roads, utilities, and crops. Economic losses can also result from a lowered tax base and lack of power profits.

History suggests a low probability of occurrence. The failure of a high hazard dam would threaten a small segment of the County suggesting low vulnerability. Because there has not been a major dam failure in Wasco County, and the three high hazard dams are well maintained and operated providing no reason to suspect a compromise in structural integrity barring a natural disaster or terrorist action, a low risk rating is assigned.

2.1.2.10 Energy Emergencies

Energy emergencies may involve various types of energy resources. Emergencies can develop quickly, such as when Middle East countries embargo petroleum, or they can develop slowly, such as when demand out paces the siting of new generation plants. Energy emergencies of one type often affect other types of energy resources, such as when a loss of electricity makes it impossible to pump gasoline.

All areas of Wasco County are susceptible to petroleum, electrical, and natural gas shortages.

Wasco County is vulnerable to many localized, short-term energy emergencies, brought about by numerous disasters such as wind and ice storms. Most of these emergencies are handled by the affected industry, with support provided by the state as requested. Wasco County is also vulnerable to major energy shortages.

Major effects of energy shortages include inconvenience to consumers, reduced heating and lighting capability, reduced production in all sectors, potential failure of transportation, water and waste, communication, information, and banking systems. Energy emergencies can seriously hamper emergency response capabilities and should be planned for at both the local and state level.

Petroleum shortages can occur at any time. However, most oil shortages are due to the inability of local distribution systems to meet rapidly increasing demand brought about by panic buying and hoarding. These shortages can be averted by encouraging normal purchasing practices. Countywide petroleum shortages are less likely. However, because world oil supplies all trade on open markets, any regions oil supply is subject to world demand.

Wasco County is connected to a regional electrical transmission grid that has major connections with other grids out-of-region, including British Columbia, Montana, California, and other southwest states. In general, even if Wasco County is short of electricity, (due to drought, for example), it can be purchased

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from elsewhere. The result is higher cost electricity, rather than inadequate supply. Because most out-of-region power is thermal, it is not affected by drought.

Natural gas shortages typically occur during cold weather and historically have meant curtailment for industries. In the future, as natural gas use continues to grow, and if it takes off as an alternative transportation fuel, Wasco County's pipeline capacity may be insufficient to meet demand. If new capacity lags demand, shortages could develop.

Previous energy shortages suggest a moderate probability of occurrence. The impact of a critical shortage would affect the entire county, either directly or through higher costs of services suggesting a moderate to high vulnerability. A moderate risk rating is assigned.

2.1.2.11 Hazardous Materials

Hazardous materials include chemicals used in manufacturing, household chemicals, crude oil and petroleum products, pesticides, herbicides, fertilizers, paints, medical wastes, radioactive materials and a host of other substances. Their manufacture, transport, storage, use and disposal may place public, property, and the environment at risk from their inadvertent or an intentional release.

Hazardous materials incidents may occur at any time and any place, when and where such materials are present under circumstances in which they may be released in sufficient volume and proximity to sensitive receptors and/or environments. The potential impact is dependent on the nature of the material, conditions of the release, and area involved. Releases may be small and easily handled with locally available emergency response resources or rise to the catastrophic level with immediate effect and long-term public health and environmental consequences.

Hazardous materials incidents can happen at fixed sites or during transportation. Hazardous materials are transported by air, rail, truck, and ship. All of these transportation modes are in use in and adjacent to Wasco County.

History of spill and leaks of hazardous materials at fixed sites, plus the inferred transport into and through the County, suggests a low probability of occurrence. A hazardous material spill generally impacts a relatively small area, but if that area is a populated area or a critical wildlife habitat, the impact could be significant, suggesting moderate vulnerability. Because of the magnitude of the potential risk posed by the transport of hazardous materials, a moderate-risk rating is assigned.

2.1.2.12 Terrorism and Civil Unrest

The Federal Bureau of investigation (FBI) has defined terrorism as "The unlawful use of force or violence against persons or property to intimidate or coerce a government; the civilian population; or any segment of it, in furtherance of

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political or social objectives.” The devastation which occurred at the Murrah federal building in Oklahoma City, the World Trade Center in New York and the Pentagon in Washington D.C., as well as the state of unset in the world today, points to the need to plan for the potential threats within our own communities.

The FBI categorizes terrorism in the United States as one of two types: domestic terrorism or international terrorism.

Domestic terrorism involves groups or individuals whose terrorist activities are directed at elements of our government or population without foreign direction.

International terrorism involves groups or individuals whose terrorist activities are foreign-based and/or directed by countries or groups outside the United States or whose activities transcend national boundaries.

A terrorist attack can take several forms depending on the technological means of the terrorist, the nature of the political issue motivating the attack, and the points of weakness of the terrorist targets. The five categories of terrorist incidents are biological, nuclear, incendiary, chemical and explosives. Bombings are the most frequently used terrorist method in the United States.

Potential sites, such as transportation routes, government institutions, dams, water supply sources, power distribution systems, communications terminals, and financial centers are all susceptible to terrorism within the county. Random acts of violence such as detonation of an explosive device in a public area also is within the scope of terrorism.

Wasco County and its citizens have no immunity to potential terrorist activity within its borders. The potential occurrences could be the result of actions from domestic or international groups. The terrorist actions could be expected to come about as a result of grievances, real or imagined, toward activities of some governmental entity, federal or state, or as retaliation for some governmental act.

Although there has been a general increase in terrorist activity worldwide, history suggests a low probability of occurrence. Although terrorists tend to choose relatively easy targets and activities, their impact could affect a large segment of the community suggesting a moderate vulnerability. Accordingly, a moderate risk rating is assigned.

2.1.2.13 Public Health Emergency

A public health emergency (the condition that requires the governor to declare a state of public health emergency) is defined as "an occurrence or imminent threat of an illness or health condition, caused by bio terrorism, epidemic or pandemic disease, or (a) novel and highly fatal infectious agent or biological toxin, that poses a substantial risk of a significant number of human fatalities or incidents or permanent or long-term disability (WHO/DCD, 2001). The declaration of a state

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of public health emergency permits the governor to suspend state regulations, change the functions of state agencies.

Potential causes of a public health emergency include: communicable disease outbreak (e.g. influenza, meningococcal, etc.); foodborne disease outbreak (e.g. salmonella, shigella, lysteria, botulism, e. coli, etc.); waterborne disease outbreak (e.g. cryptosporidiosis, giardia, e. coli, etc.); or bioterrorism event (including instigation of a food or water borne illness or attack with Category A agents- Anthrax, Botulism, Plague, Smallpox, Tularemia, Viral hemorrhagic fevers).

Public health emergencies occur regularly on a small scale locally. Examples of public health emergencies that have occurred locally include outbreaks of meningitis, influenza (H1N1), and norovirus. Any of these types of small scale public health incident have the potential to become larger than could be managed with local resources and evolve into an emergency.

Large scale influenza pandemics have occurred three times in the 20th century, (1918, 1957, and 1968) and once in the 21st century (2009); an estimated 20 million deaths occurred worldwide in the 1918 pandemic. We cannot predict when the next pandemic will occur or what disease would be the cause.

In 2001 there were bioterrorism attacks using anthrax in the United States. These were the only known Category A agent attacks in the U.S. Additional attacks have occurred infrequently throughout other parts of the world. Additionally, in 1984, members of the Rajneesh attacked a salad bar in The Dalles. Based on these statistics, the historical threat level of a bioterrorism event is medium-low.

Citizens in all areas of Wasco County would be vulnerable to a public health emergency.

History suggests a moderate probability of occurrence. Even in an “average” event, a large percentage of the population would be affected- a very large percentage of people would be affected in worst case scenario. Therefore, there is a high level of vulnerability. A high risk rating is assigned.

2.1.3 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.

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Table 2-1 Wasco 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)					
Severe Weather	9 X 2 = 18	9 X 5 = 45	9 X 10 = 90	9 X 7 = 63	216
Public Health Emergency	4 X 2 = 8	8 X 5 = 40	10 X 10 = 100	8 X 7 = 56	204
Drought	8 X 2 = 16	8 X 5 = 40	8 X 10 = 80	8 X 7 = 56	192
Wildfire	10 X 2 = 20	6 X 5 = 30	7 X 10 = 70	10 X 7 = 70	190
Flood	7 X 2 = 14	3 X 5 = 15	5 X 10 = 50	9 X 7 = 63	142
HAZMAT – Transportation	2 X 2 = 4	5 X 5 = 25	7 X 10 = 70	5 X 7 = 35	134
Hazmat – Fixed Site	2 X 2 = 4	5 X 5 = 25	5 X 10 = 50	5 X 7 = 35	114
Earthquake	4 X 2 = 8	5 X 5 = 25	5 X 10 = 50	4 X 7 = 28	111
Energy Emergency	4 X 2 = 8	3 X 5 = 15	5 X 10 = 50	5 X 7 = 35	108
Landslide/Debris Flow	4 X 2 = 8	4 X 5 = 20	4 X 10 = 40	5 X 7 = 35	103
Terrorism	2 X 2 = 4	4 X 5 = 20	5 X 10 = 50	2 X 7 = 14	88
Dam Failure	2 X 2 = 4	3 X 5 = 15	5 X 10 = 50	1 X 7 = 7	76
Volcano	2 X 2 = 4	2 X 5 = 10	4 X 10 = 40	1 X 7 = 7	61
Tornado	1 X 2 = 2	1 X 5 = 5	1 X 10 = 10	1 X 7 = 7	24
Severe Weather	9 X 2 = 18	9 X 5 = 45	9 X 10 = 90	9 X 7 = 63	216
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.					

2.1.4 Capability Assessment

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

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The County has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction's prevention, protection, response and recovery capabilities involving the defined hazards. It will also further describe the jurisdiction's limitations on the basis of training, equipment and personnel.

2.2 Assumptions

The assumptions upon which this EOP is predicated are:

- Essential county services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by county emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staffs are trained and experienced in operating under the NIMS/ICS.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that state and federal assistance are required.
- State support of county emergency operations will be based on the principal of self-help. The county will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the state.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Wasco County's population can increase dramatically throughout the year, reflecting an influx of tourists, seasonal residents, daily visitors, and recreation enthusiasts. Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster. Due to its proximity to the Columbia River and the cities, rivers, and mountains of central Oregon, Wasco County is considered a major Northwest tourist destination.
- Parts or all of Wasco County may be affected by environmental and technological emergencies within or near county lines.

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- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets. A major power or country posturing for a nuclear attack would generally be recognized by a buildup of international tension to a crisis situation, allowing time for preparation.
- A terrorist-related incident or attack without warning may or may not occur. If such an attack occurs, Wasco County could be subject to radioactive fallout or other WMD effects. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter in-place programs.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. This plan identifies alternate communication resources and EOCs. Normal operations can be disrupted during a general emergency; however, the county can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures;
 - Assigned pre-designated tasks;
 - Provided with assembly instructions; and
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.

3

Roles and Responsibilities

3.1 General

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

Wasco County has developed a plan for implementation of the NIMS and to assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency. Each agency and department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies. A training roster that highlights levels and types of training completed by response personnel and essential support staff for the county must be maintained by individual agencies, volunteer organizations, private companies, and other community partners.

3.2 Emergency Management Organization

The emergency management organization for Wasco County is outlined in ESF 5 – Emergency Management. All incident management will follow the ICS and, when necessary, expand into the NIMS.

The Wasco County Emergency Manager will coordinate interdepartmental emergency operations and maintain ultimate responsibility for resolving conflicts regarding the application of limited resources to a variety of concurrent emergency situations. The preservation of human lives will take precedence over property protection for decisions involving resource allocation and prioritization. Responsibility for coordination of emergency activities with state, regional, tribal, and private partners resides with county Emergency Management and will be accomplished through established liaison roles within the incident or unified command structure.

3. Roles and Responsibilities

3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body but in fact may have several components with representation from each local political jurisdiction within the emergency management program. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Executive Group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for those officials include:

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

3.2.1.1 Board of Commissioners (BOC)

The BOC is primarily responsible for:

- Directing the overall preparedness program for the County;
- Making emergency policy decisions;
- Declaring a state of emergency when necessary;
- Implementing emergency powers of local government;
- Keeping the public and the State Emergency Management Office informed of the situation (through the assistance of the Public Information Officer);

3. Roles and Responsibilities

- Requesting outside assistance when necessary (either in accordance with existing Mutual Aid Agreements and/or then through the State Office of Emergency Management).

3.2.1.2 Emergency Manager

The County Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the County's emergency plans and activities including coordinating all aspects of the County's capabilities.

The Emergency Manager coordinates all components of the local emergency management program, to include assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls.

In particular, the Emergency Manager is responsible for:

- Serving as staff advisor to the BOC on emergency matters;
- Coordinating the planning and general preparedness activities of the government and maintenance of this EOP;
- Analyzing the emergency skills required and arranging the training necessary to provide those skills;
- Preparing and maintaining a resource inventory;
- Ensuring the operational capability of the County EOC;
- Activating the County EOC;
- Keeping the governing body apprised of the County preparedness status and anticipated needs;
- Serving as day-to-day liaison between the County and State OEM;
- Maintaining liaison with organized emergency volunteer groups and private sector partners.

3.2.1.3 County Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. County department and agency heads and their staffs develop, plan, and train to internal policies and procedures to meet response and recovery needs safely. They should also participate in interagency training and exercise to develop and maintain the necessary capabilities. Department and agency heads not assigned a

3. Roles and Responsibilities

specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the Incident Commander.

3.2.2 Responsibilities of 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 County Council 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.

3. Roles and Responsibilities

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

3.2.3 Responsibilities by Function

This group includes those services required for an effective emergency management program of which response is a key element. These agencies include; fire departments, law enforcement, emergency medical service (EMS) agencies, public health, environmental health, and public works. This section is organized by function with the primary responsibility assigned to the appropriate County agency.

3.2.3.1 Transportation

Wasco County Public Works Department/Wasco County Emergency Management

- Planning for and identify high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including access and functional needs populations).
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.
- Supporting the preparation and maintenance of ESF 1 - Transportation, supporting Standard Operating Procedures (SOPs) and annexes.

See ESF 1 – Transportation for more details.

3. Roles and Responsibilities**3.2.3.2 Communications****Alert and Warning**

Wasco County Communications Center/Wasco County Sheriff's Office

Once an emergency has occurred the following tasks are necessary to ensure that the proper agencies are notified that the emergency has occurred in order to facilitate a quick and coordinated response:

- Disseminating emergency public information as requested.
- Receiving and disseminate warning information to the public and key County and City officials.
- Supporting the preparation and maintenance of ESF 2 - Communications, supporting SOPs and annexes.

Communication Systems

Wasco County Communications Center/Information Services

The following tasks are necessary to ensure that the County maintains reliable and effective communications among responders and local government agencies during an emergency.

- Establish and maintain emergency communications systems.
- Coordinate use of all public and private communication systems necessary during emergencies.
- Manage and coordinate all emergency communication operated within the EOC once activated.
- Support the preparation and maintenance of ESF 2 - Communications, supporting SOPs and annexes.

See ESF 2 – Communications for more details.

3.2.3.3 Public Works and Engineering

Wasco County Public Works Department

The County public works department is responsible for the following tasks in an emergency:

- Barricading of hazardous areas.
- Prioritizing restoration of streets and bridges.
- Protecting and restoration of waste treatment and disposal systems.
- Augmentation of sanitation services.

3. Roles and Responsibilities

- Assessing damage to streets, bridges, traffic control devices, waste water treatment system, and other public works facilities.
- Coordinating debris removal.
- Assessing damage to County/City owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, supporting SOPs and annexes.

See ESF 3 – Public Works and Engineering for more details.

3.2.3.4 Firefighting

Area Fire Districts and Departments

County fire services are responsible for the following tasks:

- Providing fire prevention and suppression, emergency medical aid, prevention and inspection in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Hazardous materials spills containment, clean-up, planning, and coordination.
- Inspecting of shelters for fire hazards.
- Supporting the preparation and maintenance of ESF 4 - Firefighting, supporting SOPs and annexes.

See ESF 4 – Firefighting for more details.

3.2.3.5 Emergency Management

Emergency Operations Center

Wasco County Emergency Management

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

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions, and the State ECC as appropriate.

3. Roles and Responsibilities

- Maintaining the EOC in an operating mode at all times or be able to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and develop procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

See Chapter 5 – Command and Control and ESF 5 – Emergency Management for more details.

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

North Central Public Health District, Mid-Columbia Center for Living, American Red Cross

Wasco County Emergency Management, with support from the American Red Cross, is responsible for ensuring that the mass care needs of the affected population, such as sheltering, feeding, providing first aid, and reuniting families, are met. Relevant operations are detailed in ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services and ESF-11, Agriculture and Natural Resources of the County EOP; general responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking and equipping, etc.) for natural disaster.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from mental and emotional disturbances.
- Coordinating council of churches and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with American Red Cross).
- Identifying sources of clothing for disaster victims (may coordinate with other disaster relief organization).
- Securing source of emergency food supplies (with American Red Cross).
- Coordinating operations of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as American Red Cross.

3. Roles and Responsibilities

- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.7 Logistics Management and Resource Support

Wasco County Emergency Management/Finance Department

The following tasks are necessary to identify and acquire resources before and during and emergency:

- Establish procedures for employing temporary personnel for disaster operations.
- In cooperation with the Sheriff's Office and local police departments, establish and maintain a staffing reserve.
- Coordinate deployment of reserve personnel to County departments requiring augmentation.
- Establish emergency purchasing procedures and/or a disaster contingency fund.
- Maintain records of emergency related expenditures for purchases and personnel.
- Support the preparation and maintenance of ESF 7 – Resource Support, supporting SOPs and annexes.

See ESF 7 – Logistics Management and Resource Support for more detail.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

North Central Public Health District

The North Central Public Health District is responsible for coordinating public health services required to cope with the control of communicable diseases and non-communicable illness associated with major emergencies, disasters and/or widespread outbreaks caused by bioterrorism, epidemic or pandemic diseases, or novel and highly fatal infectious agents or biological or chemical toxin incidents in urban or rural areas in the County. The NCPHD Director also serves as the Health District representative for the County EMO. Relevant operations are detailed in ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services and ESF 8, Public Health and Medical Services of the County EOP; general responsibilities include:

3. Roles and Responsibilities

- Coordinating with hospitals, clinics, nursing homes/care centers, and mental health organizations, including making provisions for access and functional needs populations.
- Coordinating regional Mass Fatalities Incident Plan.
- Coordinating mass vaccination prophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and set-up of the Strategic National Stockpile Plan.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary, or as requested.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, supporting SOPs and annexes.

See ESF 8 – Public Health and Medical Services for more detail.

Emergency Medical Services

Area Ambulance Service Providers/Area Hospitals

- Coordinating provision of Emergency Medical Services.
- Requesting additional EMS assets as necessary.

See ESF 8 – Public Health and Medical Services for more detail.

3.2.3.9 Search and Rescue

Wasco County Sheriff's Office/Oregon State Fire Marshal's Office (USAR)

General responsibilities include:

- Coordinating available resources to search for and rescue persons lost in the out of doors.
- Cooperating with and extend assistance to surrounding jurisdictions on request and as resources allow.
- Establishing and monitor training standards for certification of Search and Rescue (SAR) personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue, supporting SOPs and annexes.

See ESF 9 – Search and Rescue for more detail.

3. Roles and Responsibilities**3.2.3.10 Oil and Hazardous Materials Response****Hazardous Materials Response**

Area Fire Districts and Departments/OSFM Regional HAZMAT Team

Oil and Hazardous Materials responsibilities include:

- Maintaining a well-trained and equipped, multi-jurisdictional HAZMAT team and response vehicle.
- Responding to any spill, release, or abandonment of any oil, gasoline, or other petroleum product, any hazardous substance, or radioactive material.
- Serving as a technical resource to the Incident Commander.
- Initiating actions to protect responders and the public.
- Containing hazardous materials spills/releases.
- Supporting the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as appropriate.

Radiological Protection

OSFM Regional HAZMAT Team

General responsibilities include:

- Establish and maintain a radiological monitoring and reporting network.
- Secure initial and refresher training for instructors and monitors.
- Provide input to the statewide monitoring and reporting system.
- Under fallout conditions, provide City and County officials and department heads with information on fallout rates, fallout projections, and allowable doses.
- Coordinate radiological monitoring throughout the County.
- Provide monitoring services and advice at the scene of accidents involving radioactive materials.

See ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.11 Agriculture and Natural Resources

Wasco County Emergency Management/North Central Public Health District/Wasco County Extension (OSU)

3. Roles and Responsibilities

General responsibilities include:

- Providing nutrition assistance.
- Responding to animal and plant diseases and pests.
- Ensuring the safety and security of the commercial food supply.
- Protecting natural and cultural resources.
- Providing for the safety and well-being of household pets.
- Assisting in the continued development and maintenance of ESF 11 – Agriculture and Natural Resources.

See ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.12 Energy and Utilities

Wasco County Emergency Management/Area Utilities

General responsibilities include:

- Working with local energy facilities in restoration of damaged energy utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.
- Supporting the preparation and maintenance of ESF 12 - Energy, supporting SOPs and annexes.

See ESF 12 – Energy for more detail.

3.2.3.13 Public Safety and Security

Wasco County Sheriff's Office/Area Law Enforcement Agencies

County enforcement services are responsible for the following tasks:

- Enforcing the law and criminal investigations.
- Controlling traffic, crowds and maintaining site security.
- Maintaining isolation of damaged area.
- Reporting Damage and completing reconnaissance.
- Supporting disaster area evacuation.

3. Roles and Responsibilities

- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, supporting SOPs and annexes.

See ESF 13 – Public Safety and Security for more information.

3.2.3.14 Recovery

Wasco County Emergency Management/Wasco County Assessor/Wasco County Planning Department/Board of County Commissioners/Wasco County Chamber of Commerce

Recovery related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments. Identify and facilitate availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support provides assistance as needed.
- Providing support by locating, purchasing and coordinating delivery of resources necessary during or after an incident in the County.
- Supporting the preparation and maintenance of ESF 14 – Long-Term Community Recovery, supporting SOPs and annexes.

See ESF 14 – Long-Term Community Recovery for more detail.

3.2.3.15 External Affairs

Wasco County Board of Commissioners

The following tasks are necessary to ensure provision of reliable, timely, and effective information/warnings to the public at the onset and throughout a disaster:

- Conducting on going hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.

3. Roles and Responsibilities

- Arranging for media representatives to receive regular briefings on the County status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of bilingual population centers within the County and prepare training and news releases accordingly.
- Supporting the preparation and maintenance of ESF 15 – External Affairs, supporting SOPs and annexes.

See ESF 15 – External Affairs for more details.

3.2.3.16 Evacuation and Population Protection

Wasco County Emergency Management

The following tasks are necessary to implement and support protective actions by the public and coordinate an evacuation:

- Defining responsibilities of County departments and private sector groups.
- Identifying high hazard areas and corresponding number of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control
 - Health and medical requirements
 - Transportation needs
 - Emergency Public Information materials
 - Shelter and reception location;
- Developing procedures for sheltering-in-place.
- Preparing and maintaining supporting SOPs and annexes.

See SA A - Evacuation for more detail.

3.2.3.17 Damage Assessment

Wasco County Assessor/Wasco County Planning Department

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

3. Roles and Responsibilities

- Training and providing damage plotting team members to EOC.
- Assisting in reporting and compiling information on deaths, injuries, dollar damage to tax supported facilities and to private property.
- Assisting in determining geographic extent of damaged area.
- Compiling estimates of damage for use by County officials in requesting disaster assistance.
- Evaluating effect of damage on County economic index, tax base, bond ratings, insurance ratings, etc., for use in long range recovery planning.
- Supporting the preparation and maintenance of ESF 14 – Long-Term Community Recovery, supporting SOPs and annexes.

3.2.3.18 Legal Services

Wasco County Counsel

County Counsel is responsible for the following tasks in the event of an emergency:

- Advising County officials on emergency powers of local government and necessary procedures for invocation of measures to:
 - Implementing wage, price and rent controls,
 - Establishing rationing of critical resources,
 - Establishing curfews,
 - Restricting or deny access,
 - Specifying routes of egress,
 - Limiting or restrict use of water or other utilities,
 - Removing debris from publicly or privately owned property;
- Reviewing and advising County officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers which are required during an emergency.
- Advising County officials and department heads on record keeping requirements and other documentation necessary for the exercising of emergency powers.

3. Roles and Responsibilities

- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to County [or City] government in disaster events.
- Support the preparation and maintenance of the Basic Plan, ESFs, SOPs and Annexes.

3.2.3.19 Volunteer and Donation Management

Wasco County Emergency Management

Responding to incidents frequently exceeds the County's resources. Volunteers and donors can support response efforts in many ways and it is essential that the County plan ahead to effectively incorporate volunteers and donated goods into its response activities.

3.2.3.20 Coordination with Special Facilities

Board of Commissioners

Coordination with special facilities (e.g., schools, care facilities, correctional institutions) responsibilities includes:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.

3.2.3.21 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

The County's emergency organization is supported by 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.

3.3.1 Private Sector

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

3. Roles and Responsibilities

with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private sector responsibilities include:

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

3.3.2 Nongovernmental Organizations

Nongovernmental Organizations (NGOs) play enormously important roles before, during, and after an incident. In the 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:

- Training and managing volunteer resources.
- Identifying shelter locations and need supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping coordinate assistance.

3. Roles and Responsibilities

3.3.3 Individuals and Households

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

- Reducing hazards in their homes.
- Preparing an emergency supply kit and household emergency plan which consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3.4 State Response Partners

Under the provisions of ORS 401, 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 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

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

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

3.5 Federal Response Partners

Federal response partners are typically requested by OEM 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. Roles and Responsibilities

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

3.6 Response Matrix

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

3. Roles and Responsibilities

Table 3-1 Wasco County 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	Wasco County Public Works Wasco County Emergency Management	Department of Transportation	Department of Transportation
ESF 2 Communications	■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure	Wasco County Communications Center Wasco County Sheriff's Office Wasco County Information Services	Oregon Emergency Management	Department of Homeland Security (National Communications System)
ESF 3 Public Works & Engineering	■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services	Wasco County Public Works City Public Works Departments	Department of Transportation	Department of Defense (U.S. Army Corps of Engineers)/Department of Homeland Security (FEMA)
ESF 4 Firefighting	■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations	Area Fire Districts and Departments	Department of Forestry/Office of the State Fire Marshal	Department 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	Wasco County Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)

3. Roles and Responsibilities

Table 3-1 Wasco County 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	North Central Public Health District Mid-Columbia Center for Living American Red Cross	Department of Human Services	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.)	Wasco County Emergency Management Finance Department	Oregon Emergency Management	General Services Administration/Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	■ Public health ■ Medical ■ Mental health services ■ Mass fatality management	North Central Public Health District Area Ambulance Service Providers Area Hospitals	Department of Human Services, Public Health Division	Department of Health and Human Services
ESF 9 Search & Rescue	■ Life-saving assistance ■ Search and rescue operations	Wasco County Sheriff's Office Oregon State Fire Marshal (USAR)	Oregon Emergency Management/Office of the State Fire Marshal	Department of Defense/Department of Homeland Security (FEMA/U.S. Coast Guard)/Department of the Interior
ESF 10 Oil & Hazardous Materials	■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup	Area Fire Districts and Departments	Department of Environmental Quality/Office of the State Fire Marshal	Environmental Protection Agency/Department of Homeland Security (U.S. Coast Guard)

3. Roles and Responsibilities

Table 3-1 Wasco County 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	Wasco County Emergency Management North Central Public Health District Wasco County Extension (OSU)	Department of Agriculture	Department of Agriculture/Department of Interior
ESF 12 Energy	■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast	Wasco County Emergency Management Area Utilities	Department of Administrative Services/Department of Energy/Public Utility Commission	Department of Energy
ESF 13 Public Safety & Security	■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control	County Sheriff's Office Area Law Enforcement Agencies	Department of Justice/ Oregon State Police	Department 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	Wasco County Assessor Wasco County Planning Wasco County BOC Wasco County Chamber of Commerce	Oregon Emergency Management	Department of Homeland Security (FEMA) /Housing and Urban Development/Small Business Administration

3. Roles and Responsibilities

Table 3-1 Wasco County Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 15 External Affairs	■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs	Wasco County BOC	Oregon Emergency Management	Department of Homeland Security (FEMA)

3. Roles and Responsibilities

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Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire and police departments, sometimes also involving hospitals, local health departments, and regional response teams. Typically, as the emergency situation evolves 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 recovery operations. In all emergency situations and circumstances, saving and protecting human lives receive priority.

The basic concept of emergency operations focuses on managing and using all available resources in the county for effectively responding to all types of emergencies. When emergency situations arise and it is determined normal organization and functions of county government are insufficient to effectively meet response activities needs, the Emergency Manager will activate and implement all or part of this plan. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and duration.

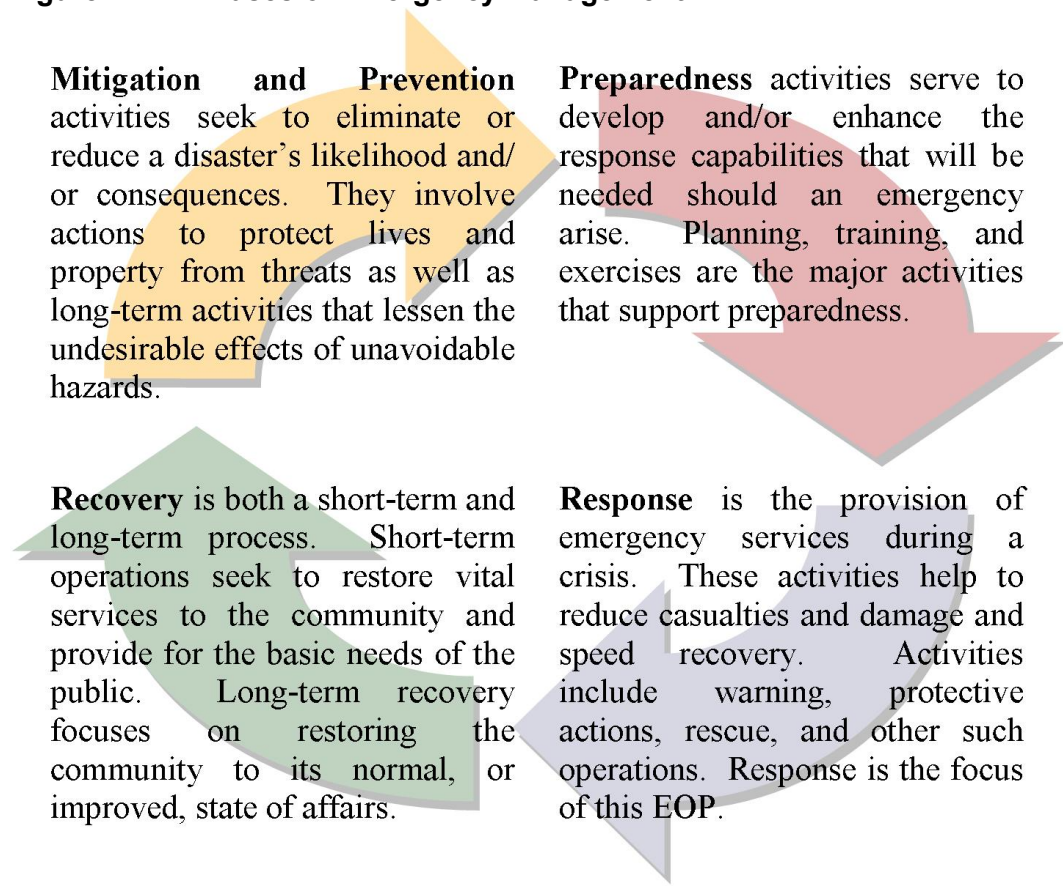
Responsibilities include management and coordination of large-scale events, as well as identifying and obtaining additional assistance and resources for emergency response agencies from the State and/or Federal government through the County Emergency Management.

4.2 Phases of Emergency Management

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan rather than a comprehensive emergency management plan as its emphasis is on incident management rather than on program management. This EOP impacts and is informed by activities conducted before and after any emergency operations take place. A brief description of the four phases of emergency management is provided below:

4. Concept of Operations

Figure 4-1 Phases of Emergency Management



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.

4.3 Incident Levels

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

4.3.1 Level 1

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

4.3.2 Level 2

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

4. Concept of Operations

hazardous materials spills and traffic incidents with multiple injuries. The IC may request activation of selected portions of the County EOP.

4.3.3 Level 3

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

4.3.4 NIMS Incident Levels

While the County uses incident levels that are consistent with the State EOP, incident types at the Federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Table 4-1 NIMS Incident Levels	
Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	■ Command staff and general staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ■ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. ■ The role of the agency administrator includes operational plans including objectives and priorities.

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Table 4-1 NIMS Incident Levels	
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and General Staff positions may be activated, as well as ■ Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	■ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of ■ Resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

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Table 4-1 NIMS Incident Levels	
Type 1	■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 Emergency Priorities

4.4.1 Response

Response activities are taken immediately after an incident and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed.

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

4.4.2 Recovery

It is the responsibility of government to assist the public and private sector with recovery from disaster. A widespread disaster will likely impact the ability of businesses to function, disrupt employment, interrupt government services and impact tax revenues. Recovery is one of the four phases of emergency management. This EOP is not a recovery plan; that document is a separate endeavor. However, both response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the County meet basic needs and resume self-sufficiency; returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts to the County

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2. **Debris Removal:** Coordination of debris collection and removal
3. **Infrastructure Restoration**

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities and power, as well as garbage and debris removal. These functions must recover early in the incident to support life, health and safety of the population, and to support response missions.

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the Emergency Manager, or designee, will activate and implement all or part of this EOP. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement the EOP or activate the EOC. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an IC. Concurrently, all involved County emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

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

4.5.2 Initial Actions

Upon activation of all or part of this plan, the Emergency Manager or designee will implement the following actions immediately:

- Alert threatened populations and initiate evacuation as necessary. *See ESF 2 - Communications for more detailed information and specific procedures for issuing countywide warnings and alerts.*
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for*

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more detailed information and specific procedures associated with sheltering, mass care, and related human services.

- Instruct appropriate county emergency services to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- When it is determined local resources will not meet the need of local and county emergency operations, request the BOC to prepare and submit a formal declaration of emergency through Oregon Emergency Management. The official declaration may be preceded by a verbal statement.
- In emergencies, evacuating people will primarily be done by family groups using private vehicles. The county population residing outside a risk area will be instructed to remain at home, improve their protection, and obtain food and other necessities through retail outlets in the vicinity. Any resident who decides to remain in a risk area following an evacuation order will be informed that services within that area will be severely limited or non-existent due to emergency-imposed regulations.
- County personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See ESF 14 – Long-Term Community Recovery as for additional information on recovery.*

4.5.3 Communications, Notification and Warning

Traditional communication lines—such as landline telephone, cellular phones, faxes, pager, Internet/e-mail, radio, and satellite phones—are used and relied upon by county response personnel throughout the duration of response activities. Specific information regarding Wasco County communications is found in the ESF 2 Annex of this plan.

A public warning and broadcast system is established for Wasco County to provide emergency information and instructions during a pending or actual emergency incident or disaster. ESF 2 – Communications provides detailed information on how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. Activation of additional response staff and services is also accomplished through 9-1-1 Central Dispatch for Wasco

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County and can be coordinated through the County EOC. Current emergency contact lists are maintained and available through the county EOC.

Plain language will be used during a 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 an incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

4.5.3.1 Interoperability

The County will maintain the ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures, and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Wasco County maintains a Tactical Interoperable Communications Plan that guides the County's efforts to ensure a robust and redundant communications system.

4.5.4 Direction and Control

Direction and control of County emergency operations will be via the Incident Command System and the Multi-Agency Coordination System as described in Section 5, Command and Control.

The County Emergency Management Organization has the responsibility for maintaining the readiness of the EOC and identifying and training support staff. County departments will be requested to designate personnel who can be made available to be trained by County Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

4.5.5 Situational Awareness and Intelligence Gathering

This plan should be implemented within the context of the event or incident the County is facing. Maintaining situational awareness is essential to facilitating 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 is an interactive process of sharing and

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evaluating information from multiple sources. It involves integrating communications and reporting with forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

Considerations that may increase the complexity of an event and heighten the need for good situational awareness include:

- Impacts to life, property and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences and media relations.
- Area involved and jurisdictional boundaries.

4.5.5.1 Intelligence Gathering

Different from operational and situational intelligence gathered and reported by the Planning Section, intelligence/investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved), including terrorist incidents, or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Beyond maintaining situational awareness of an incident, gathering timely and accurate outside intelligence and having procedures for analyzing that data and distributing it to the right people is critical to responding to an incident effectively. The County may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff or may fall to the Planning Section Chief or designee.

4.5.5.2 Coordination with State Fusion Center

The State of Oregon maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon TITAN Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect

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the citizens of Oregon from terrorism and terrorist activity by providing an “all crimes, all threat and all hazard” information clearinghouse for federal, state, local and tribal law enforcement agencies. The center’s goals are to identify, prevent, detect, disrupt and assist in investigating terrorism-related crimes by providing an efficient, timely and secure mechanism to exchange critical information between law enforcement agencies at all levels, state executive leadership, government agencies and our public and private-sector partners. The OTFC supports by:

- Pre- and post- terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintain the State of Oregon Terrorism Suspicious Activity Report intake log.
- Provide real time intelligence/information support, previously coordinated, to Oregon Emergency Management and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated all crimes or terrorism-related intelligence information to local, state and federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the Terrorism Information and Threat Assessment Network (TITAN).
- Provide an Oregon TITAN Fusion Center staff member to be collocated within the Oregon Emergency Coordination Center in the event of an emergency.
- Provide terrorism-related alerts, bulletins and assessments to public and private-sector companies and organizations as requested or required.

4.5.6 Resource Management

Resource management during an emergency is usually performed at the Incident Command Post (ICP) under the ICS. In a major emergency or disaster, management of resources deployed to any one incident is still necessary at the ICP, but it is also necessary at the EOC.

- The BOC serves as the overall authority for resource management.
- Priorities for resource allocation will be established by the EOC staff.

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- 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 BOC informed of resource requirements and coordinate emergency resource requests; those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are subject to the approval of the EOC manager and will be coordinated through the EOC.
- Other County department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty.

4.5.6.1 Volunteer and Donations Management

The County should maintain a program that ensures the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

- Activation of a Volunteer and Donations Management coordinator within the County's emergency management organization to address volunteer and donations management.
- Implementation of a system for tracking and utilizing volunteers and donations.
- Coordination with the State and local volunteer agencies and Volunteer Organizations Active in Disaster groups,
- Establishment of facilities such as a warehouse and volunteer reception center.
- Communications support such as coordination of a call center.

4.5.6.2 Resource Typing

The County may choose to implement NIMS resource typing to better address resource and supply needs during an emergency. Resource typing is a method for standardizing nomenclature used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

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

4. Concept of Operations

staff should practice using resource typing lists and become familiar with the standard terminology for commonly requested resources.

4.5.6.3 Credentialing of Personnel

The County may maintain a program for credentialing of response personnel that provides, respectively, documentation that identifies personnel and authenticates and verifies the qualifications of such personnel by ensuring that such personnel possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The County's credentialing program may include the following elements:

- Conduct identify enrollment of personnel in accordance with approved standards.
- Identify type and quality personnel in accordance with published NIMS Job Titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness for qualifying for the position.
- Certify personnel based on completion of identify vetting and meeting qualifications for position to be filled.
- Card personnel after completing certification of identity, qualifications and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.7 Access and Functional Needs Populations

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

Wasco County maintains a voluntary registration program to aid assistance to populations with access and functional needs during an evacuation.

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4.5.8 Children and Disasters

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

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community who are familiar with children's issues.
- **Evacuation.** Identifying where children are located (e.g., schools and daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula and food appropriate for all ages, portable cribs and playpens and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

4.5.9 Household Pets and Service Animals

Whenever possible the County will consider preparedness, evacuation, shelter operations and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community who are familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

Wasco County maintains an Animals in Disaster Plan for companion animals and livestock.

4.5.10 Demobilization

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

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4.5.11 Transition to 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, similar disaster in the future.

See ESF-14 - Long-Term Community Recovery for more details

4.6 Inter-jurisdictional Coordination

4.6.1 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 not choosing 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.

4.6.2 Mutual Aid

State law (ORS 402.010 and 402.015) authorizes the County to enter into Cooperative Assistance Agreements with public and private agencies in

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accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.

State law (ORS 402.210) authorizes the creation of an intrastate mutual assistance compact among local governments within the state. The compact streamlines the process by which a local government requests assistance and temporarily acquires resources.

4.6.3 Special Service Districts

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

4.6.4 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Manager, or designee, will coordinate response efforts with the private sector, to include providing 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 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 for the first 72 hours of a disaster.

4.6.5 State Government

The State emergency organization, as defined in the State of Oregon EMP, can be activated through the Oregon Military Department, Oregon Emergency Management. This department 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 the 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.

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The County shall make requests for Federal disaster assistance to 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.

5

Command and Control

5.1 General

The County's Emergency Management Director is responsible for assuring that coordinated and effective emergency response systems are developed and maintained.

Existing agencies of government will perform emergency activities closely related to those they perform routinely.

Specific positions and agencies are responsible for fulfilling their obligations as presented in this plan. As the EOC controller, the Emergency Management Director will provide overall direction of response activities of all County departments.

Department heads will retain control over their employees and equipment unless directed otherwise by the BOC. Each agency will be responsible for having its own SOPs to be followed during response operations.

5.2 On-Scene Incident Management

The initial County response structure consists of the responding agency that may appoint an on-scene IC and establish ICS at the incident site. The senior person of the agency having responsibility for that site will be the on-scene commander, or work within a unified command. The on-scene commander will establish and maintain communications with the EOC and will direct emergency operations from the EOC in coordination with other responding agency representatives at the EOC.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure supported by full Command and General Staff positions.

5.3 EOC Support to On-Scene Operations

Depending on the type and size of incident, the County may activate the EOC and assign an IC. The County will require and request additional personnel to support this expanded structure. Depending on the incident type, the County departments will provide staff to the EOC. Following a declaration of emergency, the County may receive assistance from mutual aid partners or the State to support the County ICS structure. At any time, if the incident expands or contracts, changes

5. Command and Control

in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

Upon activation of the County EOC, the Emergency Management Director (or designee) becomes the EOC Controller and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The Chairperson of the BOC (or designee) may declare a “State of Emergency,” place this plan into effect, and may activate and staff the County EOC on a full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the County Board of Commission at the first available opportunity. The Emergency Management Director will provide overall direction of response activities for all County departments. Department heads will retain control over their employees and equipment unless directed otherwise by the County Board of Commissioners. Each agency will be responsible for having its own SOPs to be followed during response operations.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used only as an adjunct to existing County services, and then only when the situation threatens to expand beyond the County’s response capabilities.

5.4 Emergency Operations Center

Response activities will be coordinated from an EOC. The EOC will be activated upon notification of a possible or actual emergency. During large scale emergencies the EOC could in fact become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system (MACS), if needed.

See ESF 5 – Emergency Management for more details.

5.4.1 EOC Activation

During emergency operations and upon activation, the EOC staff will assemble as outlined in ESF 5 – Emergency Management and exercise direction and control as outlined below.

- The EOC will be activated by the Emergency Manager or designee. The Emergency Manager will assume responsibility for all operations and direction and control of response functions;
- The Emergency Manager will determine the level of staffing required and will alert the appropriate personnel, agencies and organizations;
- Emergency operations will be conducted by County departments augmented as required by trained reserves, volunteer groups, and

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forces supplied through MAAs. State and Federal support will be requested if the situation dictates;

- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations;
- The Emergency Management Organization may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC;
- Department heads and organization leaders are responsible for emergency functions assigned to their activity as outlined in their appropriate annex;
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed; and
- The Emergency Manager will immediately notify the State Emergency Management office upon activation. Periodic updates will be made as the situation requires.

5.4.2 Emergency Operations Center Location

During a large-scale emergency, the Wasco County EOC has the ability to operate as a multiagency coordination entity.

The primary location for the Wasco County EOC is:

Wasco County Emergency Management
419 East 7th Street
The Dalles, Oregon 97058

Figure 5-1 Primary EOC Location



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If necessary, the alternate locations for the Wasco County EOC is:

Mid-Columbia Fire and Rescue
1400 West 8th Street
The Dalles, Oregon 97058

Let's move the maps under the alternate EOC addresses

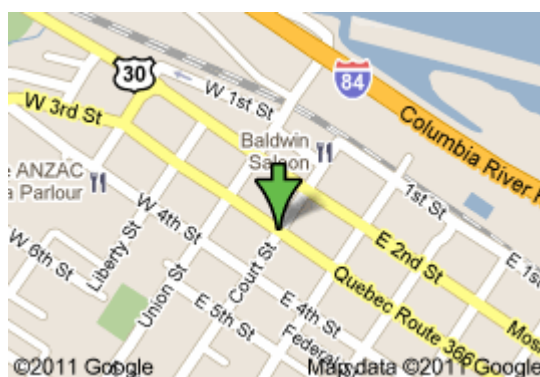
OR

The Dalles Police Department
401 Court Street
The Dalles, Oregon 97058

Figure 5-2 Alternate EOC Location – Fire



Figure 5-3 Alternate EOC Location – Police



5.4.3 EOC Staffing

The County EOC will be staffed based on 12-hour shifts, unless otherwise determined by the IC.

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

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efficiency and add depth to existing County emergency management and response organizations.

If a biological incident occurs, including Pandemic Influenza, the North Central Public Health District and the Mid-Columbia Medical Center may jointly staff a Medical EOC. This center will be coordinated with the North Central Public Health District Agency Operations Center (AOC) and the Wasco County EOC.

Other agencies may activate and staff individual AOC facilities for various types of emergencies; however, the County EOC will serve as the central point for coordination of response operations, resource requests and tracking, public information, and overall incident management.

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

5.4.4 Security

The EOC is secured through the use of controlled access doors and closed circuit television cameras.

5.4.5 Staff Support Services

The County EOC is currently not equipped to provide full support services to EOC staff and other personnel. The IC will be responsible for escalating additional resource requests to provide support services to the County EOC should the situation warrant.

5.4.6 Incident Command Posts and Field Operations

Incident command posts (ICPs) and other facilities may be established on-scene or within close proximity to an incident to support tactical operations. In addition, an incident communications center is typically co-located with the ICP.

Depending on the incident type and agencies involved, mobile command posts may be activated and implemented on-scene to provide additional resources and communication capabilities for the duration of response activities. The Wasco County Sheriff's Office, in conjunction with its Emergency Management Division and SAR Team, has developed procedures for enhancing the ability to deploy emergency equipment. In the event of a disaster, emergency, or other situation where certain equipment is required, the Sheriff's Office will maintain Emergency Response Vehicles (ERVs). ERVs will be available for deployment to any emergency response agency in Wasco County. Deployments outside of Wasco County will be considered on a case-by-case basis and within the provisions of any existing mutual aid agreements.

All tactical and strategic operations occurring at the incident(s) will be coordinated and communicated through the County EOC to track, manage, and allocate appropriate resources and personnel. Pre-designated facilities and staging

5. Command and Control

areas may be identified and described in existing agency-specific emergency response plans and standard procedures. This information will be consulted and implemented accordingly depending on the incident type and local/county agencies involved in the response. The lead agency designated for each ESF is responsible for updating, maintaining, and disseminating appropriate plans, procedures, and guidance prior to, during, and following an emergency incident.

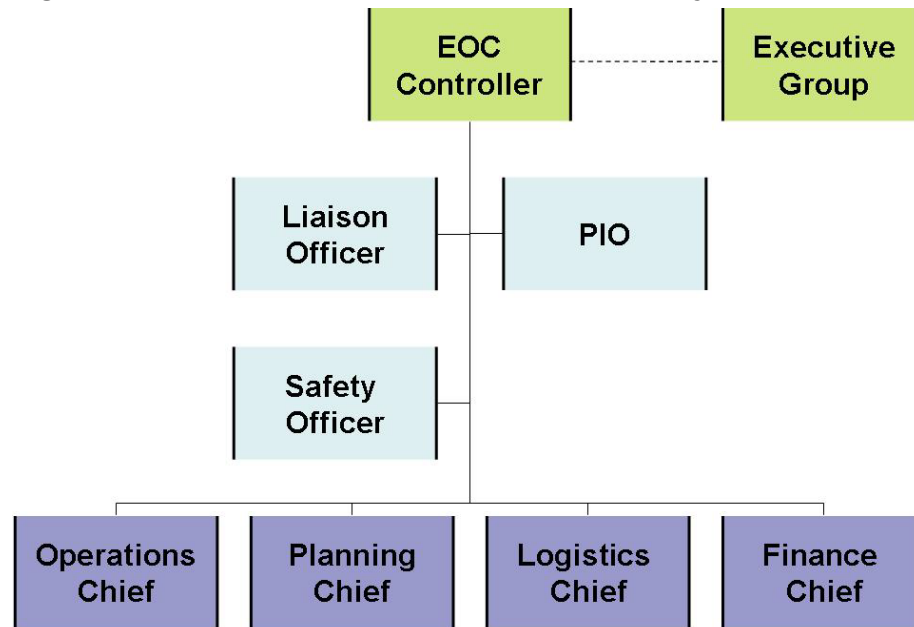
5.5 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit, to a major emergency involving several agencies and spanning numerous jurisdictions. The County has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this plan; however, this document is not an EOC manual. A transitional ICS organizational chart for the County is presented in Figure 5-4.

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Figure 5-4 Example of an ICS for Wasco 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 are 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.

See ESF 5 – Emergency Management for more detailed information on the County’s EMO command structure.

Current training and operational requirements set forth under NIMS has been adopted and implemented by County. 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 more details.

5.5.1 Command Staff

5.5.1.1 Incident Commander

The EOC Incident Commander is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Controller is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP);
- Coordination of activities supporting the incident or event;

5. Command and Control

- 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.

5.5.1.2 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.

5.5.1.3 Public Information Officer

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

- Developing and coordinating release of information to incident personnel, media, and the general public;
- Coordinating information sharing among the public information network through the use of a Joint Information System and, if applicable, establishing and staffing a Joint Information Center;
- Implementing information clearance processes with the IC; and
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the County EOC, depending on the type of emergency incident that has

5. Command and Control

occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services (American Red Cross). Responsibilities typically included in 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 EOC or other designated facility where response efforts will be coordinated.

5.5.2 General Staff

5.5.2.1 Operations Section

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 non-governmental organizations 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. Command and Control**5.5.2.2 Planning Section**

The Planning section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes are accomplished. 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 on 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.

5.5.2.3 Logistics Section

The Logistics section is typically supported by units including: 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.

5.5.2.4 Finance/Administration Section

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 which 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. Command and Control

5.5.3 Unified Command

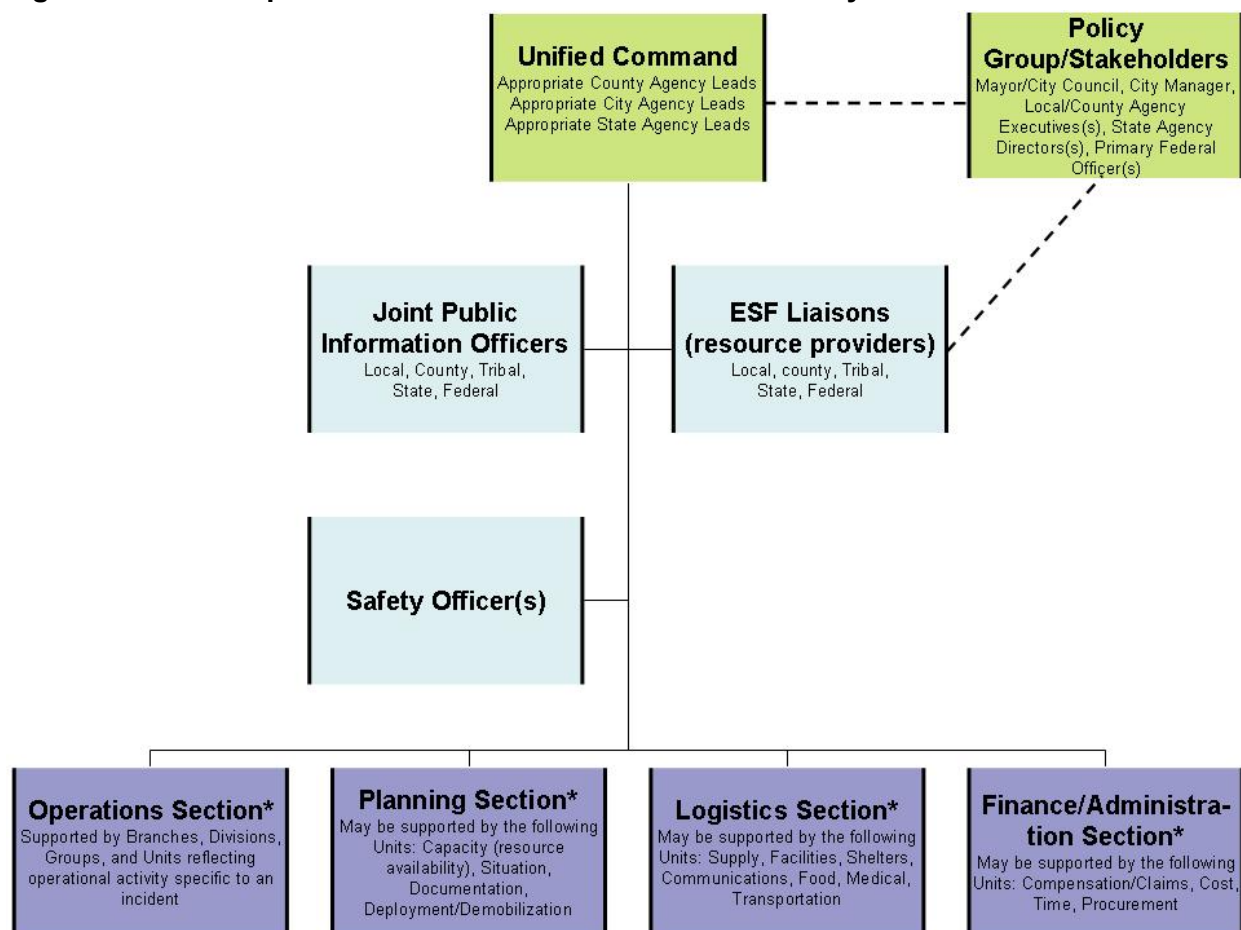
In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, county, regional, state, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure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

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

Table 5-1 ESF Assignments Within ICS		
ESF No.	Title	Section
ESF-1	Transportation	Logistics
ESF-2	Emergency Telecommunications and Warning	Operations
ESF-3	Public Works and Engineering	Operations
ESF-4	Fire Services	Operations
ESF-5	Emergency Management	Incident Command
ESF-6	Housing and Human Services	Operations, Logistics, and Liaison
ESF-7	Resource Support	All
ESF-8	Public Health and Medical Services	Operations and Liaison
ESF-9	Search and Rescue	Operations
ESF-10	Hazardous Material	Operations
ESF-11	Agriculture and Natural Resources	Operations
ESF-12	Energy	Logistics
ESF-13	Public Safety and Security	Operations
ESF-14	Community Recovery, Mitigation, and Economic Stabilization	Administration/Finance and Planning
ESF-15	Emergency Public Information and External Affairs	Incident Command and Liaison

5. Command and Control

Figure 5-5 Example of Unified Command for Wasco 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.

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:

Wasco County Emergency Manager
511 Washington Street, Suite 102
The Dalles, Oregon 97058

6.2 Training Program

The County 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:

- Emergency Medical Service (EMS) personnel;

6. Plan Development, Maintenance, and Implementation

- 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 provides 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, -701, -703, -704, -800
Other Command Staff, Section Chiefs, and Deputy Section Chiefs	ICS-100, -200, -300 IS-700, -701, -703, -704 (-702 for PIOs)
All other EOC personnel and first responders	ICS-100, -200 IS-700, -701, -703, -704
All other emergency response personnel, including volunteers	ICS-100 IS-700
<i>Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.</i>	

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 on 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. Plan Development, Maintenance, and Implementation

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 and 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

http://co.wasco.or.us/county/dept_sheriff_emergency.cfm.

6.6 Funding and Sustainment

It is a priority of the County to fund and maintain an emergency management organization that ensures the County’s ability to respond to and recover from disasters. The Emergency Manager will work with the BOC and community stakeholders to:

Identify funding sources for emergency management programs, personnel and equipment.

- Ensure the BOC is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional and state partners to maximize use of scarce resources.

6. Plan Development, Maintenance, and Implementation

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Sample Disaster Declaration Forms

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Appendix A. Declaration of State of Emergency

Declaration of Local State of Emergency

WHEREAS, the County of Wasco on the ____ day of _____, 20____, has:

____ Suffered widespread or severe damage, injury, or loss of life and/or property

____ Determined there is imminent threat of widespread or severe damage, injury, or loss of life and/or property

Resulting from _____, and

WHEREAS, the County Judge has determined that extraordinary measures must be taken to protect and alleviate the suffering of people and to protect or rehabilitate property;

NOW, THEREFORE, BE IT PROCLAIMED by the County Judge of Wasco County:

1. That a state of emergency is declared within Wasco County.
2. That the Emergency Management Plan has been implemented.
3. That Chapter 401, section 305 of the Oregon Revised Statutes regarding Powers of Local Governments in Emergency Service procedures, provides the basis for invoking this Emergency Declaration for a period of seven days from the date hereof, unless the same is continued by consent of the Board of Commissioners of Wasco County, Oregon.
4. That this proclamation shall take effect immediately from and after its issuance.

ORDERED this the _____ day of _____, 20____.

County Judge Chair, Wasco County Board of Commissioners

ATTEST:

County Clerk, Wasco County

Appendix A. Declaration of State of Emergency

County of Wasco Board Order

Number:

Declaration Extension

WHEREAS, on _____, 20____, the County Judge issued an Emergency Declaration declaring a state of emergency for Wasco County resulting from:

_____, and

WHEREAS, the conditions necessitating the declaration of a state of disaster continue to exist; and

WHEREAS, that Chapter 401 of the State of Oregon revised Statutes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ____ days unless amended by consent of this Board of Commissioners.

1. That the state of emergency proclaimed for Wasco County by the County Board of Commissioners on _____ 20 ____ shall continue until terminated by order of the Board of Commissioners.
2. That this Board Order shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of Wasco County and it is accordingly so ordained.

ORDERED this ____ day of _____, 20____

Chair, Wasco County Board of County Commissioners

ATTEST:

County Clerk

Appendix A. Declaration of State of Emergency

Declaration of State of Emergency

WHEREAS, the City of _____ on the ____ day of _____, 20____, has:
____ Suffered widespread or severe damage, injury, or loss of life and/or property
____ Determined there is imminent threat of widespread or severe damage,
injury, or loss of life and/or property
Resulting from _____, and

WHEREAS, the Mayor has determined that extraordinary measures must be taken to protect and alleviate the suffering of people and to protect or rehabilitate property;

NOW, THEREFORE, BE IT PROCLAIMED by the Mayor of the City of

_____:

1. That a state of emergency is declared within City of _____
2. That the Emergency Management Plan has been implemented.
3. That Chapter 401, section 305 of the Oregon State revised statutes regarding Powers of Local Governments in Emergency Service procedures, provides the basis for invoking this Emergency Declaration for a period of seven days from the date hereof, unless the same is continued by consent of the City Council of City of _____, Oregon.
4. That this proclamation shall take effect immediately from and after its issuance.

ORDERED this the _____ day of _____, 20____.

Mayor, City of _____

ATTEST:

City Clerk, City of _____

Appendix A. Declaration of State of Emergency

City of _____

Ordinance Number:
_____**Emergency Declaration Extension**

WHEREAS, on _____, 20____, the Mayor issued a proclamation declaring a state of emergency for the City of:

Resulting from:

_____, and ;

WHEREAS, the conditions necessitating the declaration of a state of emergency continue to exist; and;

WHEREAS, that Chapter 401 of the State of Oregon revised codes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ____ days unless amended by consent of this governing body.

1. That the state of emergency proclaimed for the City of _____ by the Mayor on _____ 20____ shall continue until terminated by order of the City Council.
2. That this Ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of _____ and it is accordingly so ordained.

ORDERED this ____ day of _____, 20____

Mayor

ATTEST:

City Clerk / Recorder

Appendix A. Declaration of State of Emergency

Declaration of Local Emergency/Disaster

WHEREAS, the City of The Dalles on the ____ day of _____, 20____, has:

____ Suffered widespread or severe damage, injury, or loss of life and/or property

____ Determined there is imminent threat of widespread or severe damage, injury, or loss of life and/or property

Resulting from _____, and

WHEREAS, the Mayor has determined that extraordinary measures must be taken to protect and alleviate the suffering of people and to protect or rehabilitate property;

NOW, THEREFORE, BE IT PROCLAIMED by the Mayor of the City of

The Dalles:

1. That a state of emergency is declared within City of The Dalles;
2. That the Emergency Management Plan has been implemented;
3. That Chapter 401, section 305 of the Oregon State revised statutes regarding Powers of Local Governments in Emergency Service procedures, provides the basis for invoking this Emergency Declaration for a period of seven days from the date hereof, unless the same is continued by consent of the City Council of City of the Dalles, Oregon.
4. That this proclamation shall take effect immediately from and after its issuance.

ORDERED this the _____ day of _____, 20____.

Mayor, City of The Dalles

ATTEST:

City Clerk, City of The Dalles

Appendix A. Declaration of State of Emergency

**City of The Dalles
Ordinance/Order Number:****Emergency Declaration Extension**

WHEREAS, on _____, 20____, the Mayor issued a proclamation declaring a state of emergency for the City of The Dalles resulting from:

_____, and;

WHEREAS, the conditions necessitating the declaration of a state of emergency/disaster continue to exist; and

WHEREAS, that Chapter 401 of the State of Oregon revised codes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ____ days unless amended by consent of this governing body.

1. That the state of emergency proclaimed for the City of The Dalles by the Mayor on _____ 20____ shall continue until terminated by order of the City Council.
2. That this Ordinance/Order shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of The Dalles and it is accordingly so ordained.

ORDERED this ____ day of _____, 20____

Mayor, City of The Dalles

ATTEST:

City Clerk / Recorder, City of The Dalles

B

Incident Command System Forms

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Appendix B. Incident Command System Forms**Index of Incident Command System (ICS) Forms**

The following ICS forms are included in this appendix.

ICS Form No.	Form Title
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-in List
ICS Form 213	General Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 219	Resource Status Card (T-Card)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 225	Incident Personnel Performance Rating

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INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment):		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1	Date/Time: _____	

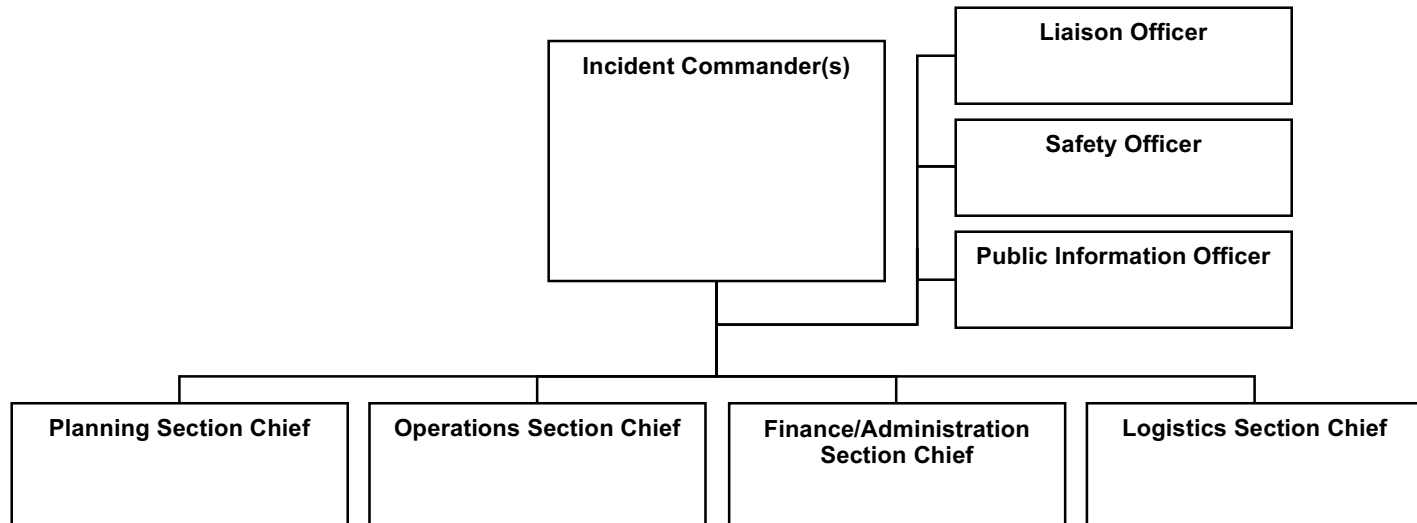
INCIDENT BRIEFING (ICS 201)

[illegible]

INCIDENT BRIEFING (ICS 201)

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

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



6. Prepared by: Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: _____	

INCIDENT BRIEFING (ICS 201)

1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
10. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
				☐	
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 201, Page 4			Date/Time: _____		

ICS 201

Incident Briefing

Purpose. The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

Preparation. The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

Distribution. Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Initiated • Date, Time	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology. If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209). North should be at the top of page unless noted otherwise.
5	Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	Current and Planned Objectives	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	Current and Planned Actions, Strategies, and Tactics • Time • Actions	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	Current Organization (fill in additional organization as appropriate) • Incident Commander(s) • Liaison Officer • Safety Officer • Public Information Officer • Planning Section Chief • Operations Section Chief • Finance/Administration Section Chief • Logistics Section Chief	• Enter on the organization chart the names of the individuals assigned to each position. • Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections. • If Unified Command is being used, split the Incident Commander box. • Indicate agency for each of the Incident Commanders listed if Unified Command is being used.
10	Resource Summary	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	• Resource	Enter the number and appropriate category, kind, or type of resource ordered.
	• Resource Identifier	Enter the relevant agency designator and/or resource designator (if any).
	• Date/Time Ordered	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	• ETA	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	• Arrived	Enter an "X" or a checkmark upon arrival to the incident.
	• Notes (location/assignment/status)	Enter notes such as the assigned location of the resource and/or the actual assignment and status.

INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Time From: _____ Date To: _____ Time To: _____
3. Objective(s):	
4. Operational Period Command Emphasis:	
General Situational Awareness	
5. Site Safety Plan Required? Yes ☐ No ☐ Approved Site Safety Plan(s) Located at:	
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): ☐ ICS 202 ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/Tides/Currents <u>Other Attachments:</u> ☐ _____ ☐ _____ ☐ _____ ☐ _____	
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____	
8. Approved by Incident Commander: Name: _____ Signature: _____	
ICS 202	IAP Page _____ Date/Time: _____

ICS 202

Incident Objectives

Purpose. The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

Preparation. The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

Distribution. The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident. If needed, an incident number can be added.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Objective(s)	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable. Objectives should follow the SMART model or a similar approach: <u>S</u>pecific – Is the wording precise and unambiguous? <u>M</u>easurable – How will achievements be measured? <u>A</u>ction-oriented – Is an action verb used to describe expected accomplishments? <u>R</u>ealistic – Is the outcome achievable with given available resources? <u>T</u>ime-sensitive – What is the timeframe?
4	Operational Period Command Emphasis	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	Site Safety Plan Required? Yes ☐ No ☐	Safety Officer should check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	Incident Action Plan (the items checked below are included in this Incident Action Plan): ☐ ICS 202 ☐ ICS 203 ☐ ICS 204 ☐ ICS 205 ☐ ICS 205A ☐ ICS 206 ☐ ICS 207 ☐ ICS 208 ☐ Map/Chart ☐ Weather Forecast/ Tides/Currents <u>Other Attachments:</u>	Check appropriate forms and list other relevant documents that are included in the IAP. ☐ ICS 202 – Incident Objectives ☐ ICS 203 – Organization Assignment List ☐ ICS 204 – Assignment List ☐ ICS 205 – Incident Radio Communications Plan ☐ ICS 205A – Communications List ☐ ICS 206 – Medical Plan ☐ ICS 207 – Incident Organization Chart ☐ ICS 208 – Safety Message/Plan
7	Prepared by • Name • Position/Title • Signature	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by Incident Commander • Name • Signature • Date/Time	In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.

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ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

ICS 203

Organization Assignment List

Purpose. The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

Preparation. The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

Distribution. The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Incident Commander(s) and Command Staff • IC/UCs • Deputy • Safety Officer • Public Information Officer • Liaison Officer	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer"). For all individuals, use at least the first initial and last name. For Unified Command, also include agency names.
4	Agency/Organization Representatives • Agency/Organization • Name	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	Planning Section • Chief • Deputy • Resources Unit • Situation Unit • Documentation Unit • Demobilization Unit • Technical Specialists	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty. If there is a shift change during the specified operational period, list both names, separated by a slash. For all individuals, use at least the first initial and last name.

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

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ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: Division: Group: Staging Area:
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____				
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	
Resource Identifier	Leader			
				Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
6. Work Assignments:				
7. Special Instructions:				
8. Communications (radio and/or phone contact numbers needed for this assignment): <u>Name/Function</u> _____ <u>Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</u> _____ _____/_____ _____/_____ _____/_____ _____/_____				
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 204		IAP Page _____		Date/Time: _____

ICS 204

Assignment List

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch Division Group Staging Area	This block is for use in a large IAP for reference only. Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	Operations Personnel • Name, Contact Number(s) – Operations Section Chief – Branch Director – Division/Group Supervisor	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	Resources Assigned	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	Work Assignments	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	Communications (radio and/or phone contact numbers needed for this assignment) • Name/Function • Primary Contact: indicate cell, pager, or radio (frequency/system/channel)	Enter specific communications information (including emergency numbers) for this Branch/Division/Group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics. In light of potential IAP distribution, use sensitivity when including cell phone number. Add a secondary contact (phone number or radio) if needed.
9	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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

[illegible]

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

ICS 205

Incident Radio Communications Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Date/Time Prepared	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	Basic Radio Channel Use	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talk group such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions. The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
4 (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
5	Special Instructions	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
6	Prepared by (Communications Unit Leader) • Name • Signature • Date/Time	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

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COMMUNICATIONS LIST (ICS 205A)

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ICS 205A

Communications List

Purpose. The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

Preparation. The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

Distribution. The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Basic Local Communications Information	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	• Incident Assigned Position	Enter the ICS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period: Date From: _____ Time From: _____		Date To: _____ Time To: _____			
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____	☐ Yes ☐ No	☐ Yes ☐ No
6. Special Medical Emergency Procedures:							
☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____							
8. Approved by (Safety Officer): Name: _____ Signature: _____							
ICS 206		IAP Page _____		Date/Time: _____			

ICS 206

Medical Plan

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Medical Aid Stations	Enter the following information on the incident medical aid station(s):
	• Name	Enter name of the medical aid station.
	• Location	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the medical aid station(s).
	• Paramedics on Site? ☐ Yes ☐ No	Indicate (yes or no) if paramedics are at the site indicated.
4	Transportation (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	• Ambulance Service	Enter name of ambulance service.
	• Location	Enter the location of the ambulance service.
	• Contact Number(s)/Frequency	Enter the contact number(s) and frequency for the ambulance service.
	• Level of Service ☐ ALS ☐ BLS	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	Hospitals	Enter the following information for hospital(s) that could serve this incident:
	• Hospital Name	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	• Address, Latitude & Longitude if Helipad	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	• Contact Number(s)/ Frequency	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	• Travel Time • Air • Ground	Enter the travel time by air and ground from the incident to the hospital.
	• Trauma Center ☐ Yes Level: _____	Indicate yes and the trauma level if the hospital has a trauma center.
	• Burn Center ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a burn center.
	• Helipad ☐ Yes ☐ No	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	Special Medical Emergency Procedures	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	Prepared by (Medical Unit Leader) • Name • Signature	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	Approved by (Safety Officer) • Name • Signature • Date/Time	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

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INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		
3. Organization Chart <pre> graph TD IC[Incident Commander(s)] LO[Liaison Officer] SO[Safety Officer] PIO[Public Information Officer] OSC[Operations Section Chief] SAM[Staging Area Manager] PSC[Planning Section Chief] LSC[Logistics Section Chief] FASC[Finance/Admin Section Chief] RU[Resources Unit Ldr.] SU[Situation Unit Ldr.] DU[Documentation Unit Ldr.] DMU[Demobilization Unit Ldr.] SBD[Support Branch Dir.] SUP[Supply Unit Ldr.] FUL[Facilities Unit Ldr.] GSL[Ground SpL. Unit Ldr.] SB[Service Branch Dir.] CU[Comms Unit Ldr.] MU[Medical Unit Ldr.] FU[Food Unit Ldr.] TL[Time Unit Ldr.] PL[Procurement Unit Ldr.] CC[Comp./Claims Unit Ldr.] CO[Cost Unit Ldr.] IC --- LO IC --- SO IC --- PIO IC --- OSC IC --- SAM IC --- PSC IC --- LSC IC --- FASC OSC --- U1[] OSC --- U2[] OSC --- U3[] OSC --- U4[] PSC --- RU PSC --- SU PSC --- DU PSC --- DMU PSC --- U5[] LSC --- SBD LSC --- SUP LSC --- FUL LSC --- GSL LSC --- SB SB --- CU SB --- MU SB --- FU FASC --- TL FASC --- PL FASC --- CC FASC --- CO FASC --- U6[] </pre>			
ICS 207	IAP Page ____	4. Prepared by: Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____	

ICS 207

Incident Organization Chart

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Print the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Organization Chart	• Complete the incident organization chart. • For all individuals, use at least the first initial and last name. • List agency where it is appropriate, such as for Unified Commanders. • If there is a shift change during the specified operational period, list both names, separated by a slash.
4	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

SAFETY MESSAGE/PLAN (ICS 208)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan:		
4. Site Safety Plan Required? Yes ☐ No ☐ Approved Site Safety Plan(s) Located At:		
5. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 208	IAP Page _____	Date/Time: _____

ICS 208

Safety Message/Plan

Purpose. The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

Preparation. The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

Distribution. The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

Notes:

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	Site Safety Plan Required? Yes ☐ No ☐	Check whether or not a site safety plan is required for this incident.
	Approved Site Safety Plan(s) Located At	Enter where the approved Site Safety Plan(s) is located.
5	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT STATUS SUMMARY (ICS 209)

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

Approval & Routing Information

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

Incident Location Information

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

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): 				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): 				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.): 	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			
ICS 209, Page 1 of ____		* Required when applicable.		

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:			2. Incident Number:				
Additional Incident Decision Support Information							
*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:	A. # This Reporting Period	B. Total # to Date		
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>				
D. Fatalities			D. Fatalities				
E. With Injuries/Illness			E. With Injuries/Illness				
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue				
G. Missing (note if estimated)			G. Missing				
H. Evacuated (note if estimated)			H. Sheltering in Place				
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations				
J. In Temporary Shelters (note if est.)			J. Require Immunizations				
K. Have Received Mass Immunizations			K. In Quarantine				
L. Require Immunizations (note if est.)							
M. In Quarantine							
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>				
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:				
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):			A. Check if Active				
			A. No Likely Threat			☐	
			B. Potential Future Threat			☐	
			C. Mass Notifications in Progress			☐	
			D. Mass Notifications Completed			☐	
			E. No Evacuation(s) Imminent			☐	
			F. Planning for Evacuation			☐	
			G. Planning for Shelter-in-Place			☐	
			H. Evacuation(s) in Progress			☐	
			I. Shelter-in-Place in Progress			☐	
			J. Repopulation in Progress			☐	
			K. Mass Immunization in Progress			☐	
			L. Mass Immunization Complete			☐	
			M. Quarantine in Progress			☐	
			N. Area Restriction in Effect			☐	
			☐				
			☐				
			☐				
36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:							
12 hours:							
24 hours:							
48 hours:							
72 hours:							
Anticipated after 72 hours:							
37. Strategic Objectives (define planned end-state for incident):							

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
Additional Incident Decision Support Information (continued)	
38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. 12 hours: 24 hours: 48 hours: 72 hours: Anticipated after 72 hours:	
39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: 12 hours: 24 hours: 48 hours: 72 hours: Anticipated after 72 hours:	
40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to: 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.	
41. Planned Actions for Next Operational Period:	
42. Projected Final Incident Size/Area (use unit label – e.g., “sq mi”):	
43. Anticipated Incident Management Completion Date:	
44. Projected Significant Resource Demobilization Start Date:	
45. Estimated Incident Costs to Date:	
46. Projected Final Incident Cost Estimate:	
47. Remarks (or continuation of any blocks above – list block number in notation):	
ICS 209, Page 3 of ____	* Required when applicable.

INCIDENT STATUS SUMMARY (ICS 209)

1. Incident Name:	2. Incident Number:

Incident Resource Commitment Summary

[illegible]

ICS 209

Incident Status Summary

Purpose. The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decisionmaking at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

Reporting Requirements. The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline’s policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

Preparation. When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the “Incident Location Information” in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

Distribution. ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms **MUST** be given to the incident’s Documentation Unit and/or maintained as part of the official incident record.

Notes:

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
 - Possible submission of additional pages for the Remarks Section (Block 47), and
 - Possible submission of additional copies of the fourth/last page (the “Incident Resource Commitment Summary”) to provide a more detailed resource summary.

Block Number	Block Title	Instructions
*1	Incident Name	REQUIRED BLOCK. • Enter the full name assigned to the incident. • Check spelling of the full incident name. • For an incident that is a Complex, use the word “Complex” at the end of the incident name. • If the name changes, explain comments in Remarks, Block 47. • Do not use the same incident name for different incidents in the same calendar year.

Block Number	Block Title	Instructions
2	Incident Number	- Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline. - Examples include: - A computer-aided dispatch (CAD) number. - An accounting number. - A county number. - A disaster declaration number. - A combination of the State, unit/agency ID, and a dispatch system number. - A mission number. - Any other unique number assigned to the incident and derived by means other than those above. - Make sure the number entered is correct. - Do not use the same incident number for two different incidents in the same calendar year. - Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.
*3	Report Version (check one box on left)	REQUIRED BLOCK. - This indicates the current version of the ICS 209 form being submitted. - If only one ICS 209 will be submitted, check BOTH "Initial" and "Final" (or check only "Final").
	☐ Initial	Check "Initial" if this is the first ICS 209 for this incident.
	☐ Update	Check "Update" if this is a subsequent report for the same incident. These can be submitted at various time intervals (see "Reporting Requirements" above).
	☐ Final	- Check "Final" if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction). - Incidents may also be marked as "Final" if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).
	Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.
*4	Incident Commander(s) & Agency or Organization	REQUIRED BLOCK. - Enter both the first and last name of the Incident Commander. - If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example: L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD, C. Taylor – St. Paul PD, Y. Martin – St. Paul FD, S. McIntyre – U.S. Army Corps, J. Hartl – NTSB
5	Incident Management Organization	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
*6	Incident Start Date/Time	REQUIRED. This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
7	Current Incident Size or Area Involved (use unit label – e.g., “sq mi,” “city block”)	• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.). • Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47). • Indicate that the size is an estimate, if a more specific figure is not available. • Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives. • If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47). • The incident may be one part of a much larger event (refer to introductory instructions under “Preparation”). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.
8	Percent (%) Contained or Completed (circle one)	• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label. • For example, a spill may be 65% contained, or flood response objectives may be 50% met.
*9	Incident Definition	REQUIRED BLOCK. Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as “tornado,” “wildfire,” “bridge collapse,” “civil unrest,” “parade,” “vehicle fire,” “mass casualty,” etc.
10	Incident Complexity Level	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
*11	For Time Period	REQUIRED BLOCK. • Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started. • The time period may include one or more operational periods, based on agency/organizational reporting requirements.
	From Date/Time	• Enter the start date (month/day/year). • Enter the start time (using the 24-hour clock).
	To Date/Time	• Enter the end date (month/day/year). • Enter the end time (using the 24-hour clock).

Block Number	Block Title	Instructions
APPROVAL & ROUTING INFORMATION		
*12	Prepared By	REQUIRED BLOCK. When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	Date/Time Submitted	REQUIRED. Enter the submission date (month/day/year) and time (using the 24-hour clock).
	Time Zone	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	Approved By	REQUIRED. When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	Primary Location, Organization, or Agency Sent To	REQUIRED BLOCK. Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
INCIDENT LOCATION INFORMATION		
• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems. • As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident. • Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information. • Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.		
*16	State	REQUIRED BLOCK WHEN APPLICABLE. • Enter the State where the incident originated. • If other States or jurisdictions are involved, enter them in Block 25 or Block 44.
*17	County / Parish / Borough	REQUIRED BLOCK WHEN APPLICABLE. • Enter the county, parish, or borough where the incident originated. • If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.

Block Number	Block Title	Instructions
*18	City	REQUIRED BLOCK WHEN APPLICABLE. - Enter the city where the incident originated. - If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.
19	Unit or Other	Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.
*20	Incident Jurisdiction	REQUIRED BLOCK WHEN APPLICABLE. Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).
21	Incident Location Ownership (if different than jurisdiction)	- When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction. - This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.
22	22. Longitude (indicate format): Latitude (indicate format):	- Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident. - Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as "33 degrees, 45 minutes, 01 seconds."
23	US National Grid Reference	- Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. - Clearly label the data.
24	Legal Description (township, section, range)	- Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident. - Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).
*25	Short Location or Area Description (list all affected areas or a reference point)	REQUIRED BLOCK. - List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., "the southern third of Florida," "in ocean 20 miles west of Catalina Island, CA," or "within a 5 mile radius of Walden, CO"). - This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map. - Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).
26	UTM Coordinates	Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.

Block Number	Block Title	Instructions
27	Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels)	- Indicate whether and how geospatial data is included or attached. - Utilize common and open geospatial data standards. WARNING: Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. NOTE: Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline). NOTE: Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc. NOTE: Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests. NOTE: Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.
INCIDENT SUMMARY		
*28	Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.)	REQUIRED BLOCK. - Describe significant events that occurred during the period being reported in Block 6. Examples include: - Road closures. - Evacuations. - Progress made and accomplishments. - Incident command transitions. - Repopulation of formerly evacuated areas and specifics. - Containment. - Refer to other blocks in the ICS 209 when relevant for additional information (e.g., "Details on evacuations may be found in Block 33"), or in Remarks, Block 47. - Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered. - This block may be used for a single-paragraph synopsis of overall incident status.
29	Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.)	- When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident. - Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
30	Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	• Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively. • Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed. • Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts. • Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.
	A. Structural Summary	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)		
*31	Public Status Summary	- This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below. - Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33). - Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances. NOTE: <i>Do not estimate any fatality information.</i> NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. NOTE: Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> - Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. - For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33. NOTE: When providing an estimated value, denote in parenthesis: "est." Handling Sensitive Information - Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. - Thoroughly review the "Distribution" section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. - Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	- Enter the total number of individuals impacted in each category for the entire duration of the incident. - This is a cumulative total number that should be adjusted each reporting period.
	C. Indicate Number of Civilians (Public) Below	- For lines 31D–M below, enter the number of civilians affected for each category. - Indicate if numbers are estimates, for those blocks where this is an option. - Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	- Enter the number of <i>confirmed</i> civilian/public fatalities. - See information in introductory instructions ("Distribution") and in Block 31 instructions regarding sensitive handling of fatality information.
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).

Block Number	Block Title	Instructions
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	Responder Status Summary	- This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N. - Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident. - Explain or describe the nature of any reported injuries, illness, or other activities in Block 33. NOTE: Do not estimate any fatality information or responder status information. NOTE: Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. NOTE: Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports. Handling Sensitive Information - Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions. - Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once. - Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	- Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident. - This is a <i>cumulative</i> total number that should be adjusted each reporting period.
	C. Indicate Number of Responders Below	- For lines 32D–M below, enter the number of responders relevant for each category. - Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.
	D. Fatalities	- Enter the number of <i>confirmed</i> responder fatalities. - See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.
	E. With Injuries/Illness	- Enter the number of incident responders with serious injuries or illnesses due to the incident. <i>For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.</i>
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	Life, Safety, and Health Status/Threat Remarks	- Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31. - This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change. - Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment. - Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties. - Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).

Block Number	Block Title	Instructions
*34	Life, Safety, and Health Threat Management	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident. • These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system. • Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern)	• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant. • Include current and/or predicted weather factors, and the timeframe for predictions. • Include relevant factors such as: ○ Wind speed (label units, such as mph). ○ Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., “from NNW,” “from E,” or “from SW”). ○ Temperature (label units, such as F). ○ Relative humidity (label %). ○ Watches. ○ Warnings. ○ Tides. ○ Currents. • Any other weather information relative to the incident, such as flooding, hurricanes, etc.
36	Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes 12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours	• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes. • Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes. • Include an estimate of the acreage or area that will likely be affected. • If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.
37	Strategic Objectives (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) (PAGE 3)		
38	Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts. 12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours	Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.

Block Number	Block Title	Instructions
39	Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order: 12 hours 24 hours 48 hours 72 hours Anticipated after 72 hours	- List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i> - Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support. - If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels. - Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a “heads up” for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed. - More than one resource need may be listed for each timeframe. For example, a list could include: <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams <u>48 hrs</u>: Mobile Communications Unit (Law/Fire) <u>After 72 hrs</u>: 1 Type 2 Incident Management Team - Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. - Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42. - Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”). - Do not use this block for noncritical resources.
40	Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to: 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.	- Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan. - Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints. - Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion. - Explain major problems and concerns as indicated.

Block Number	Block Title	Instructions
41	Planned Actions for Next Operational Period	• Provide a short summary of actions planned for the next operational period. • Examples: ○ “The current Incident Management Team will transition out to a replacement IMT.” ○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.” ○ “Continue refining mapping of the recovery operations and damaged assets using GPS.” ○ “Initiate removal of unauthorized food vendors.”
42	Projected Final Incident Size/Area (use unit label – e.g., “sq mi”)	• Enter an estimate of the total area likely to be involved or affected over the course of the incident. • Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc. • Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.
43	Anticipated Incident Management Completion Date	• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued. • Avoid leaving this block blank if possible, as this is important information for managers.
44	Projected Significant Resource Demobilization Start Date	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	Estimated Incident Costs to Date	• Enter the estimated total incident costs to date for the entire incident based on currently available information. • Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If costs decrease, explain in Remarks (Block 47). • If additional space is required, please add as an attachment.
46	Projected Final Incident Cost Estimate	• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information. • This does not include damage assessment figures, as they are impacts from the incident and not response costs. • If additional space is required, please add as an attachment.

Block Number	Block Title	Instructions
47	Remarks (or continuation of any blocks above – list block number in notation)	• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed. • List the block number for any information continued from a previous block. • Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc. • For Complexes that include multiple incidents, list all sub-incidents included in the Complex. • List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: ○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or ○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE). • Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping). • This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address). • Attach additional pages if it is necessary to include additional comments in the Remarks section.
INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)		
• This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used. • Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have <i>not</i> yet arrived. <u>For summarizing:</u> • When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example, ○ Group State, local, county, city, or Federal responders together under such headings, or ○ Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name). • On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.		

Block Number	Block Title	Instructions
48	Agency or Organization	- List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc. - List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information. - Agencies or organizations may be listed individually or in groups. - When resources are grouped together, individual agencies or organizations may be listed below in Block 53. - Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. - These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. - For example: <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). - Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.
49	Resources (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	- List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. - Examples: Type 1 Fire Engines, Type 4 Helicopters - Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. - These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box. - For example: <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel). <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel). NOTE: One option is to group similar resources together when it is sensible to do so for the summary. - For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each. NOTE: It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.
50	Additional Personnel not assigned to a resource	List the number of <i>additional</i> individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	Total Personnel (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	- Enter the total personnel for each agency, organization, or grouping in the Total Personnel column. WARNING: Do not simply add the numbers across! - The number of Total Personnel for each row should include <u>both</u>: - The total number of personnel assigned to each of the resources listed in Block 49, and - The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.

Block Number	Block Title	Instructions
52	Total Resources	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	Additional Cooperating and Assisting Organizations Not Listed Above	• List all agencies and organizations that are not directly involved in the incident, but are providing support. • Examples may include ambulance services, Red Cross, DHS, utility companies, etc. • Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).

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RESOURCE STATUS CHANGE (ICS 210)

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ICS 210

Resource Status Change

Purpose. The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

Preparation. The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

Distribution. The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

Notes:

- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Resource Number	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	New Status (Available, Assigned, Out of Service)	Indicate the current status of the resource: • Available – Indicates resource is available for incident use immediately. • Assigned – Indicates resource is checked in and assigned a work task on the incident. • Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., “O/S – Mech” (for mechanical issues), “O/S – Rest” (for off shift), or “O/S – Pers” (for personnel issues).
5	From (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	To (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	Time and Date of Change	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	Comments	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

INCIDENT CHECK-IN LIST (ICS 211)

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

ICS 211

Incident Check-In List

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

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Check-In Location ☐ Base ☐ Staging Area ☐ ICP ☐ Helibase ☐ Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post. Other may include...
4	Start Date/Time • Date • Time	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	Check-In Information	Self explanatory.
5	List single resource personnel (overhead) by agency and name, OR list resources by the following format	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
	• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.
6	Order Request #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	Date/Time Check-In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	Leader's Name	• For equipment, enter the operator's name. • Enter the Strike Team or Task Force leader's name. • Leave blank for single resource personnel (overhead).
9	Total Number of Personnel	Enter total number of personnel associated with the resource. Include leaders.
10	Incident Contact Information	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	Home Unit or Agency	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	Departure Point, Date and Time	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	Method of Travel	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	Incident Assignment	Enter the incident assignment at time of dispatch.
15	Other Qualifications	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	Data Provided to Resources Unit	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

ICS 213

General Message

Purpose. The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

Preparation. The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

Distribution. Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	Incident Name (Optional)	Enter the name assigned to the incident. This block is optional.
2	To (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	From (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	Subject	Enter the subject of the message.
5	Date	Enter the date (month/day/year) of the message.
6	Time	Enter the time (using the 24-hour clock) of the message.
7	Message	Enter the content of the message. Try to be as concise as possible.
8	Approved by • Name • Signature • Position/Title	Enter the name, signature, and ICS position/title of the person approving the message.
9	Reply	The intended recipient will enter a reply to the message and return it to the originator.
10	Replied by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).

ACTIVITY LOG (ICS 214)

[illegible]

ACTIVITY LOG (ICS 214)

[illegible]

ICS 214

Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

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

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OPERATIONAL PLANNING WORKSHEET (ICS 215)

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

ICS 215

Operational Planning Worksheet

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Branch	Enter the Branch of the work assignment for the resources.
4	Division, Group, or Other	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	Work Assignment & Special Instructions	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	Resources	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	Overhead Position(s)	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	Special Equipment & Supplies	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	Reporting Location	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	Requested Arrival Time	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	Total Resources Required	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	Total Resources Have on Hand	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	Total Resources Need To Order	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date: Time:		4. Operational Period: Date From: Date To: Time From: Time To:	
5. Incident Area	6. Hazards/Risks		7. Mitigations
8. Prepared by (Safety Officer): Name: _____ Signature: _____			
Prepared by (Operations Section Chief): Name: _____ Signature: _____			
ICS 215A		Date/Time: _____	

ICS 215A

Incident Action Plan Safety Analysis

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

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

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

Notes:

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

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Prepared	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	Operational Period • Date and Time From • Date and Time To	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	Incident Area	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	Hazards/Risks	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	Mitigations	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	Prepared by (Safety Officer and Operations Section Chief) • Name • Signature • Date/Time	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.

SUPPORT VEHICLE/EQUIPMENT INVENTORY (ICS 218)

1. Incident Name:		2. Incident Number:		3. Date/Time Prepared: Date: _____ Time: _____				4. Vehicle/Equipment Category:			
5. Vehicle/Equipment Information											
Order Request Number	Incident ID No.	Vehicle or Equipment Classification	Vehicle or Equipment Make	Category/ Kind/Type, Capacity, or Size	Vehicle or Equipment Features	Agency or Owner	Operator Name or Contact	Vehicle License or ID No.	Incident Assignment	Incident Start Date and Time	Incident Release Date and Time
ICS 218		6. Prepared by: Name: _____ Position/Title: _____ Signature: _____									

ICS 218

Support Vehicle/Equipment Inventory

Purpose. The Support Vehicle/Equipment Inventory (ICS 218) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

Preparation. The ICS 218 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

Distribution. Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

Notes:

- If additional pages are needed, use a blank ICS 218 and repaginate as needed.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	Vehicle/Equipment Category	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	Vehicle/Equipment Information	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system is used (e.g., "Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Classification	Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.
	Vehicle or Equipment Make	Enter the vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).
	Vehicle or Equipment Features	Indicate any vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Owner	Enter the name of the agency or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator name and/or contact information (cell phone, radio frequency, etc.).
	Vehicle License or Identification Number	Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).

Block Number	Block Title	Instructions
5 (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
6	Prepared by • Name • Position/Title • Signature	Enter the name, ICS position/title, and signature of the person preparing the form.

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ICS 219

Resource Status Card (T-Card)

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

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

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

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

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

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

Acronyms. Abbreviations utilized on the cards are listed below:

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

[illegible][illegible]

ICS 219-1: Header Card

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Leader Name:				
Primary Contact Information:				
Crew/Team ID #(s) or Name(s):				
Manifest:		Total Weight:		
☐ Yes ☐ No				
Method of Travel to Incident:				
☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other				
Home Base:				
Departure Point:				
ETD:		ETA:		
Transportation Needs at Incident:				
☐ Vehicle ☐ Bus ☐ Air ☐ Other				
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-2 CREW/TEAM (GREEN)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status:				
☐ Assigned ☐ O/S Rest ☐ O/S Pers				
☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
☐ Assigned ☐ O/S Rest ☐ O/S Pers				
☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
☐ Assigned ☐ O/S Rest ☐ O/S Pers				
☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status:				
☐ Assigned ☐ O/S Rest ☐ O/S Pers				
☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-2 CREW/TEAM (GREEN)				

ICS 219-2: Crew/Team Card

Block Title	Instructions
ST/Unit	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
LDW (Last Day Worked)	Indicate the last available workday that the resource is allowed to work
# Pers	Enter total number of personnel associated with the crew/team. Include leaders.
Order #	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
Agency	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
Cat/Kind/Type	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
Name/ID #	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Leader Name	Enter resource leader's name (use at least the first initial and last name).
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Crew/Team ID #(s) or Name(s)	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.

Block Title	Instructions
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew/team.
BACK OF FORM	
Incident Location	Enter the location of the crew/team.
Time	Enter the time (24-hour clock) the crew/team reported to this location.
Status ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	Enter the crew/team's current status: - Assigned – Assigned to the incident - O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft - O/S Pers – Out-of-service for personnel reasons - Available – Available to be assigned to the incident - O/S Mech – Out-of-service for mechanical reasons - ETR – Estimated time of return
Notes	Enter any additional information pertaining to the crew/team's current location or status.
Prepared by Date/Time	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Leader Name:				
Primary Contact Information:				
Resource ID #(s) or Name(s):				
Home Base:				
Departure Point:				
ETD:		ETA:		
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-3 ENGINE (ROSE)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-3 ENGINE (ROSE)				

ICS 219-3: Engine Card

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

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Pilot Name:				
Home Base:				
Departure Point:				
ETD:		ETA:		
Destination Point:				
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-4 HELICOPTER (BLUE)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: ____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-4 HELICOPTER (BLUE)				

ICS 219-4: Helicopter Card

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

ST/Unit:	Name:	Position/Title:

Front	
Date/Time Checked In:	
Name:	
Primary Contact Information:	
Manifest: ☐ Yes ☐ No	Total Weight:
Method of Travel to Incident: ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	
Home Base:	
Departure Point:	
ETD:	ETA:
Transportation Needs at Incident: ☐ Vehicle ☐ Bus ☐ Air ☐ Other	
Date/Time Ordered:	
Remarks:	
Prepared by:	
Date/Time:	
ICS 219-5 PERSONNEL (WHITE CARD)	

ST/Unit:	Name:	Position/Title:

Back	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	
Notes:	
Incident Location:	Time:
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____	
Notes:	
Prepared by:	
Date/Time:	
ICS 219-5 PERSONNEL (WHITE CARD)	

ICS 219-5: Personnel Card

Block Title	Instructions
ST/Unit	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
Name	Enter the individual's first initial and last name.
Position/Title	Enter the individual's ICS position/title.
Date/Time Checked In	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
Name	Enter the individual's full name.
Primary Contact Information	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205). Phone and pager numbers should include the area code and any satellite phone specifics.
Manifest ☐ Yes ☐ No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
Total Weight	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
Method of Travel to Incident ☐ AOV ☐ POV ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
Home Base	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
Departure Point	Enter the location from which the resource or individual departed for this incident.
ETD	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
ETA	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
Transportation Needs at Incident ☐ Vehicle ☐ Bus ☐ Air ☐ Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
Date/Time Ordered	Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
Remarks	Enter any additional information pertaining to the crew.
BACK OF FORM	
Incident Location	Enter the location of the crew.
Time	Enter the time (24-hour clock) the crew reported to this location.

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

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type	Name/ID #	
Front			
Date/Time Checked-In:			
Pilot Name:			
Home Base:			
Departure Point:			
ETD:		ETA:	
Destination Point:			
Date/Time Ordered:			
Manufacturer:			
Remarks:			
Prepared by:			
Date/Time:			
ICS 219-6 FIXED-WING (ORANGE)			

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type	Name/ID #	
Back			
Incident Location:		Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____			
Notes:			
Incident Location:		Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____			
Notes:			
Incident Location:		Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____			
Notes:			
Incident Location:		Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____			
Notes:			
Prepared by:			
Date/Time:			
ICS 219-6 FIXED-WING (ORANGE)			

ICS 219-6: Fixed-Wing Card

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

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Front				
Date/Time Checked In:				
Leader Name:				
Primary Contact Information:				
Resource ID #(s) or Name(s):				
Home Base:				
Departure Point:				
ETD:		ETA:		
Date/Time Ordered:				
Remarks:				
Prepared by:				
Date/Time:				
ICS 219-7 EQUIPMENT (YELLOW)				

ST/Unit:		LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #	
Back				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Incident Location:			Time:	
Status: ☐ Assigned ☐ O/S Rest ☐ O/S Pers ☐ Available ☐ O/S Mech ☐ ETR: _____				
Notes:				
Prepared by:				
Date/Time:				
ICS 219-7 EQUIPMENT (YELLOW)				

ICS 219-6: Fixed-Wing Card

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

ICS 219-8: Miscellaneous Equipment/Task Force Card

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

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

ICS 219-10: Generic Card

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

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

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:			2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____			3. Sunrise: _____ Sunset: _____	
4. Remarks (safety notes, hazards, air operations special equipment, etc.):			5. Ready Alert Aircraft: Medivac: _____ New Incident: _____			6. Temporary Flight Restriction Number: Altitude: _____ Center Point: _____	
			Air/Air Fixed-Wing				9. Fixed-Wing (category/kind/type, make/model, N#, base): Air Tactical Group Supervisor Aircraft:
7. Personnel:	Name:	Phone Number:	Air/Air Rotary-Wing – Flight Following			Other Fixed-Wing Aircraft:	
Air Operations Branch Director			Air/Ground				
Air Support Group Supervisor			Command				
Air Tactical Group Supervisor			Deck Coordinator				
Helicopter Coordinator			Take-Off & Landing Coordinator				
Helibase Manager			Air Guard				
10. Helicopters (use additional sheets as necessary):							
FAA N#	Category/Kind/Type	Make/Model	Base	Available	Start	Remarks	
11. Prepared by: Name: _____ Position/Title: _____ Signature: _____							
ICS 220, Page 1			Date/Time: _____				

AIR OPERATIONS SUMMARY (ICS 220)

1. Incident Name:		2. Operational Period: Date From: Date To: Time From: Time To:		3. Sunrise: Sunset:	
12. Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.):					
Category/Kind/Type and Function	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	Mission Start	Fly From	Fly To	
11. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 220, Page 2		Date/Time: _____			

ICS 220

Air Operations Summary

Purpose. The Air Operations Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

Preparation. The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

Distribution. After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

Notes:

- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period - Date and Time From - Date and Time To	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Sunrise/Sunset	Enter the sunrise and sunset times.
4	Remarks (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	Ready Alert Aircraft - Medivac - New Incident	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	Temporary Flight Restriction Number - Altitude - Center Point	Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction.
7	Personnel - Name - Phone Number	Enter the name and phone number of the individuals in Air Operations.
	Air Operations Branch Director	
	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	

Block Number	Block Title	Instructions
8	Frequencies • AM • FM	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-Off & Landing Coordinator	
	Air Guard	
9	Fixed-Wing (category/kind/type, make/model, N#, base)	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	Helicopters	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#.
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
12	Task/Mission/Assignment (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/Kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name:		2. Incident Number:	
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released:	
5. Order Request Number:			
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).			
LOGISTICS SECTION			
	Unit/Manager	Remarks	Name Signature
☐	Supply Unit		
☐	Communications Unit		
☐	Facilities Unit		
☐	Ground Support Unit		
☐	Security Manager		
☐			
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
☐	Time Unit		
☐			
☐			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
☐			
☐			
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
☐			
☐	Documentation Leader		
☐	Demobilization Leader		
7. Remarks:			
8. Travel Information: Room Overnight: ☐ Yes ☐ No Estimated Time of Departure: _____ Destination: _____ Travel Method: _____ Manifest: ☐ Yes ☐ No Number: _____ Actual Release Date/Time: _____ Estimated Time of Arrival: _____ Contact Information While Traveling: _____ Area/Agency/Region Notified: _____			
9. Reassignment Information: ☐ Yes ☐ No Incident Name: _____ Incident Number: _____ Location: _____ Order Request Number: _____			
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 221		Date/Time: _____	

ICS 221

Demobilization Check-Out

Purpose. The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

Preparation. The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

Distribution. After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Incident Number	Enter the number assigned to the incident.
3	Planned Release Date/Time	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	Resource or Personnel Released	Enter name of the individual or resource being released.
5	Order Request Number	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	Resource or Personnel You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). • Unit/Leader/Manager/Other • Remarks • Name • Signature	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	Logistics Section ☐ Supply Unit ☐ Communications Unit ☐ Facilities Unit ☐ Ground Support Unit ☐ Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
6 (continued)	Finance/Administration Section ☐ Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Other Section/Staff ☐	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	Planning Section ☐ Documentation Leader ☐ Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
7	Remarks	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
8	Travel Information	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest ☐ Yes ☐ No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
9	Reassignment Information ☐ Yes ☐ No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	Prepared by • Name • Position/Title • Signature • Date/Time	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name:		2. Incident Name:		3. Incident Number:		
4. Home Unit Name and Address:			5. Incident Agency and Address:			
6. Position Held on Incident:		7. Date(s) of Assignment: From: To:		8. Incident Complexity Level: ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5		
9. Incident Definition:						
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
11. Knowledge of the Job/ Professional Competence: Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	☐	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
12. Ability To Obtain Performance/Results: Quality, quantity, timeliness, and impact of work.	☐	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	☐	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	☐	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
13. Planning/ Preparedness: Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	☐	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	☐	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	☐	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
14. Using Resources: Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	☐	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	☐	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste.	☐	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
15. Adaptability/Attitude: Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.	☐	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities.	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.
16. Communication Skills: Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.	☐	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.	☐	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

1. Name:		2. Incident Name:			3. Incident Number:	
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
17. Ability To Work on a Team: Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	☐	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
18. Consideration for Personnel/Team Welfare: Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	☐	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	☐	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	☐	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
19. Directing Others: Ability to influence or direct others in accomplishing tasks or missions.	☐	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	☐	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	☐	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
20. Judgment/Decisions Under Stress: Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	☐	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information.	☐	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
21. Initiative Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	☐	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	☐	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	☐	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
22. Physical Ability for the Job: Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	☐	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	☐	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	☐	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
23. Adherence to Safety: Ability to invest in the IMT's future by caring for the safety of self and others.	☐	Failed to adequately identify and protect personnel from safety hazards.	☐	Ensured that safe operating procedures were followed.	☐	Demonstrated a significant commitment toward safety of personnel.
24. Remarks:						
25. Rated Individual (This rating has been discussed with me):						
Signature: _____ Date/Time: _____						
26. Rated by: Name: _____ Signature: _____						
Home Unit: _____ Position Held on This Incident: _____						
ICS 225			Date/Time: _____			

ICS 225

Incident Personnel Performance Rating

Purpose. The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident

Distribution. The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

Notes:

- Use a blank ICS 225 for each individual.
- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	Name	Enter the name of the individual being rated.
2	Incident Name	Enter the name assigned to the incident.
3	Incident Number	Enter the number assigned to the incident.
4	Home Unit Address	Enter the physical address of the home unit for the individual being rated.
5	Incident Agency and Address	Enter the name and address of the authority having jurisdiction for the incident.
6	Position Held on Incident	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	Date(s) of Assignment • From • To	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	Incident Complexity Level ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	Indicate the level of complexity for the incident.
9	Incident Definition	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	Evaluation	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
10	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	Knowledge of the Job/ Professional Competence:	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	Ability To Obtain Performance/Results:	Quality, quantity, timeliness, and impact of work.
13	Planning/Preparedness:	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	Using Resources:	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	Adaptability/Attitude:	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	Communication Skills:	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	Ability To Work on a Team:	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	Consideration for Personnel/Team Welfare:	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	Directing Others:	Ability to influence or direct others in accomplishing tasks or missions.
20	Judgment/Decisions Under Stress:	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	Initiative	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	Physical Ability for the Job:	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	Adherence to Safety:	Ability to invest in the IMT's future by caring for the safety of self and others.
24	Remarks	Enter specific information on why the individual received performance levels.
25	Rated Individual (This rating has been discussed with me) • Signature • Date/Time	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	Rated by • Name • Signature • Home Unit • Position Held on This Incident • Date/Time	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.



Emergency Operations Center Position Checklists

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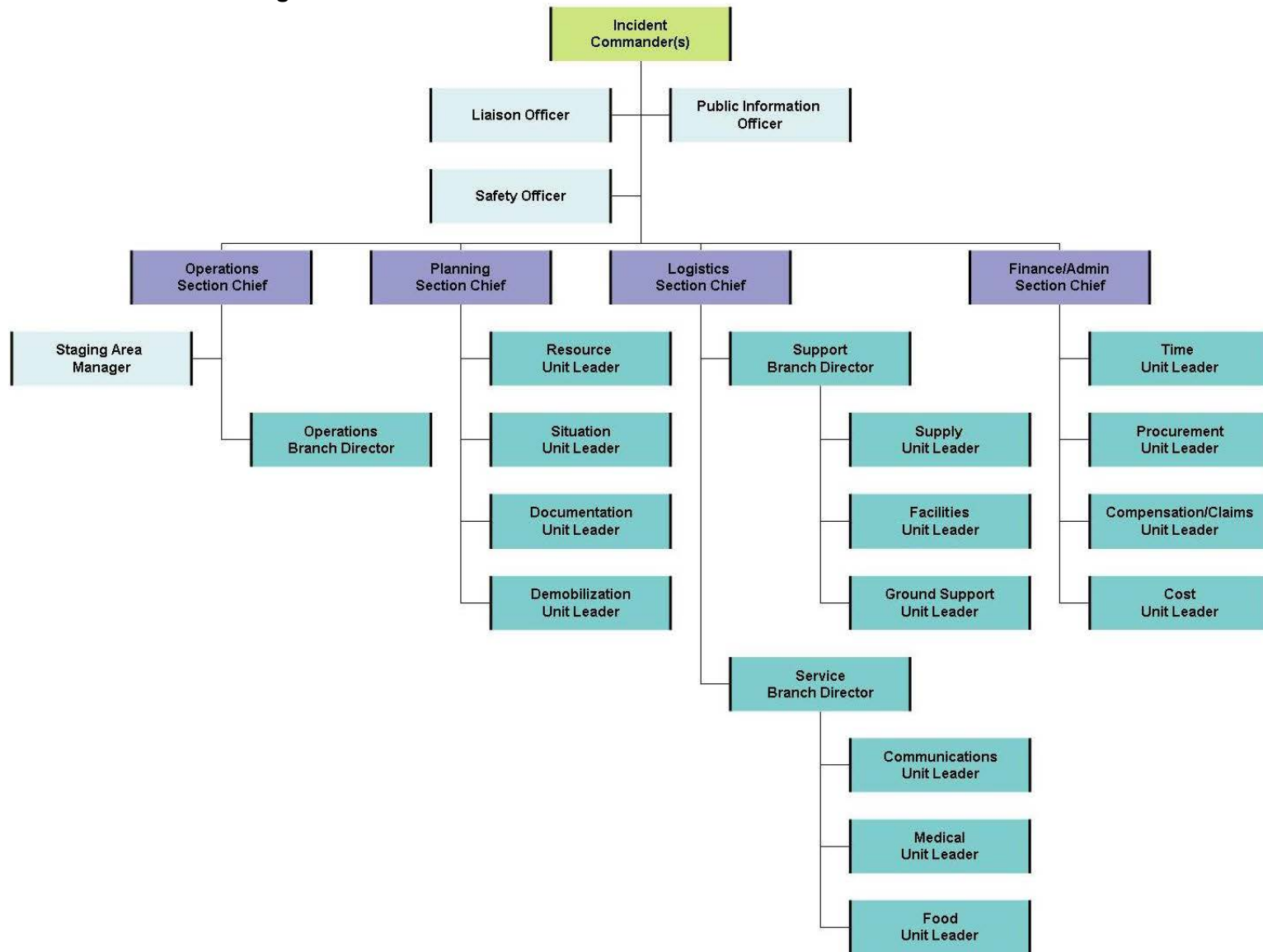
Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

The following checklists are included in this appendix.

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

5. Command and Control

Figure C-1 EOC Position Organizational Chart



Communication Unit Leader Position Checklist

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



Task

☐

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

☐

2. Organize and staff Unit as appropriate:

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

☐

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

☐

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

☐

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

☐

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

- Obtain current organizational chart.
- Determine most hazardous tactical activity; ensure adequate communications.
- Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
- Determine Command communications needs.
- Determine support communications needs.
- Establish and post any specific procedures for use of Incident Command Post communications equipment.

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:

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

Compensation for Injury Specialist:

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

Cost Unit Leader Position Checklist

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



Task

☐

1. Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.
- Determine standard and special reports required.
- Determine desired report format.

☐

2. Obtain and record all cost data:

- Agency Equipment costs.
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

☐

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

☐

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

☐

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

☐

6. Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.
- Make sure information is provided to Planning according to Planning's schedule.

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

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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

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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

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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

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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

☐

8. Attend Planning Meetings at the request of the Operations Section Chief.

☐

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

☐

10. Ensure Branch fiscal record-keeping.

☐

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

Operations Section Chief Position Checklist

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



Task

☐

1. Obtain briefing from Incident Commander:

- Determine incident objectives and recommended strategies.
- Determine status of current tactical assignments.
- Identify current organization, location of resources, and assignments.
- Confirm resource ordering process.
- Determine location of current Staging Areas and resources assigned there.

☐

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

☐

3. Establish operational period.

☐

4. Establish and demobilize Staging Areas.

☐

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

- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

☐

6. Develop and manage tactical operations to meet incident objectives.

Operations Section Chief Position Checklist

☐

7. Assess life safety:

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

☐

8. Evaluate situation and provide update to Planning Section:

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

☐

9. Determine need and request additional resources.

☐

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

☐

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

☐

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

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

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:

Sample Planning Meeting Agenda

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

☐

12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

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.

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

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

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17. Provide periodic predictions on incident potential.

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

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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.

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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.

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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

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1. Obtain briefing from Finance/Administration Section Chief:

- Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
- Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
- Determine status of bid process.
- Determine current vendor list.
- Determine current blanket Purchase Order (PO) list.
- Determine time-lines established for reporting cost information.

☐

2. Contact Supply Unit on incident needs and any special procedures or requirements.

☐

3. Prepare and sign offers for rental, as necessary.

☐

4. Develop Incident Procurement Plan. This plan should address/include:

- Spending caps.
- Necessary Forms.
- Identify who has purchasing authority.
- Process for obtaining approval to exceed caps.
- Coordination process with Supply Unit.
- Supply of emergency purchase orders.

Procurement Unit Leader Position Checklist

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

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

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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

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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

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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.



Task

☐

1. Obtain briefing from Planning Section Chief.

- Review ICS Form 201 for incident status.
- Determine incident objectives and strategy.
- Determine necessary contingency plans.
- Identify reporting requirements and schedules-both internal and external to the incident.

☐

2. Organize and staff Unit, as appropriate:

- Assign Field Observers.
- Request Technical Specialists, as needed.

☐

3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):

- Brief Technical Specialists on current incident status.
- Assign analysis tasks.
- Notify staff of time lines and format requirements.
- Monitor progress.

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

☐

8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.

☐

9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:

- Provide copies to Command and General Staff.
- Forward to agency administrator and to other entities, as directed.

☐

10. Participate in Planning Meetings, as required.

☐

11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

☐

12. Provide briefing to relief on current and unusual situations.

☐

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

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Staging Area Manager Position Checklist

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



Task

☐

1. Obtain a briefing from Incident Commander or Operations Section Chief:
 - Determine types and numbers of resources to be maintained in Staging.
 - Confirm process for requesting additional resources for Staging.
 - Confirm process for reporting status changes.

☐

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

☐

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

☐

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

☐

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

☐

6. Post areas for identification and traffic control.

☐

7. Respond to requests for resources:
 - Organize Task Forces or Strike Teams, as necessary.

☐

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

☐

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

☐

10. Maintain Staging Area in orderly condition.

☐

11. Demobilize Staging Area in accordance with instructions.

☐

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

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Supply Unit Leader Position Checklist

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



Task

☐

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

- Determine charge code for incident.
- Confirm ordering process.
- Assess need for 24-hour staffing.
- Determine scope of supply process.

☐

2. Organize and staff Unit, as appropriate:

- Consider need for "lead agency" representation in ordering process.
- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

☐

3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- Confirm process for coordinating contract related activities with the Procurement Unit.
- Confirm process for emergency purchase orders with Finance Section.

☐

4. Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

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

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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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Appendix D. Mutual Aid Agreements

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.**

- Emergency Management MAA between Wasco County and Sherman County
- Emergency Management MAA between Wasco County and Hood River County
- Transportation MAA between Wasco County and Mid-Columbia Council of Governments (MCCOG)
- Transportation MAA between Wasco County and Northern Wasco School District 21

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Acronyms and Glossary

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Appendix F. Acronyms and Glossary

Acronyms

AOC	Agency Operations Center
BOC	Board of Commissioners
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Citizen's Emergency Response Team
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
CSEPP	Chemical Stockpile Emergency Preparedness Program
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
ECC	Oregon Emergency Coordination Center
EMAG	Emergency Management Advisory Group
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EMP	Emergency Management Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan

Appendix F. Acronyms and Glossary

IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
MOC	Medical Operations Center
MOU	Memorandum of Understanding
NCP	National Contingency Plan
NCPHD	North Central Public Health District
NIMS	National Incident Management System
NRF	National Response Framework
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OR DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
PIO	Public Information Officer
POD	Point of Dispensing
PPE	Personal Protective Equipment
PSAP	Public Service Answering Point
RFPD	Rural Fire Protection District
SAR	Search and Rescue
SME	Subject Matter Expert
SOG	Standard Operating Guidance
SSFs	State Support Functions
UC	Unified Command

Appendix F. Acronyms and Glossary

USAR	Urban Search and Rescue
USCG	United States Coast Guard
WCCC	Wasco County Communications Center
WCIIMG	Wasco County Integrated Incident Management Group
WMD	Weapons of Mass Destruction

Glossary of Key Terms

For the purposes of the NIMS, the following terms and definitions apply:

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.

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.

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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.

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.

Consequence Management: Measures taken to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. Emergency Management agencies normally have the lead role in consequence management.

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

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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.

Crisis Management: Measures taken to define the threat and identify terrorists, prevent terrorist acts, resolve terrorist incidents, investigate such incidents, and apprehend those responsible. Law Enforcement agencies normally have the lead role in crisis management.

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.

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 Operations Centers (EOCs): 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.

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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.

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.

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

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.

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

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attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): 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 (ICS): 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 (IC): 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 (IMT): 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.

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

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ensures that it gets to those who need access to it to perform their missions effectively and safely.

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

Joint Information System (JIS): 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).

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

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

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

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

Multiagency Coordination Systems: 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.

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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. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

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 Framework: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental 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 NGOs include faith-based charity organizations and the American Red Cross.

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.

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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.

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 Incident Action Plan (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.

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.

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

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

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.

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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.

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.

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.

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).

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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.

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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.

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.

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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:

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Emergency Support Function Annexes

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ESF 1 – Transportation

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ESF 1. Transportation

ESF 1 Tasked Agencies	
Primary Agencies	Wasco County Public Works Department
Supporting Agencies	Wasco County Communications Center Wasco County Emergency Management Division Wasco County Sheriff's Office
Adjunct Agencies	Area Public Works Agencies

1 Purpose and Scope

1.1 Purpose

Emergency Support Function (ESF) 1 is developed for the coordination of transportation missions and activities for emergencies and disasters. In the context of this plan, transportation refers to the infrastructure consisting of the means and equipment necessary to move goods and people from one location to another.

1.2 Scope

Provision of transportation resource support includes coordination transportation activities to supplement the efforts of emergency response agencies to protect the public. It is intended to assist in establishing priorities and/or allocation of transportation resources, process transportation requests, managing traffic, determining priorities of road and highway repair, and conducting appropriate emergency management coordination with neighboring jurisdictions and state agencies.

2 Policies and Agreements

- Support for transportation operations will be coordinated with the Emergency Operations Center (EOC).
- Priorities will be established for use of limited public transportation assets.
- Primary and support agencies will support the coordination and information collection of transportation damage assessments, which should be conducted as soon as possible, and reported to the EOC.

3 Situation and Assumptions

3.1 Situation

- A significant emergency or disaster may severely damage transportation infrastructure.
- The movement of people, equipment, and supplies may be much less efficient than under normal circumstances.

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- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.

3.2 Assumptions

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

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 ESF 1 Actions by Phase of Emergency Management**4.1.1 Preparedness**

- Develop and maintain SOPs dealing with transportation response.
- Maintain current inventories of government transportation and fuel resources available and make this inventory available to County Emergency Management.
- Maintain current resource directories of all commercial and industrial transportation assets, facilities and supplies to include maintaining points of contact, their locations, territories and operating areas.
- Establish and maintain liaison with state and adjacent county transportation officials.
- Estimate logistical requirements (e.g. personnel, supplies and equipment, facilities and communications) during the planning process and through exercise.
- Participate in exercises and training to validate this ESF Annex and supporting SOPs.

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- Ensure all transportation personnel are trained in their responsibilities according to departmental SOPs.

4.1.2 Response

- Identify transportation needs required by the situation.
- Identify, obtain, prioritize and allocate available transportation resources.
- Conduct assessments of damage to transportation infrastructure and communicate this information to the EOC.
- Plan for transportation support for mobilization sites, staging areas and distribution points.

4.1.3 Recovery

- Continue to render transportation support when and where required as long as emergency conditions exist.
- Prioritize the repair and restoration of transportation infrastructure so that essential services such as fire, EMS, law enforcement and waste management will be given first priority.
- All agencies involved in the recovery effort will keep detailed records of expenses in case there is potential for federal and state reimbursement assistance.

4.1.4 Mitigation

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

5 Concept of Operations**5.1 General**

- In accordance with the County EOP and this ESF, the County Public Works Department is the primary agency responsible for coordinating transportation activities. Standard Operating Procedures (SOPs) developed by the Public Works Department provide the framework for carrying out those activities.
- Requests for assistance will be generated one of two ways. The request will be forwarded to the County Emergency Operations Center

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(EOC), or will be made in accordance with established Mutual Aid Agreements.

- The County will provide guidance for the coordination of transportation resources and the identification of emergency transportation routes for the movement of people, equipment, and materials.
- Law enforcement agencies conduct the coordination for evacuation and movement during emergencies and disasters. For more information please see ESF 13 – Public Safety and Security.

5.2 Notifications

- County Emergency Management will notify ESF 1 Primary and Supporting agencies of EOC activations and request that representatives report to the EOC to coordinate transportation activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with transportation activities. Depending on the nature and location of the emergency, state and federal highway officials may also become critical members of the ESF 1 team.

6 Supporting Plans and Procedures

The following plans and procedures are currently in place:

- State of Oregon Emergency Operations Plan
 - ESF 1 – Transportation
- National Response Framework
 - ESF 1 - Transportation

7 Appendices

None at this time.

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ESF 2 – Communications

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ESF 2. Communications

ESF 2 Tasked Agencies	
Primary Agencies	Wasco County Communications Center Wasco County Sheriff's Office
Supporting Agencies	North Central Public Health District Wasco County Amateur Radio Service Wasco County Emergency Management Division Wasco County Public Information Officer Wasco County Public Works Department
Adjunct Agencies	Dufur Volunteer Fire/Ambulance Juniper Flat Rural Fire Protection District Juniper Flat Volunteer Fire Department Law Enforcement Data Systems/National Crime Information Center Local radio stations Maupin Volunteer Fire/Ambulance Mid-Columbia Fire and Rescue Mid-Columbia Medical Center Mosier Rural Fire Protection District NAWAS Oregon Department of Forestry (ODF) Oregon Department of Transportation (ODOT) Oregon State Police Other local volunteer organizations The Dalles City Police Department The Dalles City Public Works Department Tygh Valley Volunteer Fire Department Wheelers Communications

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 2 organizes, establishes, and maintains the communications capabilities among appropriate agencies/entities 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, Emergency Public Information and External Affairs.

2 Policies and Agreements

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

3 Situation and Assumptions

3.1 Situation

Wasco County has a large service area (2,400 square miles), encompassing mountainous and densely forested areas. The terrain along the Columbia River and Interstate 84 (the major route along the northern portion of the county) can also be very steep in some areas. As of 2010, the population of Wasco County was approximately 24,000. During severe weather or other types of emergencies, much of the population could be isolated from major cities and resources. The need to warn the public of impending danger could arise at any time. To reduce loss of lives, adequate and timely warnings must be provided. Appropriate action-oriented information must be supplied. A warning period will be available for most emergency situations, although the amount of lead time will vary from hazard to hazard. Proper use of adequate warning will save lives, reduce injuries, and protect property.

Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be neutralized by a particular hazard occurrence. Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies. The Wasco County Communications Center (WCCC) (9-1-1), a division of the Sheriff's Office located in The Dalles, is the Public Safety Answering Point (PSAP) for the County. It is staffed on a 24-hour basis by certified telecommunications personnel. Equipment is available to provide communications necessary for emergency operations.

3.2 Assumptions

- Local jurisdictions will require accurate and timely information on which to base their decisions and focus their response actions.
- Routine day-to-day modes of communication will continue to be utilized to the degree that they survive the disaster.
- There are identified frequencies that will be used for primary direction and control.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- The loss of some or all telephone service will reduce or eliminate the effectiveness of the Communications Center and EOC public information lines as well as the majority of the City/County departments.

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- The management and logistics of communications support is highly situational and is dependent upon flexibility and adaptability.
- Significant incidents may require evacuation of significant numbers of affected populations. Such evacuations may require extensive coordination of inter and intra-county communications and may exceed normal radio communication capabilities.
- Local amateur radio operators have the ability to set up field communications to support or augment public safety operations, as appropriate. One use of this amateur radio system may be for providing communications between the EOC and Red Cross shelters or other emergency facilities.
- At a time when the need for real time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent due to widespread damage to communications and power systems facilities.
- If electronic emergency information systems are not available, paper logs may be used to record events, communications & messages, damage assessments, situation reports, resources utilized, man hours expended, etc.

4 Roles and Responsibilities

The following agencies/organizations are involved in the planning, implementation, and coordination of emergency telecommunications for Wasco County, and specific responsibilities are noted for each entity:

- Wasco County Emergency Management Advisory Group: Coordinates radio use and future planning needs for Wasco County.
- Individual agencies are responsible for maintaining communications capabilities and interoperability with local, regional, state and federal agencies. The Sheriff's Office supports public safety communications.
- WCCC (9-1-1): Serves as the county PSAP.
- Wasco County Emergency Management Division: Supervises Wasco Amateur Radio Services and provides alert and warning to public including the EAS System plus back-up emergency public safety radio communications capability.
- Wasco County Fire Defense Board: Supports public safety communications.
- EMS Ambulance Services: Supports public safety communications.

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- Wasco County Public Works: Supports public safety communications and recovery operations.
- North Central Public Health District: Supports public safety communications.
- Wheeler Communications: Installs and supports communications systems within the 911 Call Center, EOC and response vehicles.

A communications coordinator (Sheriff or designee) will be assigned to the Emergency Operations Center (EOC) command structure and will be responsible for managing Wasco Amateur Radio Services (WARS) and establishing radio frequencies. The coordinator also ensures county radio sites and systems are operational and available for emergency communications with public agencies. Status of interoperability with local, state, and federal agencies during an emergency is tracked and managed by the communications coordinator or designee.

4.1 ESF 2 Actions by Phase of Emergency Management**4.1.1 Preparedness**

- Develop plans, procedures/guidelines, and protocols for communications in accordance with the National Incident Management System (NIMS), State and local ordinances, and existing agreements.
- Ensure alternate or backup communications systems are available.
- Coordinate common communications procedures/guidelines.
- Develop and test emergency procedures/guidelines.
- Develop written mutual aid agreements as needed to ensure regional coordination.
- Develop and/or review procedures/guidelines for the crisis augmentation of resources.
- Review departmental Standard Operating Procedures/Guidelines (SOPs/SOGs) and maintain personnel call up lists.
- Develop and conduct training to improve all-hazard incident management capability for response communications.
- Develop exercises/drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.

ESF 2. Communications

- Participate in Emergency Management training and exercises.
- Develop and maintain a communications resource inventory.

4.1.2 Response

- Implement incident communications interoperability plans and protocols.
- Communicate incident response information.
- Use established common response communications language (i.e., plain English) to ensure information dissemination is timely, clear, acknowledged, and understood by all receivers.
- Request external resources using the Emergency Management Assistance Compact (EMAC) and other mutual aid/assistance processes (inter and intra-State).
- Ensure that all critical communications networks are functioning.
- Establish and maintain response communications systems onsite.
- Maintain existing equipment and follow established procedures/guidelines for communicating with organization personnel performing field operations.
- Implement procedures/guidelines to inspect and protect communications equipment.
- Ensure redundant communications circuits/channels are available for use.
- Make arrangements to ensure emergency communications equipment can be repaired on a 24-hour basis.
- Establish and ensure radio connectivity between the ICP and the EOC. Keep the EOC informed of field operations as able.

4.1.3 Recovery

- Phase down operations, as appropriate.
- Continue to perform tasks necessary to expedite restoration and recovery operations.
- Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.

ESF 2. Communications

- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines and formats to document crucial lessons-learned and to make necessary changes in this ESF Annex to improve future operations.

4.1.4 Mitigation

- Test all communications and warning equipment to ensure workability of the equipment.
- Develop and maintain back-up systems, including back-up power ability.
- Attempt to construct / place new equipment away from possible hazards.
- Ensure methods are in place to protect communications equipment, including cyber and telecommunications resources.

5 Concept of Operations**5.1 Interoperable Communications**

The WCCC is operated by the Sheriff's Office and is the PSAP for Wasco County. The WCCC provides dispatch services to Wasco County Sheriff's Office, including search and rescue (SAR), the Dalles City Police, and Mid-Columbia Fire and Rescue, as well as volunteer fire departments, volunteer ambulance services, and volunteer first responder groups. Oregon State Police (OSP) and U.S. Forest Service (USFS) personnel also utilize the WCCC regularly. The WCCC functions as an information exchange point for various other state and local agencies, including ODOT, ODF, three cities, County and City Public Works, the Mid-Columbia Center for Living (Mental Health), Mid-Columbia Medical Center (MCMC), North Central Public Health District, and volunteer organizations such as Salvation Army, the American Red Cross, and Amateur Radio.

The primary emergency communication system in Wasco County is the Sheriff's Office network. This system is VHF and functions on five repeaters located on Stacker Butte, Flag Point, Bakeoven, Ashwood and Clear Lake to provide coverage and is analog. An estimated 40% of the county (958 square miles) does not have any cellular coverage or coverage is sufficiently marginal to be unreliable. Mid-Columbia Fire and Rescue operates and maintains an additional network, including repeaters at Flag Point, Stacker Butte and Bakeoven. This system has three frequencies, including the repeaters. Coverage for this system is not as extensive as the Sheriff's system because of fewer repeaters. Southern Wasco County Volunteer Fire Districts (six) each have their own frequencies and are interoperable through frequency sharing. Mosier Fire Department also

ESF 2. Communications

maintains a radio system that is interoperable with the county through channel sharing. There are four statewide “common” frequencies that are shared by fire (Oregon State Fire Marshal), law enforcement (Oregon Police Emergency Network), SAR, and the MedNet in addition to the national V-Call V-Tac channels. Wasco County maintains a V-Call radio near The Dalles to provide communications with outside agencies and Hood River Dispatch. Wasco County Emergency Management and the Wasco County Mobile Communications Unit (MCU) also maintain the capability to communicate on the national 8-call and U-call systems.

No other systems are in place to provide reliable interoperability outside of the immediate area of The Dalles during a major incident. Because only two systems are available countywide, overcrowding of the frequencies would become an issue immediately following a large-scale incident. Repeater traffic on the Sheriff’s Office system overrides direct traffic countywide. This places deputies working other assignments in jeopardy of having no communication capability when using local (simplex) communications.

5.2 Warning Services

When a major emergency or disaster occurs or is imminent, the Oregon Emergency Response System (OERS) provides 24-hour alert, warning, and notification service to county/local warning points and notifies appropriate county, state, federal, and volunteer entities.

A warning process will be implemented through County Emergency Management or other designated agencies providing support to the County EOC to notify various agencies, partners, support staff, and public officials during an emergency. The county communications system and news media will be used for dissemination of warnings. Warning dissemination will be under the supervision of the County Emergency Manager, with support from the Sheriff’s Office. Upon receipt of warning information, county emergency service coordinators, the private sector, cities, and the public will be instructed to immediately initiate appropriate actions based on the nature of the potential hazard and the time available prior to impact.

Emergency warning systems in place for some of the incorporated cities include: NAWAS, the Emergency Alert System, and the National Weather Service.

The cities of The Dalles, Maupin, Dufur, and Mosier are equipped with an emergency sirens, and most emergency response vehicles have siren and public address capabilities.

6 Supporting Plans and Procedures

- Wasco County Emergency Operations Plan
 - ESF 15 – External Affairs

ESF 2. Communications

- Wasco County Tactical Interoperability Plan (TICP)
- Wasco County Emergency Public Information Plan.
- Wasco County Communications Strategic Plan. Wasco County Sheriff's Office. January 18, 2006.
- Wasco County Communications Strategic Plan Update. Wasco County Emergency Management Division. May 8, 2010.
- Wasco County WARS Emergency Communications Plan. Updated March 14, 2010.
- State of Oregon Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 15 – External Affairs
- National Response Framework
 - ESF 2 – Communications
 - ESF 15 – External Affairs

7 Appendices

None at this time.

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ESF 3 – Public Works and Engineering

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ESF 3 Tasked Agencies	
Primary Agencies	Wasco County Public Works Department
Supporting Agencies	North Central Public Health District Wasco County Communications Center Wasco County Emergency Management Wasco County Sheriff's Office
Adjunct Agencies	Area Waste Water Treatment Facilities Area Water Treatment and Delivery Systems City Police Departments Dufur Public Works Department Local Radio Stations Maupin City Public Works Department Mosier Public Works Department The City of The Dalles Public Works Department Wasco Amateur Radio Service Wasco County Soil and Water Conservation District

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 3 provides and coordinates infrastructure and engineering services during all phases of emergency management. ESF 3 resources (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. This support function contains various sub-functions that are outlined below.

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/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.

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- 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 the following systems: transportation, water, solid waste, electrical, natural gas, wastewater, and hazardous materials.
- Prioritization and initiation of recovery efforts to restore, repair, and mitigate city and county-owned infrastructure.
- Provide technical assistance with respect to flooding, water management, structure integrity assessments, and impact assessments of infrastructure.

2 Policies and Agreements

The Wasco County Emergency Management Division has established the following service and equipment agreements with local, state, and regional entities. These agreements are included in Appendix 1 and on file with the Emergency Management Division. They will be made available at the County EOC during an emergency incident.

- Intergovernmental Agreement between Wasco County and the City of The Dalles for Exchange of Public Works Equipment and Maintenance Services. July 31, 2003.
- Intergovernmental Agreement between Wasco County and the City of Dufur for Exchange of Public Works Equipment and Maintenance Services. May 15, 2006.

3 Situation and Assumptions

3.1 Situation

Wasco County has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster to the extent possible. During an emergency situation, the protection of human lives will take precedent during all facets of response, and essential services within the county will be maintained as long as conditions permit.

3.2 Assumptions

- A major emergency or disaster may cause extensive damage to property and infrastructure. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged or be partially or fully inoperable.

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- Access to disaster areas may be dependent upon the re-establishment of ground routes. In many locations, debris clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.
- Damage assessment of the disaster area will be required to determine potential work load.
- Assistance from the State and Federal government may be needed to clear debris, perform damage assessments, structural evaluations, make emergency repairs to essential public facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs and firefighting.
- Debris may include trees, rocks, dirt and sand, building materials, metal, garbage and sewage, damaged vehicles, various hazardous materials, tires, and personnel property.
- Hazardous CBRNE materials will need special handling from appropriately trained and equipped teams.
- Following disasters that result in significant debris, existing disposal sites may not represent effective debris management solutions because of capacity limitations and continuous, regular solid waste management operations.
- Emergency environmental waivers and legal clearances may be needed for disposal of materials from debris clearance and demolition activities for the protection of threatened public and private improvements.
- Unattended and long-standing debris may pose safety and health threats to the public.
- Significant numbers of personnel with engineering and construction skills along with construction equipment and materials may be required from outside the disaster area

4 Roles and Responsibilities

The Wasco County Department of Public Works is responsible for the overall coordination of engineering and public works services supporting emergency response and recovery. The director or designee assigns resources and personnel to respond and recover from any disaster or transportation emergency.

The Wasco County Emergency Manager is responsible for the overall coordination and management of resources during any type of event, while ensuring support is provided to all ESF coordinators and command staff throughout the duration of an incident. If environmental or human health

ESF 3. Public Works and Engineering

concerns arise during response or recovery, the North Central Public Health District will provide consultation, support staff, and other needed resources or services to assist in ESF 3-related operations.

4.1 ESF 3 Actions by Phase of Emergency Management**4.1.1 Preparedness**

- Maintain an inventory of available resources including personnel within their departments.
- Develop and maintain SOPs for emergency and disaster situations.
- Develop and maintain mutual aid agreements with neighboring jurisdictions.
- Coordinate emergency planning activities and information with neighboring jurisdictions and the ESF Coordinator.
- Maintain and test communication systems.
- Identify vital and essential roadways, bridges and facilities to establish a repair priority in the event any of these become damaged.
- Assure that personnel are trained in emergency responsibilities.
- Establish contact with private resources that could provide support during an emergency.

4.1.2 Response

- Provide a senior official to operate from the EOC or other command location to assure coordination with other agencies, as necessary.
- Provide public works and engineering support on a priority basis as determined by the EOC and the Incident Commander(s).
- Inspect damage to streets, bridges, and public buildings.
- Clear roads to facilitate emergency operations.
- Close roads and construct barricades as directed.
- Make recommendations on priority of repairs.
- Request outside assistance from surrounding jurisdictions and the private sector as required.
- Conduct other specific response actions as dictated by the situation.

- Maintain records and document all expenditures during the emergency situation.

4.1.3 Recovery

- Continue to repair infrastructure and buildings on a priority basis.
- Continue all activities in coordination with the EOC based on the requirements of the incident.
- Provide information concerning dangerous areas or other existing problems.
- Provide liaison activities between local agencies and federal damage assessment
- Establish control measures related to emergency solid waste disposal.
- Participate in after-action reports and critiques.
- Document disaster and restoration cost for possible federal reimbursement.

4.1.4 Mitigation

- Identify and seek funds for retrofitting critical facilities and providing auxiliary power.
- Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.
- Participate in hazard identification process and identify and correct vulnerabilities in the public works system.
- Regularly maintain equipment to ensure it is in good running order.

5 Concept of Operations

All activities and resources in support of this ESF will be coordinated through the County EOC and managed through the incident command structure established for the incident. Each response agency listed above has an inventory of public works equipment that can be used during emergencies.

In addition to managing response operations, the Public Works Departments and other available engineering services will assist the Department of Assessment and Taxation with damage assessment following an emergency incident. Wasco County has characterized critical infrastructure, including vital public works facilities, necessary for continuing to provide basic services to the community after an emergency or disaster has occurred. Maps and facility diagrams are maintained by Wasco County GIS staff, and processes for accessing this

ESF 3. Public Works and Engineering

information during an emergency are implemented into the County EOC procedures.

6 Supporting Plans and Procedures

- Wasco County Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 12 – Energy
 - ESF 14 – Long-Term Community Recovery
- Wasco County. Heavy Equipment List. Department of Public Works. March 2006.
- City of the Dalles. Heavy Equipment List. Department of Public Works. March 2006.
- City of Maupin. Heavy Equipment List. Department of Public Works. March 2006.
- Critical Facilities in Wasco County with Generators for Alternate Power. Wasco County Emergency Management. June 2006.
- Equipment List for ODOT-Region 9, Wasco County. March 2006.
- State of Oregon Emergency Operations Plan
 - ESF 1 – Transportation
 - ESF 12 – Energy
 - ESF 14 – Long-Term Community Recovery
- National Response Framework
 - ESF 1 – Transportation
 - ESF 12 – Energy
 - ESF 14 – Long-Term Community Recovery

7 Appendices

None at this time.

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ESF 4 – Firefighting

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ESF 4. Firefighting

ESF 4 Tasked Agencies	
Primary Agencies	Area Fire Districts and Departments Wasco County Fire Defense District Board
Supporting Agencies	
Adjunct Agencies	Confederated Tribes of the Warm Springs Indian Reservation Dufur Volunteer Fire Department Gresham Regional Hazards Material Response Team Juniper Flat Rural Fire Protection District Maupin Fire Department Mid-Columbia Fire and Rescue Mosier Fire Department Oregon Department of Forestry (ODF), The Dalles Unit of the Central Oregon District Oregon Office of the Fire Marshal Pine Hollow Volunteer Fire Department Shaniko Volunteer Fire Department Tygh Valley Volunteer Fire Department U.S. Bureau of Land Management (BLM) U.S. Department of Forestry

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 4 coordinates and manages all fire detection, control, and suppression efforts within the jurisdiction. This support function consists of two distinct components: urban/structural fires and wildland fires.

2 Policies and Agreements

Wasco County mutual aid agreements supporting this ESF are currently in place and available through the Emergency Manager. All agreements are on file with Emergency Management or will be made available at the County Emergency Operations Center (EOC) during an emergency incident. The following agencies have entered into mutual agreements for fire services within Wasco County:

- Dallesport RFPD #6 – October 1995
- Rufus Fire – July 2006
- North Sherman RFPD – July 2006
- Moro Fire – July 2006
- South Sherman RFPD – July 2006
- Dufur Fire – December 2001
- Maupin Fire – October 1986
- Juniper Flats Fire – September 1986

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- Tygh Valley Fire - September 1986
- Mosier Rural Fire Protection District – March 1998
- Hood River Fire - March 1998
- Odell Fire - March 1998
- Dee Fire - March 1998
- Parkdale Fire - March 1998
- Cascade Locks Fire - March 1998
- Oregon Department of Forestry – August 2004
- USFS Cooperative Wildland Fire Agreement - February 1996

3 Situation and Assumptions

3.1 Situation

The fire chief or designee of each fire district within Wasco County assumes the role of Incident Commander for fire incidents impacting their jurisdictions. If expansion from the Incident Command Structure to a unified command structure is necessary, command is assigned to the next highest authority level. If hazardous material or other specialized response capabilities are needed, all resource requests and coordination of additional personnel, equipment, and services will be carried out through the Wasco County Emergency Management Division, according to established procedures for the County EOC and command staff.

All fire personnel are trained in Incident Command System (ICS)/National Incident Management System (NIMS), and a training roster is maintained and updated by each fire district within Wasco County. Information on and capabilities of personnel supporting ESF 4 duties are available through County Emergency Management during an emergency.

3.2 Assumptions

- Urban, rural, and wildland fires will occur within Wasco County. In the event of an earthquake or other significant event, large, damaging fires could be common.
- In a disaster some firefighting resources may become scarce or damaged. State and other resources may be called upon.
- Wheeled-vehicle access may be hampered by road or bridge failures, landslides, etc., making conventional travel to the fire locations

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extremely difficult or impossible. Aerial attack by air tankers, helicopters, and smoke jumpers may be needed in these situations.

- Efficient and effective mutual aid among the various local, county, state, and federal fire agencies requires the use of the Incident Command System (ICS) together with compatible firefighting equipment and communications.

4 Roles and Responsibilities

The lead fire agency will establish a command post and implement the ICS organization applicable to the situation. Other responsibilities among lead and support agencies include identifying staging areas, establishing safe areas within close proximity to the incident, and evacuating threatened people and animals, as necessary. If a fire occurs within an individual jurisdiction, the local fire agency will manage response activities with support from the county and possibly ODF.

The Wasco County Fire Defense District Board consists of all fire chiefs countywide and has representation from the ODF, Oregon State Fire Marshal, BLM, Wasco County Emergency Management Division, Wasco County Sheriff's Office, and Wasco Ambulance Service. Policy-level decisions and resource allocation are accomplished through this organization.

4.1 ESF 4 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Review/revise/develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide or interstate automatic and mutual aid response protocols.
- Develop procedures/guidelines and protocols for coordinating protective action communications with at-risk population on-scene.
- Develop plans, procedures/guidelines, and protocols for resource management in accordance with the National Incident Management System (NIMS), and include pre-positioning of resources to efficiently and effectively respond to an event.
- Establish procedures/guidelines for coordinating all public information releases through the County Public Information Officer and/or Incident Public Information Officer.
- Establish criteria for relocating fire operations in the event present facilities must be evacuated.
- Establish communication links with law enforcement agencies for coordination of warning and evacuation confirmation functions. (See ESF #3)

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- Appoint a representative to assist in the County EOC.

4.1.2 Response**Command and Control**

- ICS has been adopted and is used by many first responders and local jurisdictions in the State of Oregon to manage incidents and events. The purpose of ICS is to establish command and control with a system recognized by all responders, using the same organization and nomenclature.
- The ranking member of the first arriving response unit assumes command until relieved. An Incident Command Post (ICP) is established as the focal point for all emergency operations.
- Upon determination of fire protection responsibility and the need for additional resources, management responsibility may pass from local to state or federal agencies.
- In a disaster, several ICS units may be established to manage the significant areas of need. The IC should adapt the management structure to reflect the need and complexity of the incident. A Unified Command may be established.
- The IC may also take other management steps such as requesting activation of the EOC, and requesting fire activities coordination by a Rural Fire Coordinator and/or State agency representative within the EOC.
- The EOC may provide support to the Incident Commander(s) in such areas as evacuation, communications, transportation, shelter, and any other resources required.
- A situation map may be maintained by the EOC Planning Section to illustrate the affected areas and any other pertinent information such as anticipated fire activity and possible evacuation routes.
- Fire agencies may request activation of the Local Incident Support Team, (LIST), or a State or Federal Incident Management Team (IMT) to assist with managing the incident.
- Fire agencies may request activation of other local agency resources, such as Search and Rescue units, or law enforcement. These resources may be made available if not otherwise occupied. All non-traditional resource requests should be made to the County EOC.
- Law Enforcement may provide traffic control, scene security, and assist with movement of people and animals in the case of evacuation.

ESF 4. Firefighting**Emergency Management**

- Activates EOC or alternates and issues emergency warning(s). Coordinates with appropriate agencies, including government, public service, private and volunteer organizations.

Fire Agencies

- Notify key staff based on information received from the Communications Center and/or the EOC.
- Activate emergency operating procedures/guidelines.
- Respond to calls for fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- Provide temporary power and emergency lighting at emergency scenes when needed.
- Assist in warning the public of evacuations, traffic routing, and/or traffic control, when possible.
- Initiate mutual aid contingency plan, when needed.
- Provide for personnel accountability. Relocate fire apparatus as conditions warrant.
- Support emergency operations as defined in agency emergency operating procedures/guidelines or as requested by the EOC, such as damage assessment.

4.1.3 Recovery**Emergency Management**

Continue EOC operations until it is determined that EOC coordination is no longer necessary.

Updates plans and procedures/guidelines based on critiques and lessons learned during an actual event.

Fire Agencies

- Return apparatus and equipment to regularly assigned locations.
- Assist the public in recovery operations as resources allow.
- Support other recovery efforts as requested by the EOC.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.

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4.1.4 Mitigation

- Conduct fire code inspections and coordinate with appropriate personnel for building inspections and compliance strategies.
- Conduct fire education and life safety training and education programs.
- Conduct building plan reviews to reduce or eliminate hazards.

5 Concept of Operations

Each fire service is a branch of government, governed by its own separate statutory authority. Generally, these fire services are responsible for fire prevention, suppression, hazardous material response, immediate life safety, and light rescue.

Local firefighting organizations will remain under the supervision of their assigned leaders, with the Wasco Fire Defense District Chief acting as Fire Services Coordinator to utilize resources and activate mutual aid support.

If an emergency situation requires coordination between multiple fire control agencies and/or jurisdictions, the Emergency Manager may request a liaison to the Wasco County Fire Defense District Chief be assigned to the County EOC and assume the position as the Fire Services Coordinator within the Operations section. All requests for additional support of firefighting and rescue operations will be made through the Fire Services Coordinator at the County EOC.

If mutual aid is requested, the responding agency chief will coordinate response activities of the local department with the Incident Commander. If forest land or wild land is impacted, ODF will respond and a joint command system will be implemented via established procedures. Federal response partners include U.S. Forest Service and the BLM, which are the lead agencies for wildland fires on federal land. The Warm Springs Indian Reservation is the lead response agency for Tribal Lands within the jurisdiction of Wasco County.

Two-way radio communications with neighboring fire departments will mimic those used for day-to-day operations. Telephone communications will be used as conditions permit for administrative purposes and for coordination and control if radio communications are limited or become unavailable.

Emergency public information focusing on fire prevention, control, and suppression will be released only with the prior review and approval of the County Fire Chief following established emergency information clearance procedures implemented among the command staff at the County EOC.

Detailed information and procedures in support of this ESF can be found in individual department Standard Operating Guidelines and the Oregon Fire Service Mobilization Plan. In addition, detailed inventory of fire services equipment is maintained by mutual aid partners.

6 Supporting Plans and Procedures

- Mid-Columbia Fire and Rescue 300-01 Incident Command Structure. April 26, 2006.
- Mid-Columbia Fire and Rescue 300-02 Structural Incidents. January 12, 2003.
- Oregon State Fire Services Mobilization Plan. Office of the State Fire Marshal (OSFM). 2005.
- Wasco County, Oregon Community Wildfire Protection Plan. December 21, 2005.
- Central Oregon Cooperative Wildland Fire Agreement. September 12, 1996.
- Wasco County Fire Resource Inventory. Juniper Flat Fire Department. 2006.
- State of Oregon Emergency Operations Plan
 - ESF 4 – Firefighting
- National Response Framework
 - ESF 4 – Firefighting

7 Appendices

- Appendix A Wildfire Incident Checklist

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Appendix A Wildfire Incident Checklist

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 Wasco County Emergency Management and ESF-4 Lead.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco County preparedness activities, develop understanding of interactions with participating agencies in a wildfire scenario.	
	☐ Ensure emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to Wasco County EOC.	
	☐ Inform Wasco County 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 county EOC and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, Incident Commander, all Section Chiefs, Resource Coordinator and management support positions.	<i>Section 5 of the county EOP, agency and company-specific plans</i>
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (recurring).	<i>ICS Form 203-Organization Assignment List</i>
	☐ Notify ESF-4 supporting agencies.	<i>ESF 4 Annex to county EOP.</i>
	- Identify local, regional, and/or state agencies that may be able to mobilize resources and staff to the county EOC for support.	
	☐ Determine scope and extent of wildfire (recurring). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
	- 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.	<i>ICS Form 201-Incident Briefing.</i>

ESF 4. Firefighting

Wildfire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Confirm or establish communications links among county EOC, State ECC, and other agency operations centers (AOC), as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	<i>ESF 2 Annex of county EOP</i>
	☐ Ensure all required notifications have been completed. Consider other local, regional, state, and federal agencies that may be affected by the incident. Notify them of the status.	<i>Section 4.2 of the county EOP; Established emergency contact lists</i>
	☐ Wasco Fire Defense Board Chief assumes duties as Fire Services Coordinator. In the event of multiple fire agencies responding to the incident, the Fire Services Coordinator will be integrated into the Operations Section of the county EOC.	<i>ESF 4 Annex of the county EOP</i>
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	- If forest or wild land is impacted, ODF will respond and a unified command system will be established.	
	- If Federal lands are impacted, a Unified Command will be established integrating the U.S. Forest Service (USFS) and/or Bureau of Land Management (BLM).	
	- If Tribal lands are impacted, a unified command incorporating the Warm Springs Indian Reservation will be established.	
	☐ Implement local plans and procedures for wildfire operations. Ensure copies of the following documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (SOPs). - <i>Mid-Columbia Fire and Rescue 300-01 Incident Command Structure (4/26/06)</i> - <i>Mid-Columbia Fire and Rescue 300-02 Structural Incidents (1/12/03)</i> - <i>Oregon State Fire Service Mobilization Plan (03/04)</i> - <i>Wasco County Community Wildfire Protection Plan (12/21/05)</i> - <i>Central Oregon Cooperative Wildland Fire Agreement</i>	<i>Agency-specific SOPs</i>

ESF 4. Firefighting

Wildfire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Obtain current and forecasted weather to project potential spread of the wildfire (<i>recurring</i>).	
	☐ Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>). Evacuation activities 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)	<i>ESF 1, ESF 5, ESF 6, and ESF 15 Annexes of the county EOP</i>
	☐ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	<i>ESF 7 Annex of county EOP</i>
	☐ Submit request for a local or county-wide disaster/emergency declaration, as applicable.	<i>Section 1.4 of county EOP</i>
	☐ 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.	<i>ICS Resource Tracking Forms; ESF 7 Annex of county EOP</i>
	☐ Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	☐ Establish a Joint Information Center (JIC).	<i>Refer to ESF 15 Annex of the county EOP</i>
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	- Public information focusing on fire prevention, control, and suppression will be reviewed by the Wasco County Fire Defense Board Chief or designee. Information will be approved for release by the Incident Commander (IC) and Lead Public Information Officer (PIO) prior to dissemination to the public.	<i>Refer to ESF 15 Annex of the county EOP</i>
	☐ Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>

Wildfire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person making/receiving them, should be documented as part of the EOC log.	
	☐ Produce situation reports (<i>recurring</i>). At regular periodic intervals, the EOC Manager and staff will assemble a Situation Report.	
	☐ Develop an Incident Action Plan (IAP) (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander (IC). The IAP should be discussed at regular periodic intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives</i>
	☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	☐ Coordinate with the private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	☐ Ensure all reports of injuries, deaths, and major equipment damage due to wildfire response are communicated to the Incident Commander and/or Safety Officer.	
	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	☐ Release mutual aid resources as soon as possible.	
	☐ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>ESF 14 Annex of the county EOP; Agency recovery plans</i>
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan (AAR/IP).	
	☐ Deactivate/demobilize the county EOC.	<i>ESF 5 Annex of the county EOP</i>
	☐ Implement revisions to the Wasco County Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
	☐ Correct response deficiencies reflected in the IP.	

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ESF 5 – Emergency Management

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ESF 5. Emergency Management

ESF 5 Tasked Agencies	
Primary Agencies	Wasco County Emergency Management Division
Supporting Agencies	North Central Public Health District Wasco County Assessor's Office Wasco County Board of Commissioners Wasco County Communications Wasco County Department of Assessment and Taxation Wasco County Department of the Treasurer and Finance Wasco County District Attorney Wasco County Fire Defense Board Wasco County Public Works Department Wasco County Sheriff's Office
Adjunct Agencies	Confederated Tribes of the Warm Springs Indian Reservation Incorporated Cities of Dufur, Maupin, Mosier, Shaniko, and The Dalles Mid-Columbia Medical Center Oregon OEM Wasco Amateur Radio Service Wasco County Chamber of Commerce Wasco County Economic Development Commission Wasco County Emergency Management Advisory Group Wasco County School Districts Wasco County Search and Rescue (SAR) Team Wasco County volunteer organizations

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 5 provides for direction, control, and management of county and municipal emergency operations, and allocation/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 Emergency Operations Centers (EOC).

2 Policies and Agreements

The Wasco County Integrated Incident Management Group supports policy decisions and resource allocation during all phases of an emergency.

The line of succession of authority for Wasco County Emergency Management Division is:

- Emergency Manager
- County Sheriff
- Person Appointed by Board of Commissioners
- Chief Deputy/Sergeant

3 Situation and Assumptions

3.1 Situation

The administration of and logistics for county emergency response and recovery operations under a declared state of emergency will be provided by emergency services and support agencies that routinely manage these procedures during normal operations. The county Emergency Manager will coordinate all resource requests with Oregon Emergency Management (OEM) using the Oregon Emergency Response System and other established procedures. All county officials will expedite requests for administrative assistance and logistic support required during emergency operations. Additional information on the coordination and management of resources during an emergency situation is presented in ESF 7, Resource Support.

3.2 Assumptions

- There will be an immediate and continuing need to collect, process and disseminate situational information, to identify urgent response requirements during a disaster (or the threat of one) and to plan for continuing response, recovery and mitigation activities.
- Assessment of damage impacts and EOC operations may be delayed due to minimal staffing. Local governments impacted the most will be given priority for assistance and support as needed and available.
- During the early stages of the event little information will be available and the information received may be vague and inaccurate, verification of this information and caution can delay response to inquiries.
- Reporting from the local government to the EOC will improve as the event matures.
- Reporting of information may be delayed due to damaged telecommunications infrastructure.

4 Roles and Responsibilities

Roles of Wasco County Emergency Management Division during all phases of emergency operations include:

- Develop and maintain the county Emergency Operations Plan (EOP).
- Coordinate the development, revision, and dissemination of ESF annexes, agency-specific operational procedures, and supporting documentation to the county emergency operations and management plans.
- Offer seminars, exercises, and training courses on emergency management subjects for county personnel and support agencies.

ESF 5. Emergency Management

- Maintain and update a countywide emergency resource list, including copies of supporting intergovernmental and mutual aid agreements.
- Review emergency operations plans and standard operating procedures.
- Confirm interoperability and available capabilities for communication with local response partners, Tribal entities, regional response partners, state government, neighboring jurisdictions, and other support services.
- Initiate tests and maintain operability of the county warning system.
- Activate County EOC, and implement a command and control structure appropriate to the emergency situation at hand.
- Implement Incident Command System (ICS)/National Incident Management System (NIMS) training and exercise programs incorporating all response partners.

Roles of ESF Liaisons during all phases of emergency operations include:

- Develop and maintain ESF annexes, agency-specific emergency response plans, and standard operating procedures in accordance with the provisions of this EOP;
- Participate in emergency management exercises and training programs coordinated by Wasco County Emergency Management Division;
- Update and maintain mutual aid agreements and provide copies to the Emergency Manager; and
- Activate, deploy, and manage essential personnel during an emergency in order to support tactical and strategic operations.

The Wasco County Sheriff's Office is responsible for managing Wasco County communications assets, including radio repeater sites and licensing issues.

4.1 ESF 5 Actions by Phase of Emergency Management**4.1.1 Preparedness**

- Prepare a standard template for Declaration of Emergency or Disaster.
- Prepare standardized reporting formats and forms, and establish reporting procedures/guidelines to include development of display boards.
- Maintains the Emergency Operations Plan (EOP) and the emergency management program of the county.

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- Annually reviews the plans and makes necessary corrections, changes and additions. Advise and assist other agencies and local governments in the development of emergency or disaster plans and programs in compliance with applicable County, State, or Federal laws, rules, regulations, and executive orders.
- Coordinates emergency and disaster related training and orientation to county and local officials to meet the NIMS/ICS requirements and to familiarize them with emergency or disaster related responsibilities, operational concepts, and procedures/guidelines.
- Establish and maintain an Emergency Public Information Program to disseminate information to the public and the news media regarding personal safety or survival, emergency response actions, and details of disaster assistance programs. After an emergency or major disaster declaration, local information programs should be coordinated with those of state or federal government.
- Establish and maintain a county wide capability to provide warning to the public through available warning systems such as the Emergency Alert System (EAS), radio/television, sirens, and telephone notification systems.
- Makes available emergency preparedness information and presentations to the public.

4.1.2 Response

- Collects, displays, and documents the information provided to the EOC staff, this documentation is necessary for the recovery process.
- Assesses the information provided and shares with the appropriate EOC representative or State OEM as needed.
- Assesses the information provided and develops and recommends action strategies.
- Coordinates and prepares periodic SITREPS and distributes as required.
- Requests special information from local governments and volunteer organizations, as necessary.
- Review PIO statements for accuracy.
- Prepares the Declaration of Emergency and any amendments.
- Receive and process requests from local government for specific State and Federal emergency and disaster related assets and services.

ESF 5. Emergency Management

- Coordinate County assets to support local government and agencies in need of supplemental emergency or disaster assistance.

4.1.3 Recovery

- Continue to gather information prepare and distribute SITREPS, as needed. Review PIO statements for accuracy.
- Prepares the Elected Official's declaration terminating the Declaration of Emergency.
- Create and coordinate an ad hoc Recovery Task Force from local representatives to assist with recovery phase operations and Continuity of Operations Plans (COOP).
- Coordinate Public and Individual Assistance programs with local, state, and federal government as needed.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines and formats to document any crucial lessons-learned and to make revisions to plans as needed for future events.
- Procure all available documentation of event for archiving.

4.1.4 Mitigation

- Mitigation activities may be conducted in the response and recovery phases as well as in the planning process for emergencies and disasters. Mitigation activities may include surveys, mapping, prevention, property protection, public education and awareness, natural resource protection, emergency services or structural projects.

5 Concept of Operations

The primary EOC is located in The Dalles, Oregon. The facility is equipped to support full activation and staffing. If necessary, alternate EOC facilities in The Dalles are located at The Dalles Police Department, 401 Court Street, and Mid-Columbia Fire and Rescue, 1400 West 8th Street. A map of the primary EOC and alternates is included in Appendix 2 of this ESF Annex.

The Wasco County Sheriff's Office, in conjunction with its Emergency Management Division and SAR Team, has devised a concept for enhancing the ability to deploy emergency equipment. In the event of a disaster, emergency or other situation where certain equipment is required, the Sheriff's Office will maintain Emergency Response Trailers (ERT). The ERTs will be made available for deployment to any emergency response agency in Wasco County and can be requested through the County EOC during an emergency. Deployments outside of Wasco County will be considered on a case-by-case basis and within the provisions of any existing mutual aid agreements.

ESF 5. Emergency Management

The County EOC command structure will follow ICS/NIMS and is organized by section, with specific functions assigned to staff supporting a section chief (initially determined by the EOC manager upon activation of the facility). Executive positions will be assigned as needed for strategic level decision making and to provide policy-level guidance to the command staff. Lack of resources and personnel are issues to consider when staffing for extended time periods given the possibility that some primary staff members may be unavailable.

Supporting agencies and organizations not included in the basic command structure may be available as liaisons and support personnel. Typically, these liaisons and supporting personnel represent federal and state governments, Tribal entities, private business and industry, special purpose government, and volunteer organizations. When available, they will be utilized as non-county resource support. The Emergency Manager is responsible for providing notification of emergency conditions to these agencies and organizations and to request their assistance when appropriate and necessary. Requests for private contracted resources, other than those owned by the county, must be coordinated through the Logistics Chief. Legal counsel for all county services will be provided by the designated legal services coordinator.

5.1 Supporting entities may include the following:

- **State Agencies:** Depending on the situation, representatives of state agencies may be requested by the county through OEM.
- **Military Support:** Some situations may require military support. Requests for military support by civil authorities will be channeled through OEM, regardless of the type of emergency. Military support will be provided in accordance with appropriate operations plans, as published by the Military Department, State of Oregon, and the regulations of each of the active duty military services.
- **U.S. Department of Agriculture (USDA) Emergency Board:** The USDA Emergency Board is comprised of representatives from the Agriculture Stabilization and Conservation Service, Cooperative Extension Service, Farmer's Home Administration, Soil Conservation Service, and Forest Service. This board can assist the county in management of agriculture and agri-business resources and in resolving agriculture issues during any type of disaster. In the event of a nuclear disaster, a representative will be designated and assigned as liaison to the County EOC.
- **US Army Corps of Engineers (USACOE):** It is anticipated a USACOE liaison will be required during potential or actual flood conditions and following any seismically-related incident. The district engineer of the USACOE will assign a liaison to the County EOC when necessary.

ESF 5. Emergency Management

- Volunteer Organizations: When an emergency exists, volunteer organizations with disaster relief responsibilities and capabilities will be requested and assigned to the County EOC as a liaison.

The Emergency Manager will establish the proper command structure depending on the type of incident or emergency situation. The following staffing plan represents a typical organizational structure to be implemented at the County EOC during any type of emergency incident. In some instances, one person may fill more than one position or some positions, may not be needed at all. Flexibility is assumed for expansion or contraction throughout the duration of response activities.

5.2 Executive Positions

- Wasco County Board of Commissioners
- Designee of the County Sheriff's Office
- Emergency Manager
- Legal Counsel
- Emergency Information Services Coordinator

5.2.1 Primary Functions

Manages policy-level decisions and coordinates necessary emergency response actions.

5.3 Operations Positions

- EOC General Staff
- Fire
- Law Enforcement
- Health and Medical
- Public Works

5.3.1 Primary Functions

Functions are assigned to county services having an operational responsibility and maintaining response capabilities. Tactical operations are coordinated among the various response agencies, which enables a better understanding of the overall incident status and resources required, while clearly defining the span of control.

5.4 Planning Positions

Includes staff in Operations plus:

- Damage Analysis Coordinator

ESF 5. Emergency Management**5.4.1 Primary Functions**

Receives, records, plots, analyzes, and disseminates damage data. The section chief provides updates to the EOC staff regarding extent of damage and estimates of probable damage in affected areas.

5.5 Logistics Positions

- Communications coordinator
- Public service radio operators
- Amateur radio operators
- Telephone operators
- Messengers
- Health and medical
- Mass care and shelter
- Donated goods/volunteer coordinator

5.5.1 Primary Functions

Provides and coordinates essential services needed by victims and emergency personnel (including EOC staff).

6 Supporting Plans and Procedures

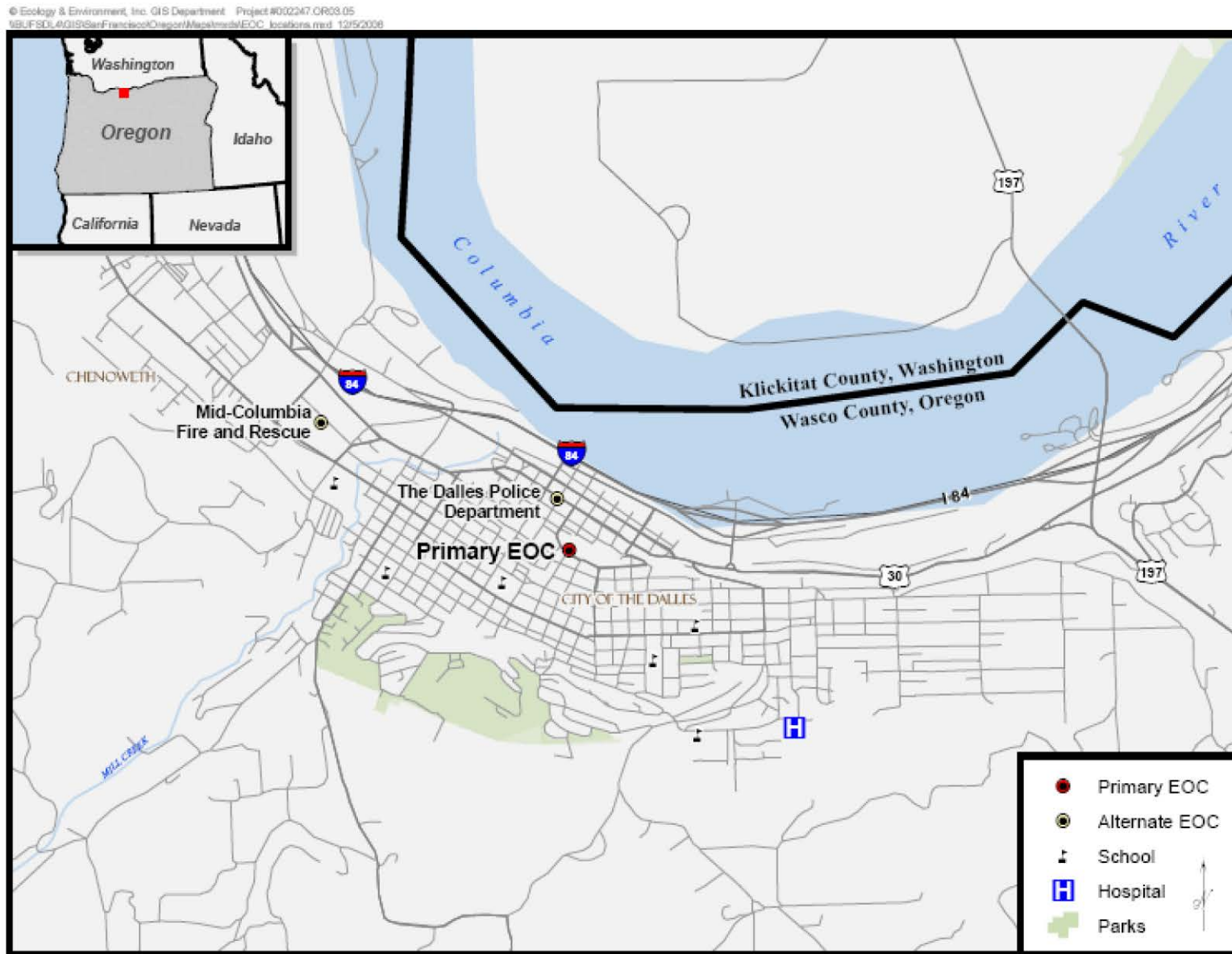
A list of current and future intergovernmental and mutual aid agreements for Wasco County is provided in ESF 7, Resource Support.

- State of Oregon Emergency Operations Plan
 - ESF 5 – Emergency Management
- National Response Framework
 - ESF 5 – Emergency Management

7 Appendices

- Appendix 1 – Map of Wasco County EOC and Alternates
- Appendix 2 – EOC Floor Plan

Appendix 1 Map of Wasco County EOC and Alternates



Wasco County Emergency Operations Center and Alternatives

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Appendix 2 EOC Floor Plan

To be developed.

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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 and Human Services

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ESF 6. Mass Care, Emergency Assistance, Housing & Human Services

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ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

ESF 6 Tasked Agencies	
Primary Agencies	Wasco County Emergency Management Division
Supporting Organizations	American Red Cross City of The Dalles Police Department Countywide Waste Water Treatment Facilities Countywide Water Treatment and Delivery Systems Home at Last Humane Society Mid-Columbia Center for Living Mid-Columbia Council of Governments Mid-Columbia Medical Center North Central Public Health District OR Department of Human Services, regional office for Social Services Oregon Department of Health Services, Office of Mental Health and Addiction Services Oregon Department of Parks and Recreation Department Radio Stations (emergency broadcast) Wasco Amateur Radio Services Wasco County Medical Reserve Corps Wasco County Public Works Department Wasco County Sheriff's Office Wasco County volunteer organizations

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 6 provides mass care/sheltering, housing, and human services support for victims of natural and technological 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:

- 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.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- 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

None at this time.

3 Situation and Assumptions**3.1 Situation**

Facilities may be needed in Wasco County for both direct and indirect effects of an emergency incident or disaster. Mass care facilities should be life-supporting and provide protection from the hazards resulting in evacuations.

The Wasco County Hazard Identification and Vulnerability Analysis, conducted in 2011, identified hazards that could result from an evacuation of a portion of Wasco County. Although County government has primary responsibility in implementing and coordinating resources and services included in this ESF, the American Red Cross will be notified and coordinate sheltering and mass care operations within its capability and to the extent possible. The permission to use facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Copies of all facility use agreements will be maintained with Wasco County Emergency Management and be available through the County Emergency Operations Center (EOC) during an emergency.

It is assumed local government and available response agencies will manage and coordinate all shelter and mass care activities. The American Red Cross will support the County in these shelter and care activities. Assistance will be available through mutual aid agreements with other counties, regions, state, and federal emergency agencies and organizations. It is also assumed that pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.

Essential public and private services will continue during an emergency situation to the extent possible; however, some services and staff will become unavailable due to limited resources in many parts of the county. Continuity of Operations Plans should be developed and implemented for public and private businesses, care facilities, and other service organizations to establish contingency staffing and operations plans throughout an emergency's duration. In addition, Continuity of Government Plans should be in place for all government agencies, and staff should be trained on all applicable procedures.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services**3.2 Assumptions**

- Emergencies and disasters may occur without warning at any time of day or night, and may cause mass casualties.
- Widespread damages may necessitate the relocation of victims and the need for mass care operations.
- Some victims will go to shelters; others will find shelter with friends and relatives. Some may stay with or near their damaged homes.
- Shelters may have to be opened with little notice. Local government personnel may have to manage and coordinate shelter and mass care activities.
- The demand for shelters may prove to be higher than what is available.
- If American Red Cross services are not available, other volunteer organizations and religious groups may open shelters. Some of these organizations and groups may coordinate their efforts with the American Red Cross, while others may operate these facilities themselves and assume full responsibility for them.
- Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community, churches, and other facilities used as shelters may have to be curtailed.
- Volunteer organizations may assist in mass care operations.
- Large numbers of spontaneous volunteers may emerge, which will require planning and training before volunteers can be released to field operations.

4 Roles and Responsibilities

Community mental health providers as specified in ESF 8 (Mid-Columbia Center for Living) and other mental health/counseling providers will play a primary role in providing resources and services to support prolonged mental health care to victims, families, and the first responder community.

4.1 ESF 6 Actions by Phase**4.1.1 Preparedness**

- Identify mass care facilities (temporary lodging and emergency feeding sites) and shelters.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- Obtain cooperation of facility owners for use as mass care facilities and shelters.
- Develop facility setup plans for potential shelters.
- Identify emergency feeding supplies.
- Recruit and train volunteers for mass care operations.
- Develop a liaison with other community service organizations for providing mass care to the public.
- Identify population groups requiring special assistance during an emergency (i.e., senior citizens, special needs, etc.) and ensure that preparations are made to provide assistance.
- Implement a public education campaign regarding the importance of having a family disaster plan and 72-hour preparedness kit.
- Develop and test emergency plans and procedures/guidelines.
- Participate in emergency management training and exercises.

4.1.2 Response

The following actions should be taken by appropriate State, County, and Local agencies to support sheltering, and mass care activities during a period of potential or imminent threat of disaster or emergency:

- Notify key personnel to allow immediate review and implementation of plans and checklists.
- Activate the Wasco County Emergency Operations Center (EOC), if necessary.
- Open designated mass care shelters and begin to stock those facilities with food, water, medical supplies, cots, blankets, and administrative supplies.
- Notify supporting organizations of potential staff needs to assist American Red Cross personnel at mass care shelters.
- Coordinate with local law enforcement for security at the shelter locations.
- Provide trained staff as appropriate at shelter(s).
- Establish and maintain primary and back-up communications between the mass care shelters and the Emergency Operations Center.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- Establish and coordinate appropriate traffic control measures on evacuation routes to mass care shelters.
- Coordinate the release of public information announcements and advisories regarding: the need to evacuate, evacuation routes, shelter locations (as well as pet shelter locations), and personal items to be brought to the shelters.
- Arrange transportation to shelters for those having special needs, and for those without transportation.
- Advise the EOC of the number and condition of the evacuees housed in each shelter.
- Provide the following for those in the affected area who are not housed in mass care shelters:
 - Emergency supplies of food, water, clothing, and first aid.
- Provide food and water for emergency workers.
- Activate family reunification systems, like the American Red Cross Safe and Well website or FEMA's National Emergency Family Registration and Locator System (NEFRLS), as soon as possible.

4.1.3 Recovery

- Continue to utilize multiple means of communicating public information and education.
- Coordinate with ESF 8 to ensure the continued availability of mental and behavioral health professionals.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Provide public information regarding safe re-entry to damaged areas. Assist evacuees in returning to their homes if necessary.
- Assist those who cannot return to their homes with temporary housing.
- Deactivate shelters and mass care facilities and return them to normal use.
- Clean and return shelters to original condition; keep detailed records of any damages.
- Consolidate mass care shelter(s) costs, and submit these statements to the appropriate authorities for possible reimbursement.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- Coordinate with ESF 14 for ongoing community recovery. Inform public of any follow-on recovery programs that may be available.
- Form a long-term recovery assistance team to help ensure individuals and families affected by the disaster continue to receive assistance for serious needs and necessary expenses.
- Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after action critiques and reports.
- Update plans and procedures/guidelines based on critiques and lessons learned during an actual event.

4.1.4 Mitigation

- Participate in the hazard identification and vulnerability assessment (HIVA) process and take steps to correct deficiencies in the mass care, housing and human services function.
- Implement a public education campaign regarding the importance of having adequate homeowners and renters insurance.
- Encourage shelter considerations in American Red Cross architectural design.
- Conduct education, training and exercise.
- Convey public information in multiple formats & languages.
- Identify volunteer organizations that could assist in shelter and mass care operations and develop cooperative agreements.
- Maintain and promote the Wasco County Voluntary Evacuation Registry (VER) to identify at-risk populations.

5 Concept of Operations**5.1 Shelters and Mass Care Facilities**

The organization(s) managing the shelter sites will be responsible for registering shelter residents. Managing organizations will coordinate with local government to provide updated information to the shelter residents from the incident Public Information officer and/or other agency designee.

Options for temporary shelter available to Wasco County during the first 72 hours of an incident include:

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- Predetermined sheltering sites and supplies available through American Red Cross;
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management; and
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the County EOC staff will serve as the Wasco County Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, American Red Cross, the Salvation Army, other state-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities where possible and will also support public safety communications, if needed. A list of potential shelter locations for Wasco County is maintained by American Red Cross.

5.2 Feeding

Victims will be fed through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Wasco County will coordinate all mass feeding agencies, organizations and other services needed at open shelters within the county's jurisdiction with Wasco County Emergency Management via the County EOC.

5.3 Emergency First Aid

The following agencies and entities can provide support for emergency first aid and referral to appropriate medical personnel and facilities:

- Area Hospitals (refer to Area Trauma Advisory Board 6: Mass Casualty Plan)
- Area Ambulance Service Providers (refer to Area Trauma Advisory Board 6: Mass Casualty Plan)
- North Central Public Health District
- Wasco County Fire Board and all local Fire Districts
- Wasco County Medical Research Corps and medical professionals registered through SERV-OR

5.4 Disaster Welfare Information

American Red Cross maintains the Safe and Well System, an online registry where victims self-report status to aid in reunification of family members within the affected area.

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services**5.5 Bulk Distribution**

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and other commodities through Federal, State, Local, and Tribal governmental entities and non-governmental organizations is coordinated at these sites. (Refer to Wasco County Community Points of Distribution (C-POD) Plan).

Agencies and organizations involved in supporting and managing bulk distribution may include:

- Wasco County Emergency Management Division
- American Red Cross
- Salvation Army
- North Central Public Health District
- Joint Operations Center – Federal Emergency Management Agency (FEMA), Federal Coordinating Officer
- State Emergency Coordination Center – OEM national, state, and local volunteer organizations
- Private sector partners
- Disaster assistance personnel, paid and volunteer staff

5.6 Short- and Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting Wasco County will be coordinated through the County EOC. Liaisons will be assigned to the command staff to manage and coordinate resources and activities with regional, State, Federal, Tribal, and private sector entities. In some disaster situations, the federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family, friends, or in commercial facilities. To the extent possible, local and county government will coordinate post-disaster housing needs.

Agencies/organizations available to provide assistance for short- and long-term housing needs of victims include:

- Wasco County Emergency Management Division
- Oregon Emergency Management
- Joint Field Office, FEMA – Federal Coordinating Officer
- American Red Cross

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- U.S. Housing and Urban Development

5.7 Crisis Counseling and Mental Health Providers

Mid-Columbia Center for Living coordinates mental health services to the general public and the first responder community. Additional information regarding mental health procedures is presented in ESF 8, Health and Medical Services. Other agencies/organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and at-risk populations may include:

- Mid-Columbia Center for Living (refer to MCCFL Behavioral Health Disaster Plan)
- Area Hospitals (refer to MCMC External Triage, Mass Casualty and Behavioral Health Plans)
- Oregon Department of Health Services, Office of Mental Health and Addiction Services
- County and regional volunteer organizations
- Local nursing homes and care facilities
- American Red Cross (at shelter sites American Red Cross will provide support to State and County mental health authorities).

5.8 At-Risk Populations

Coordinating and identifying at-risk individuals within the impacted area is a critical element of emergency response and recovery operations for Wasco County. At-risk populations are defined by the National Response Framework as:

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

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

- Wasco County Emergency Management Division
- Area Hospitals

ESF 6. Mass Care, Emergency Assistance, Housing and Human Services

- Oregon Department of Human Services
- Mid-Columbia Council of Governments
- North Central Public Health District
- Private clinics and care facilities
- American Red Cross and other volunteer agencies
- Wasco County School Districts
- Local media agencies serving Wasco County and surrounding areas

5.9 Volunteer Services and Donated Goods

The Wasco County EOC will coordinate volunteer services and donated goods through assigned liaisons. Support will be provided by the American Red Cross and other volunteer organizations. These activities seek to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow Incident Command System/National Incident Management System standards.

6 Supporting Plans and Procedures

- Area Trauma Advisory Board 6: Mass Casualty Plan.
- Behavioral Health Disaster Plan. Mid-Columbia Center for Living.
- Mid-Columbia Medical Center External Triage/Mass Casualty Plan
- Mid-Columbia Medical Center Behavioral Health Plan
- Wasco County Community Points of Distribution (C-POD) Plan
- Wasco County Animals in Disaster Plan
- Wasco County Emergency Communications Plan
- State of Oregon Emergency Operations Plan
 - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
- National Response Framework
 - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services

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7 Appendices

None at this time.

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ESF 7 – Logistics Management and Resource Support

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ESF 7. Logistics Management and Resource Support

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ESF 7 Tasked Agencies	
Primary Agencies	North Central Public Health District Wasco County Emergency Management Division (non-medical resources)
Supporting Agencies	Wasco County Sheriff's Office
Adjunct Agencies	American Red Cross Programs Gresham Fire Hazardous Response Team HPP Region 6 Mid-Columbia Medical Center Oregon Emergency Management Providence Hood River Hospital Skyline Hospital US Army Corps of Engineers, The Dalles District (support from Portland District) US Forest Service, Fire Overhead Teams Wasco County Fire Defense District Board Wasco County volunteer organizations.

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 7 focuses on procedures for activating, dispatching, distributing, allocating, and deactivating resources needed for emergency and disaster operations from government, private, or volunteer sources. In addition, ESF 7 describes available resource tracking systems, including databases or basic equipment/supply lists for personnel, facilities, equipment, and supplies in the county or region. Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies, private sector, and/or other non-governmental entities may be necessary to support ESF 7 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized interoperable equipment during emergency response activities.

Procedures outlined in this support function include both medical and non-medical resources.

2 Policies and Agreements

Formal mutual aid and cooperative assistance agreements for Wasco County include:

- Sherman and Wasco Counties Emergency Management Memorandum of Understanding. 2006.
- Hood River and Wasco Counties Emergency Management Memorandum of Understanding.

ESF 7. Logistics Management and Resource Support

3 Situation and Assumptions

3.1 Situation

Local resources available to Wasco County include, but are not limited to, emergency communications, Wasco Amateur Radios Service, Civil Air Patrol, Search and Rescue, mortuary services (in support of Public Health), transportation MOUs and Standby Agreements, and Civil Support Teams (CST). Although the CST is a federal asset, it is considered a local resource, managed and coordinated through the state, and activated through the Oregon Emergency Response System.

Regional resources available to support this jurisdiction include the Hospital Preparedness Program (HPP), regional hazardous materials response teams, and Emergency Management regions established through Oregon Emergency Management (OEM).

State resources may include Urban Search and Rescue, Incident Management Teams available through the Office of State Fire Marshall, and various transportation, engineering, and public works-related resources through the Oregon Department of Transportation.

Use of National Guard resources must be authorized by the Governor because it involves shifting a federal resource to state active duty. In most cases, the National Guard requires 24 to 72 hours to mobilize resources, depending on the pending emergency situation. Thus, a request for this resource would be completed through OEM by the Wasco County Emergency Manager or designee.

3.2 Assumptions

- Agencies support of the response to the emergency or disaster event will be severely impacted.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.
- If donated goods and services are provided, Emergency Management should be responsible for managing these as part of ESF 7.
- The management and logistics of resource support is highly situational and is dependent upon flexibility and adaptability.
- Wasco County's support of the response to the emergency or disaster will be severely impacted. Local governments will expend resources

ESF 7. Logistics Management and Resource Support

under their own authorities, including implementation of mutual aid agreements.

4 Roles and Responsibilities

A number of agencies are involved with tracking and allocating resources during an emergency. Some agencies are responsible for coordinating resources specific to emergency response functions, as summarized below:

- Wasco County Emergency Management Division: Coordinates non-medical resources through the County Emergency Operations Center.
- North Central Public Health District Coordinates medical resources in support of public health or medical emergencies through the County EOC and, if activated, Agency Operations Centers and/or Medical Operations Centers.
- Wasco County Sheriff's Office: Coordinates security, intelligence-related, and law enforcement resources, including specialized equipment through the County EOC.
- Wasco County Public Works Department: Coordinates heavy and specialized equipment for response and recovery operations through the County EOC.
- Wasco County Fire Defense District Board: Coordinates resources and equipment for fire suppression and USAR operations through the County EOC.
- Wasco County Commission: Reviews and authorizes emergency expenditures.

4.1 ESF 7 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop plans, procedures/guidelines, and protocols for resource management in accordance with the National Incident Management System (NIMS), and include pre-positioning of resources to efficiently and effectively respond to an event.
- Establish plans and systems for resource identification, typing, and inventorying.
- Establish plans and systems for acquiring and ordering resources.
- Establish plans and systems for mobilizing and allocating resources.

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- Establish plans and systems for resource recovery and reimbursement.
- Establish plans and procedures/guidelines for coordinating with non-governmental and private sector organizations for obtaining resources.
- Develop plans for the establishment of logistic staging areas (LSAs) for internal and external response personnel, equipment, and supplies.
- Estimate logistical requirements (e.g. personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- Participate in exercises and training to validate this annex and supporting SOP/SOGs.
- Ensure all ESF-7 personnel are trained in their responsibilities according to the departmental SOP/SOGs.

4.1.2 Response

- Establish communication between EOC and Incident Management Team to determine resource needs to support incident response and operations.
- Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- Provide logistical support for the operation and requests of the IC/EOC.
- Coordinate distribution of stockpile assets.
- Coordinate the handling and transporting of affected persons requiring assistance.
- Provide and coordinate the use of emergency power generation services at critical facilities.

4.1.3 Recovery

- Continue to render support when and where required as long as emergency conditions exist.
- Recover all deployed resources that are salvageable.

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- Return resources to issuing location.
- Account for all resource use and expenditures.
- Use established regulations and policies to deal with resources that require special handling and disposition, such as biological waste, contaminated supplies, debris, and equipment.
- Prioritize the repair and restoration of infrastructure so that essential services may be given first priority.
- Ensure all agencies involved in the recovery effort will ensure that detailed cost accounting is done in the event of a declared disaster and there is a potential for federal and state assistance.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines and formats to document any crucial lessons-learned and to make revisions to plans as needed for future events.

4.1.4 Mitigation

- Develop internal Continuation of Operations Plans (COOP) to identify resource needs and to identify resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.
- A COOP plan for internal and external resources should include, but is not limited to, the following:
 - Identify essential personnel and staffing for internal and external support requirements.
 - Identify emergency supplies needed for personnel.
 - Identify essential records, equipment, and office supply needs.
 - Identify essential office space requirements.
 - Identify additional transportation requirements in support of an emergency or disaster.

5 Concept of Operations

The command staff and general staff request resources necessary to accomplish incident objectives, personnel support, and safety operations. The command structure is established with five functional areas. Command Staff, Operations, Logistics, Planning, and Finance. An additional Intelligence section can be

ESF 7. Logistics Management and Resource Support

initiated if needed. The Wasco County EOC uses an Incident Command System/National Incident Management System (NIMS) process for ordering and tracking resources. Resource typing is a method for standardizing the nomenclature used when requesting equipment and managing resources during an incident. It is the method approved by NIMS for ordering supplies and providing mutual aid to partners in an emergency event and will be adopted during emergency operations in Wasco County for all types of incidents.

The Emergency Manager or other designated official activates the resource management function. This function is an element of the Incident Command structure and will have support staff to perform the function at the EOC, regardless of the activation's scope. The designated Resource Manager has the authority to activate additional facilities and personnel as deemed appropriate and necessary by the situation. The logistics section reviews local, regional, and other resource requests. Local resources are allocated and utilized before requesting additional resources from regional, state, and national sources. Coordination efforts can expand into a Joint Operations Center and can further expand into the NIMS if the situation warrants.

The Wasco County Emergency Management Division maintains an annually updated local resource list. The list includes heavy equipment and special use equipment. In addition, Wasco County Public Health Department maintains an inventory of medical resources and pharmaceuticals, included as Appendix 2 to ESF 8.

When requests are of high priority for the jurisdiction, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the Wasco County Board of Commissioners and Legal Counsel, if necessary), and making transportation arrangements. Each department head maintains qualifications for particular types of positions, and the Board of Commissioners can assist with hiring additional staff to support any facet of emergency operations, if necessary. The designated financial officer will update section chiefs and other command staff regarding their authorized budgets while also logging and processing transactions, tracking accounts, and securing access to more funding as necessary and feasible. The Legal Counsel will provide assistance and guidance regarding legal obligations and any special considerations granted by law to expedite requests and other tasks.

6 Supporting Plans and Procedures

- State of Oregon Emergency Operations Plan
 - ESF 7 – Logistics Management and Resource Support
- National Response Framework

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- ESF 7 – Logistics Management and Resource Support

7 Appendices

None at this time.

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ESF 8 – Public Health and Medical Services

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ESF 8. Public Health and Medical Services

ESF 8 Tasked Agencies	
Primary Agencies	Community Counseling Solutions Mid-Columbia Center for Living North Central Public Health District
Supporting Agencies	American Red Cross and other volunteer organizations Area Trauma Advisory Board (ATAB 6) County and City Public Works Departments: Wasco County, City of The Dalles, City of Mosier, City of Dufur, City of Maupin Sherman County, Grass Valley, Moro, Wasco, Rufus Gilliam County, Arlington, Condon Emergency Communications: Wasco County Communications Center (9-1-1), Tri-County Communications Dispatch Emergency Management: Wasco County, Sherman County, Gilliam County EMS Agencies: Wasco County, Sherman County, Gilliam County Federally Qualified Health Center: La Clinica del Cariño Fire Service Agencies: Wasco County, Sherman County, Gilliam County Healthcare Preparedness Program, Region 6 Hospitals: Mid-Columbia Medical Center Providence Hood River Memorial Hospital Skyline Hospital Klickitat Valley Hospital Local Medical Examiners Mid-Columbia Medical Group Oregon Health Authority, Public Health Division Regional HAZMAT teams Rural Health Clinics: Deschutes Rim Health Clinic Moro Medical Clinic South Gilliam Health Center Arlington Medical Center US Army National Guard, NBC Response Team Wasco County Animal Control
Adjunct Agencies	FEMA Oregon Department of Agriculture Oregon Department of Human Services Oregon Department of Transportation Oregon Emergency Management Oregon Medical Examiner Division

ESF 8. Public Health and Medical Services**1 Purpose and Scope**

Emergency Support Function (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 sanitation;
- Emergency medical, dental, and hospital 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 an incident, services and resources may be in demand for prolonged periods of time.

***NOTE:** Refer to ESF Annex 11 – Agriculture and Natural Resources for information regarding incidents/disasters potentially or actually impacting the health of livestock, wildlife, and other animals.*

2 Policies and Agreements

Wasco County will use the North Central Public Health District's ESF 8 document to guide provision of Public Health and Medical Services in Wasco County.

3 Roles and Responsibilities**3.1 Primary Agencies****3.1.1 North Central Public Health District**

Responsibilities residing with the Public Health District Administrator and/or the Health Officer (or designee) are summarized below:

ESF 8. Public Health and Medical Services

- Ensuring services are provided to the public according to law. ORS 431.416 states that Local Public Health Authority or Health District shall:
 - (1) Administer and enforce the rules of the local public health authority or the health district and public health laws and rules of the Oregon Health Authority.
 - (2) Assure activities necessary for the preservation of health or prevention of disease in the area under its jurisdiction as provided in the annual plan of the authority or district are performed. These activities shall include but not be limited to:
 - a) Epidemiology and control of preventable diseases and disorders;
 - b) Parent and child health services, including family planning clinics as described in ORS 435.205;
 - c) Collection and reporting of health statistics;
 - d) Health information and referral services;
 - e) Environmental health services.
- Coordinating information, incident status, and resource requests among private medical facilities, business, and industry for emergency medical services, laboratory, and sanitation services required in support of district wide emergency operations.
- Maintaining a file of all written, typed, or verbal reports, decisions, policies and directions as a legal record of emergency public health operations.
- With support from the first responder community, gathering information concerning injuries and fatalities resulting from disaster occurrences and sharing this information with the County EOCs as soon as available.
- North Central Public Health District, in cooperation with County Public Works agencies, has responsibility for evaluating damage to water treatment facilities following disaster occurrences. Because of system vulnerability to numerous forms of contamination and because of the impact a prolonged shutdown of water treatment facilities could have on public health and welfare, completion of rapid and accurate damage assessment is essential. In addition, the Health District Administrator and/or Health Officer must be prepared to receive

ESF 8. Public Health and Medical Services

damage assessment reports from the various medical facilities in the county. Each facility administrator or designee will gather initial damage reports and identify which patients must be removed pending repairs. This data will be provided directly to the Health District Administrator/Health Officer, who will then forward reports directly to the County EOCs for evaluation and action.

3.1.2 Behavioral Health

Mid-Columbia Center for Living/Community Counseling Solutions
Community Mental Health Program(s)

The community mental health program (CMHP) in Hood River, Wasco and Sherman counties is Mid-Columbia Center for Living, an inter-governmental agency under ORS 190. Gilliam County contracts its CMHP with Community Counseling Solutions, a non-profit corporation based in Morrow County. Both programs are considered to be the CMHP serving under the local mental health authority (LMHA), comprised of local county boards of commissioners, mandated to provide behavioral health services to their county (*Oregon, 2001*). *During a major incident, LMHAs are responsible for continuing to serve the existing county mental health client population to the extent that this is possible given the scope of the event.* A CMHP Director or designated representative leads this service.

During a major incident, a surge in service demand is likely. The roles and responsibilities will depend on the scope of the incident and the designated lead agency. The CMHP -in addition to serving the existing mental health client population- may also be responsible for assessing the need for behavioral health interventions throughout their entire county. Upon completion of an initial assessment, the CMHP reports their findings to the local public health authority and/or emergency manager. CMHPs may take the lead in working with their contract agencies and community partners to address an identified surge in service demand and then coordinate the delivery of needed services including the activation of local behavioral health responders. The following list represents six typical functions (*Porter, 2007*) that CMHPs may be called upon to provide during response and recovery phases of a major incident:

- Maintain services to current clients;
- Crisis intervention for those affected throughout the community;
- Information and education:
 - On disaster stress reactions,
 - On behavioral health resources,
 - To various public media;

ESF 8. Public Health and Medical Services

- Mutual aid to other agencies;
- Consultation and training;
- Stress management for responders;
- Maintain list of non-agency responders;

Mental health services may be subject to the availability of funding.

3.2 Supporting Agencies**3.2.1 County and City Public Works Departments**

- Wasco County, City of The Dalles, City of Mosier, City of Dufur, City of Maupin;
- Sherman County, City of Grass Valley, City of Moro, City of Wasco, City of Rufus;
- Gilliam County, City of Arlington, City of Condon

(Refer to ESF 3 for roles & responsibilities)

3.2.2 Hospitals

- Mid-Columbia Medical Center
- Providence Hood River Memorial Hospital
- Skyline Hospital
- Klickitat Valley Hospital

During a response, report the status and resource needs and obtain or provide assistance in support of the community-wide response.

http://www.jointcommission.org/performance_measurement.aspx

3.2.3 Mid-Columbia Medical Group

Assist with medical needs existing within the Public Health District.

3.2.4 Federally Qualified Health Center

- La Clinica del Cariño

Assist with medical needs existing within the Public Health District.

3.2.5 Rural Health Clinics

- Deschutes Rim Health Clinic
- Moro Medical Clinic

ESF 8. Public Health and Medical Services

- South Gilliam Health Center
- Arlington Medical Center

Assist with medical needs existing within the Public Health District.

3.2.6 EMS providers

Provide quality emergency care to victims of sudden illness or traumatic injury through use of fully trained responders, properly equipped emergency vehicles, and efficient, effectively functioning emergency systems.

http://www.oregon.gov/DHS/ph/ems/about_us.shtml

3.2.7 Fire Service Agencies

- Wasco County
- Sherman County
- Gilliam County

(Refer to ESF 4 for roles & responsibilities)

3.2.8 Emergency Management

- Wasco County
- Sherman County
- Gilliam County

(Refer to ESF 5 for roles & responsibilities)

3.2.9 Emergency Communications:

- Wasco County Communications Center (9-1-1)
- Tri-County Communications Dispatch

Provide the critical link between the citizen and responding public safety agencies while efficiently collecting and disseminating information needed to protect life, property, and the environment.

3.2.10 Wasco County Animal Control

(Refer to ESF 11 for roles & responsibilities)

3.2.11 American Red Cross and other volunteer organizations

Assist in establishing, coordinating and managing sheltering needs. Support reunification efforts. Provide other emergency services as capable.

ESF 8. Public Health and Medical Services**3.2.12 Healthcare Preparedness Program, Region 6**

Ensure that standards of preparedness are met among area hospitals and health systems in order to adequately respond to events concerning public health and safety.

3.2.13 Area Trauma Advisory Board (ATAB 6)

Coordinate regional ambulance services to ensure that high-quality community resources are available to respond to medical emergencies within the district.

3.2.14 Regional HAZMAT teams

(Refer to ESF 10 for roles & responsibilities)

3.2.15 Oregon Health Authority, Public Health Division

Coordinate state assistance to provide public health and medical care needs (to include veterinary and/or animal health issues when appropriate) during a major disaster or incident and/or a developing potential health and medical situation.

http://www.oregon.gov/OMD/OEM/plans_train/docs/eop/esf_8.pdf

3.2.16 US Army National Guard, NBC Response Team

Provide support to local or state agencies in the event of a nuclear, biological or chemical event.

3.2.17 Local Medical Examiners

Provide death investigation services.

3.3 Adjunct Agencies

- Oregon Emergency Management
- Oregon Department of Human Services
- Oregon Department of Agriculture
- Oregon Department of Transportation
- Oregon Medical Examiner Division
- FEMA
- Local Public Health Departments
- School Districts: Wasco County, Sherman County, Gilliam County

4 Concept of Operations

North Central Public Health District (NCPHD) Director and/or County Health Officer (or designee) will serve as the initial Incident Commander and shall direct initial operations.

ESF 8. Public Health and Medical Services

Incident response will be managed using the Incident Command System (ICS) under the National Incident Management System (NIMS).

Once ICS is activated the Agency Operations Center (AOC) will be established at the main NCPHD office and all activities are coordinated through ICS. During the initial activation, NCPHD will convene communication with local governments requesting support to discuss the situation and determine the appropriate response.

Based upon the concept that emergency functions for public health, medical, and mortuary services will generally parallel their normal, day-to-day functions, to the greatest extent possible, the same personnel and material resources will be employed in both cases. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of the emergency. The efforts that would normally be required for those functions will be re-directed to the accomplishment of emergency tasks by the agency concerned.

The Public Health District will provide for district wide (Wasco, Sherman and Gilliam Counties) coordination and direction of all medical and health related services throughout the duration of an emergency. In the event of an incident involving hazardous materials, local public health and local Emergency Management, along with regional Hazardous Materials teams, will coordinate with other agencies for removal of contaminated materials. Local hospital emergency departments, emergency medical services and fire/rescue will follow decontamination procedures.

Personnel representing an ESF #8 organization are expected to have extensive knowledge of the resources and capabilities of their respective organization and have access to the appropriate authority for committing such resources during the activation.

ESF #8 Response Actions

- Response actions are organized in the ICS format in order to assure a timely and appropriate response to an emergency/disaster situation for public health and medical assessments, planning, and support operations of the event.
- Procedural protocols and manuals governing staff operations are in place to enhance effectiveness. Public health and medical experts are consulted as needed.
- In a large event requiring federal or mutual aid assistance, ESF #8 organizations will work with counterparts from such entities to seek, plan, and direct use of those assets.
- Throughout the response and recovery periods, ESF #8 organizations will:

ESF 8. Public Health and Medical Services

- Evaluate and analyze information related to medical, health, and public health assistance requests;
 - Develop and update assessments of medical and public health status in the impact area; and
 - Perform contingency planning to meet anticipated demands.
- NCPHD will coordinate with the State Public Health Division and may request an official from that agency to participate in field operations. Communication will be maintained via radio, internet or other mechanism set up at the local level for the duration of the incident.
 - In the early stages of an incident, it may not be possible to fully assess the situation and verify the level of assistance required. In these cases, every reasonable attempt is made to verify the need before deploying resources.
 - NCPHD will request assistance from the Department of Human Services and Oregon State Public Health Laboratory for incidents involving unusual or unknown substances. In the event the incident involves a criminal investigation, local law enforcement will be responsible for the collection and processing of evidence. Maintaining and protecting a chain of evidence is critical throughout the duration of emergency response and recovery operations.
 - The Strategic National Stockpile (SNS) Plan for NCPHD currently provides procedures for safety and protection measures to be implemented for the first responder community during a biological incident/contagious outbreak. Detailed procedures and information pertaining to requesting, allocating, prioritizing, distributing, and dispensing medications/pharmaceuticals to the first responder community, special needs populations, and the general public are included. Plans for activating and operating POD sites are also established for Wasco, Sherman, and Gilliam counties.
 - NCPHD does not maintain a roster of active and formerly active healthcare/medical personnel available to support emergency response activities. The State of Oregon currently maintains a volunteer registry (SERV-OR) with information on active and formerly active healthcare/medical personnel who are available to support emergency response activities.

ESF 8. Public Health and Medical Services**5 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

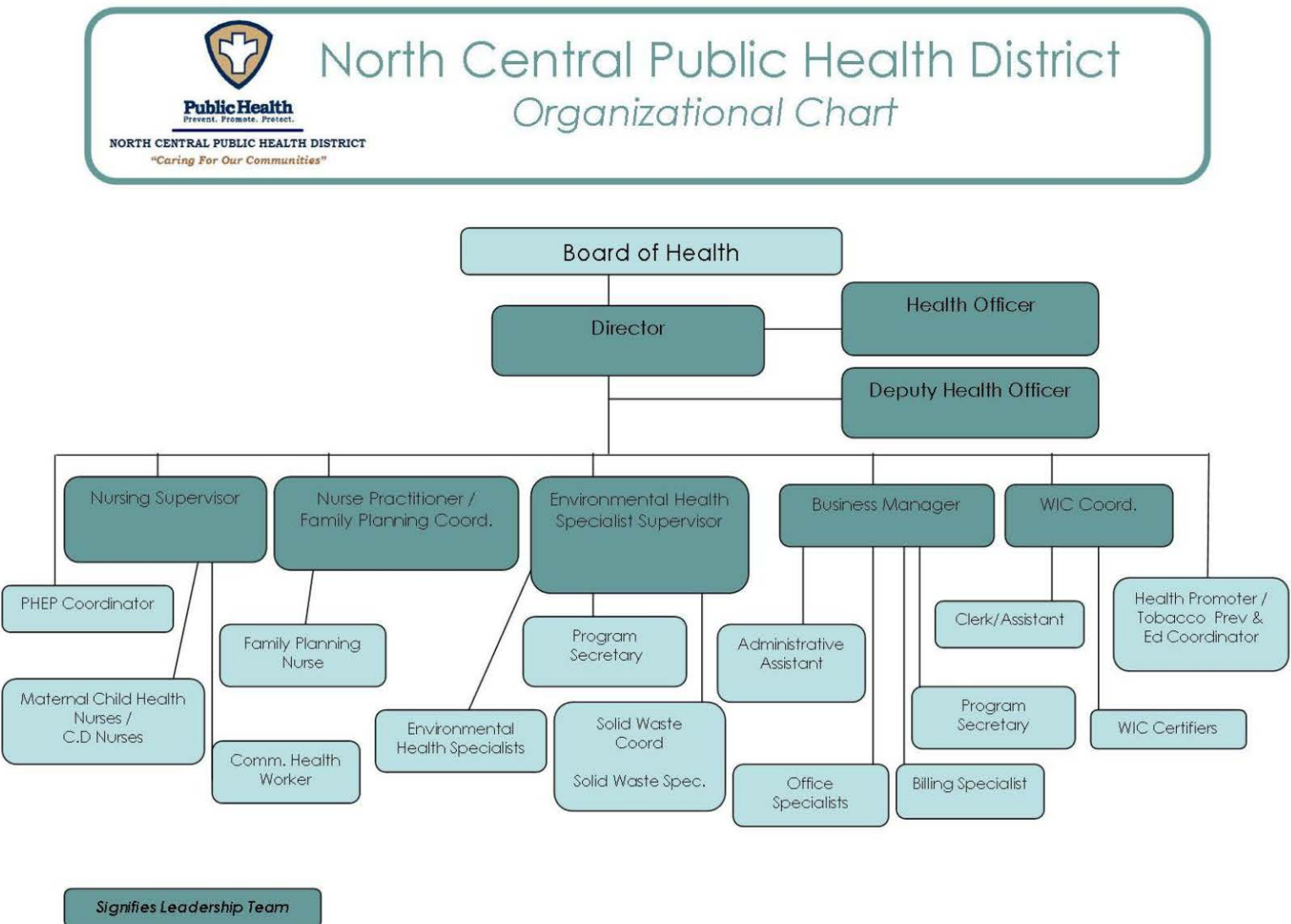
- National Response Framework, ESF 8 – Public Health and Medical Services
- State Emergency Operations Plan, ESF 8 – Public Health and Medical Services
- North Central Public Health District Public Health Emergency Preparedness Plan
- North Central Public Health District Mass Fatalities Incident Response Plan
- Public Health Incident Checklist 1A9
- Mid-Columbia Center for Living Behavioral Health Disaster Plan
- Wasco County Ambulance Service Area Plan
- Gilliam County Ambulance Service Area Plan
- Sherman County Ambulance Service Area Plan

6 Appendices

- Appendix A - NCPHD Organizational Chart
- Appendix B - PH Checklist

ESF 8. Public Health and Medical Services

Appendix A NCPHD Organizational Chart



Revised: October 2010

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ESF 8. Public Health and Medical Services

Appendix B Public Health 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 North Central Public Health District.	
	☐ Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	☐ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	<i>Appendix F – Emergency Call Lists & Resources of the Basic Plan</i>
	☐ 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 (e.g., 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.	<i>Hospital Standard Operating Procedures</i>
	☐ Coordinate with the Health Department to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i> <i>Appendix A- Water Supply Emergency of ESF 3- Public Works and Engineering Annex</i>
	☐ Coordinate with the Health Department to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i> <i>Appendix A- Water Supply Emergency of ESF 3- Public Works and Engineering Annex</i>

ESF 8. Public Health and Medical Services

Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	☐ The North Central Public Health District will initially respond, assume initial IC responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	☐ Determine the type, scope, and extent of the public health incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	- Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	- Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements.	
	- Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	☐ Ensure that area hospitals have been notified.	
	☐ 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 Oregon State Public Health Department.	
	- If the pathogen or agent requires laboratory analysis, North Central Public Health District may request analytical assistance from the Oregon State Public Health Laboratory.	
	- If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services.	
	- Coordinate sanitation activities and potable water supply provisions.	
	- Determine the need for emergency disease control stations and, if necessary, implement such stations.	
	☐ If a 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.	<i>ATAB 6/ Sherman Co. Appendix D – Mass Casualty Incident of ESF 8– Public Health and Medical Services</i>
	- Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	<i>NCPHD MFI PLAN</i>
	☐ If necessary, conduct a damage assessment for public health facilities and systems.	

ESF 8. Public Health and Medical Services

Phase of Activity	Action Items	Supplemental Information
	☐ Hospital conducts an inventory of its Healthcare Preparedness Program (HPP) cache. If more health resources are needed, requests for these supplies should be made through the Local Health Authority.	<i>Oregon Healthcare Preparedness Program Region 6</i>
	☐ Activate the County EOC, coordinate response activities among agency operations centers and the Incident Command Post, and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (<i>recurring</i>).	
	☐ 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.	
	- Dedicate time during each shift to prepare for shift change briefings.	<i>ICS Form 201: Incident Briefing</i>
	☐ Confirm or establish communications links among primary and support agencies, other County EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	☐ The County Emergency Management Director, in collaboration with the North Central Public Health District, 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 that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	

ESF 8. Public Health and Medical Services

Phase of Activity	Action Items	Supplemental Information
	☐ Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). Evacuation assistance should be coordinated among ESF 5, ESF 6, ESF 15 and SA-A	<i>ESF 5 – Emergency Management, ESF 6 – Mass Care, Emergency Services, Housing, and Human Services, ESF 15 – External Affairs, and SA-A Evacuation</i>
	☐ Establish treatment area(s).	
	☐ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>).	
	☐ Submit a request for emergency/disaster declaration, as applicable.	<i>Chapter 1 and Appendix A Disaster Declaration Process and Forms of the Basic Plan</i>
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	<i>Appendix D- Mutual Aid Agreements of the Basic Plan.</i>
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms and ESF-7 Logistics Management and Resource Support</i>
	☐ Establish a Joint Information Center, as needed.	
	☐ Formulate emergency public information messages and media responses, utilizing “one message, many voices” concepts (<i>recurring</i>).	
	- Public information will be reviewed and approved for release by the IC and the PIO prior to dissemination to the public and/or media partners.	
	- Develop and disseminate public information programs regarding personal health and hygiene.	
	☐ Record all AOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending or receiving them, should be documented as part of the AOC log.	

ESF 8. Public Health and Medical Services

Phase of Activity	Action Items	Supplemental Information
	☐ Develop and deliver situation reports (<i>recurring</i>). At regular intervals the AOC Manager and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
	☐ Develop an IAP (<i>recurring</i>). 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.	<i>ICS Form 202: Incident Objectives</i>
	☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	☐ Coordinate with private-sector partners as needed.	
	☐ Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the Oregon State Public Health Department as soon as it is available.	
	☐ For handling of fatalities, coordination between North Central Public Health District 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.	<i>ICS Form 221 - Demobilization Plan</i>
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize the County EOC.	
	☐ Correct response deficiencies reflected in the Improvement Plan.	

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ESF 9 – Search and Rescue

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ESF 9. Search and Rescue

ESF 9 Tasked Agencies	
Primary Agencies	Wasco County Sheriff's Office
Supporting Agencies	Wasco County Emergency Management Division
Adjunct Agencies	Civil Air Patrol Contiguous Counties and MOU partners Mid-Columbia Fire and Rescue Oregon Emergency Management The Dalles City Police Department Wasco Amateur Radio Service Wasco County Fire Defense Board, Chairman County Fire Chief

1 Introduction: Purpose and Scope

The purpose of Emergency Support Function (ESF) 9 is to coordinate Search and Rescue (SAR) operations and resources during emergency response and recovery. ESF 9 describes the use of resources in support of both Urban Search and Rescue (USAR) and Wilderness SAR during actual or potential emergencies. The scope of this function includes USAR challenges generated as the result of an earthquake or building collapse, the search for persons lost in wilderness or other recreational or natural environments, the search for escaped prisoners and detainees, the search for downed aircraft, and/or the extrication of accident victims.

2 Policies and Agreements

The search for and recovery of bodies will be conducted only after the rescue of survivors has been completed and the environment will allow for safe operation by SAR personnel.

The line of succession for authority during an emergency, involving ESF 9 duties is outlined below.

- County Sheriff
 - Chief Deputy
- SAR Coordinator
 - Assistant SAR Coordinators
 - Operations Officers
 - As designated by the Sheriff

3 Situation and Assumptions

3.1 Situation

Department heads maintain copies of all volunteers and time sheets, so workers compensation insurance can be maintained. All volunteers are trained in their specialties and are familiar with Incident Command System (ICS)/National Incident Management System (NIMS) organization and have complete ICS/NIMS basic training.

Standard Operating Procedures will be developed for each type of mission performance that may require field operations. These procedures fall under the authority and responsibility of the SAR Coordinator.

It is presumed that the following circumstances may prevail in initiating a SAR mission requiring field operations:

- Person(s) participating in recreational activity become victims of an accident, a health problem, or disoriented regarding direction;
- Persons have wandered from a facility or a group organization activity designed to house, feed, care, and provide guidance for such person;
- Passengers in a moving vehicle who become submerged in water;
- Person(s) who become victim(s) of drowning;
- Transitory person(s) involved in a transportation-related accident or who become a victim of foul play; and
- Person(s) whose mode of transportation is by air, and the aircraft has crashed or landed in an obscure region not normally or officially provided for landings.

3.2 Assumptions

- Search and Rescue (SAR) operations will continue to increase as the population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local SAR efforts may require technical assistance from other agencies, counties, and the state.
- Access to impacted locations may be limited due to steep or rocky terrain, water, or structural barriers. Some areas may only be accessible by aircraft or boat.
- Rapid assessment of impacted areas and lost individuals will assist in the determination of response priorities.

ESF 9. Search and Rescue

- Local residents and unaffiliated volunteers may initiate activities to assist in SAR operations and will require coordination and direction.

4 Roles and Responsibilities

The Sheriff is the county official legally responsible for SAR activity within the jurisdiction boundaries of Wasco County.

The Aeronautics Division of the Department of Transportation conducts air search activity for downed civilian aircraft. The State SAR Center is under the direction of the Administrator, Oregon Emergency Management. This center is responsible for:

- Providing and coordinating Federal and State resources;
- Assisting local authorities in operational techniques and training when requested to do so;
- Assigning a state mission number to a local jurisdiction and collecting mission statistics; and
- Establishing liaison with Oregon State Sheriff's Association and with public agencies and private organizations involved in SAR activity.

4.1 ESF 9 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Encourage active participation of inter-agency preparedness organizations, which collaborate in SAR activities on a regular basis.
- Identify response zones, potential staging areas, and potential medical facilities with local and regional search and rescue teams and establish specialized teams.
- Prepare and maintain standard operating procedures/guidelines (SOP/SOGs), resource inventories, personnel rosters and resource mobilization information necessary for implementation of SAR operations.
- Ensure Mutual Aid agreements are in place with surrounding jurisdictions.
- Coordinate and participate in the development and presentation of training courses and exercises for ESF-9 personnel.
- Maintain liaison with support agencies.

ESF 9. Search and Rescue

- Pre-identify typed SAR resources and identify resources from other agencies or capabilities that may assist with SAR, and plan to integrate such additional resources as necessary.
- Develop management plan to address uncertified volunteers.

4.1.2 Response

- Initiate mobilization procedures/guidelines
- Assemble personnel and equipment at designated location.
- Transport team (personnel and equipment) to incident scene.
- Collect and analyze incident information to assist SAR capability deployment decision.
- Plan and coordinate SAR operations at incident site.
- Direct SAR resources according to the National Incident Management System (NIMS), the Incident Command System (ICS), and team policies and procedures/guidelines.
- Deploy ESF 9 Representatives to the EOC.
- Establish communication between EOC and Incident Management Team to determine resource needs to support incident response and operations.

4.1.3 Recovery

- Continue to render support when and where required as long as emergency conditions exist.
- Participate in after-action briefings and develop after-action reports.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.
- Initiate financial reimbursement process for these activities when such support is available.

4.1.4 Mitigation

- Review the hazards most likely to affect the reservation and identify potential vulnerabilities in the SAR function.
- Develop plans to overcome identified vulnerabilities (i.e. new equipment, training, mutual aid procedures/guidelines).

ESF 9. Search and Rescue

- Ensure that all equipment is regularly checked and maintained for instant deployment.

5 Concept of Operations

All SAR incidents are managed using ICS/NIMS organizational structures and processes. A SAR Coordinator is appointed by the County Sheriff through a departmental special order, which activates a command post and implements an incident command structure. Supporting agencies report to the command post and are registered and assigned duties according to the mission objectives and incident action plan as outlined in ICS/NIMS organization and protocols.

Requests for SAR operations are forwarded to the Sheriff or representative for determination of the assistance level warranted under the circumstances. Existing SAR personnel and qualified volunteer SAR units make up the nucleus of emergency SAR operations. Rural fire protection districts coordinate the search for and rescue of persons entrapped in buildings and will direct their movement to a safer place.

The County Emergency Operations Center (EOC) is the primary location for coordination and control of emergency SAR service operations. The Sheriff may also authorize control from other locations, if needed. The appointed SAR Coordinator implements field operations for a SAR mission. In his absence, a designated alternate or the shift commander will implement field operations. The Emergency Manager ensures field operations have substantial support from the County EOC in gaining information, resources, and data collection to meet reporting requirements.

Resource inventories supporting SAR operations (urban and wilderness) are maintained through the Wasco County Sheriff's Office and can be accessed through the County EOC during an emergency.

Regional SAR resources are available to support emergency operations in Wasco County. Units sponsored by the Sheriff maintain written administrative policy that encompasses their activities, regulations, and performance reviews. These written administrative policies are available through the Sheriff's Office.

6 Supporting Plans and Procedures

- Wasco County Sheriff's Office Search and Rescue Plan, 2010-11
- Resource Guide. OSSA. 2005.

7 Appendices

None at this time.

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ESF 10 – Oil and Hazardous Materials

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ESF 10. Oil and Hazardous Materials Response

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ESF 10. Oil and Hazardous Materials

ESF 10 Tasked Agencies	
Primary Agencies	Oregon Department of Environmental Quality (within its jurisdiction) Oregon Department of Parks and Recreation (within its jurisdiction) Oregon Department of Transportation (within its jurisdiction) Wasco County Fire Service Agencies (within their jurisdictions)
Supporting Agencies	Gresham Region III HAZMAT North Central Public Health District Wasco County Emergency Management Division Wasco County Public Works Department
Adjunct Agencies	Mid-Columbia Medical Center Oregon Office of the Fire Marshal Railroad and other private transportation companies The Dalles Public Works Department U.S. Coast Guard

1 Introduction: Purpose and Scope

Emergency Support Function 10 provides for response to and recovery from hazardous material (HAZMAT) releases, including oil spills. This support function is applicable to all types and sizes of HAZMAT incidents potentially involving transportation corridors (railway, highway, marine), abandoned waste sites, pipelines, tank farms, and fixed facilities (chemical plants, laboratories, operating hazardous waste sites, hospitals, etc).

Note: Response and recovery involving release of radiological materials is covered in an Incident-Specific Annex to this County Emergency Operations Plan and will not be included in the scope of ESF 10.

2 Policies and Agreements

The Northwest Area Contingency Plan contains geographic response plans (GRPs) that detail specific response strategies for areas having common geographic and hydrographic features. GRPs are intended to help guide first responders during initial responses to any release of hazardous materials. Charts, area descriptions, response equipment, and specific response strategies are included in each GRP. A GRP for the lower Deschutes and the Columbia Rivers may be referenced during emergency response activities in the area of Wasco County.

3 Situation and Assumptions

3.1 Situation

There is no local HAZMAT team available to support transportation-related incidents occurring in Wasco County. A regional HAZMAT team is available to respond to emergencies in this jurisdiction and originates in Gresham. Local fire departments do not have HAZMAT technicians, and local law enforcement

ESF 10. Oil and Hazardous Materials

personnel are only responsible for controlling access to the incident site. In addition, Wasco County has very limited capabilities for decontamination.

3.2 Assumptions

- A natural or technological disaster could result in a single or numerous situations in which hazardous materials are released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites which produce, generate, use, store, or dispose of hazardous materials) could be damaged so that existing spill control apparatus and containment measures are not effective.
- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, waterway incidents or airline incidents.
- Damage to, or rupture of, pipelines, transporting materials that are hazardous if improperly released will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated material.
- Laboratories responsible for analyzing hazardous material samples may be damaged or destroyed in a disaster.

4 Roles and Responsibilities**4.1 ESF 10 Actions by Phase of Emergency Management****4.1.1 Preparedness**

- Develop and refine procedures/guidelines to be used in hazardous materials assessments.
- Prepare and maintain standard operating procedures/guidelines (SOP/SOGs), resource inventories, personnel rosters and resource mobilization information necessary for implementation of the responsibilities of the lead agency.
- Maintain liaison relationships with support agencies.
- Ensure personnel are appropriately trained and equipped to deal with hazardous materials incidents.
- Conduct vulnerability analysis at critical facilities and make recommendations to improve the hazardous material storage.

ESF 10. Oil and Hazardous Materials

- Preposition response resources when it is apparent that hazardous materials response resources will be necessary.
- Conduct/coordinate/participate in all exercises involving ESF-10.
- Develop mutual aid procedures to assist with supporting issues related to a hazardous substance incident.
- Estimate logistical requirements (e.g. personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- Participate in exercises and training to validate this annex and supporting SOPs/SOGs.
- Ensure all ESF 10 personnel are trained in their responsibilities according to the departmental SOPs/SOGs.

4.1.2 Response

- Establish an isolation area and move all people out of that area.
- Establish perimeter control / area security.
- Establish and identify command post and staging locations. Establish ICS.
- Take measures to protect the public and the safety of responders.
- Deploy appropriately trained personnel to the incident.
- Call for necessary help from mutual aid jurisdictions, U.S. Environmental Protection Agency and/or the State Department of Environmental Quality.
- Ensure that public health departments are advised and incorporated into the command system.
- Establish adequate zones for decontamination.
- Ensure personnel are adequately protected and equipped to handle hazardous material incidents.
- Monitor and direct hazardous materials resources and response activities.
- Participate in EOC briefings, Incident Action Plans, Situation Reports and meetings.

ESF 10. Oil and Hazardous Materials

- Coordinate with support agencies, as needed, to support emergency activities.
- Coordinate with other agencies to obtain resources and to facilitate an effective emergency response among all participating agencies.
- Once all local resources have been utilized and expended, coordinate with the logistic section to assist in locating additional support resources.
- Work with appropriate agencies to determine site safety and when to declare the incident over and allow people back into the area.

4.1.3 Recovery

- Continue to provide resources as required to support the recovery phase of the incident through the appropriate incident commander.
- Continue to monitor personnel and area for contamination.
- Support community recovery activities.
- Participate in after-action briefings and develop after-action reports.
- Initiate financial reimbursement process for these activities when such support is available.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines to improve future Operations.

4.1.4 Mitigation

- Maintain an accurate and current listing of all fixed facilities that produce or store hazardous materials.
- Prepare site-specific plans for each facility that produces or stores extremely hazardous substances and update these plans annually or as necessary through the year.
- Participate in the hazard identification process and identify and correct vulnerabilities.
- Continue to train personnel for hazardous material incidents.
- Develop radiological awareness programs for responders, public and industry.
- Develop emergency preparedness programs for hazardous materials incidents.

- Identify deficiencies or areas to be improved and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities.

5 Concept of Operations

The emergency responder would initially respond and assess the emergency situation, establish and then request activation of the regional HAZMAT team for carrying out field response operations. Liaisons are designated at the County Emergency Operations Center to represent regional and state agencies as well as private entities, such as railroad/trucking companies, hospitals, agri-businesses, and tank farms. Fixed facilities and other HAZMAT-related infrastructure do exist in Wasco County.

Wasco County personnel do not have formal training or equipment to conduct clean-up and remediation activities following a HAZMAT incident, and contracts with environmental clean-up companies currently managed through the state would be activated through County Emergency Management if necessary. Local responders respond initially by establishing ICS and implementing containment methods for spill sites until HAZMAT response teams arrive on-scene.

6 Supporting Plans and Procedures

- [Columbia and Snake River Spill Response Project Specific Spill Plans. October 2007.](http://www.ecy.wa.gov/programs/spills/csr_sri/pssp_midcolumbia.html)
http://www.ecy.wa.gov/programs/spills/csr_sri/pssp_midcolumbia.html
- Northwest Area Contingency Plan. February 2005.
http://www.rtt10nwac.com/nwacp_document.htm
- Wasco County Terrorism Response Plan. Revised March 18, 2005.

7 Appendices

- Appendix A Hazardous Materials Incident Checklist

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Appendix A Hazardous Materials Incident Checklist

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	☐ Have personnel participate in necessary training and exercises, as determined by Wasco County Emergency Management and the ESF-10 Lead (including the Gresham Region III HAZMAT Team).	
	☐ Participate in Wasco 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 Wasco County EOC.	
	☐ Inform Wasco County 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 emergency responder will initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the Gresham regional HAZMAT Team.	<i>ESF 10 Annex of the county EOP</i>
	☐ Determine the type, scope, and extent of the HAZMAT incident (<i>recurring</i>). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	- Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, 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.	<i>Northwest Area Contingency Plan (NWACP)</i>
	☐ 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.	

ESF 10. Oil and Hazardous Materials

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ If the situation warrants it, request activation of the Wasco County EOC via the Incident Commander through the county Emergency Manager.	Section 5 of the Wasco EOP
	☐ Activate the Wasco County EOC, coordinate response activities among agency operations centers (AOCs) and Incident Command Posts (ICPs), 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.	Section 5 of the county EOP ESF 5 Annex of the county EOP.
	☐ If applicable, establish immediate gross decontamination capability for victims.	
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (recurring).	
	☐ Notify ESF-10 supporting agencies.	ESF 10 Annex of the county EOP
	- Identify local, regional, and/or state agencies that may be able to mobilize resources to the county 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 Gresham.	OERS is available 24 hours a day.
	☐ Assign liaisons to the county EOC representing government agencies, private entities (i.e., railroad companies, chemical manufacturers, etc.), and other stakeholders to the Wasco County EOC.	
	☐ 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 Wasco County EOC, and the state ECC. Confirm operable phone numbers and backup communication links.	ESF 2 Annex to the county EOP

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Ensure that all required notifications have been completed. Consider other local, state, and federal agencies that may be affected by the incident. Notify them of the status.	<i>Section 4.2 of the Wasco County EOP Established emergency contact lists maintained at the Wasco County EOC</i>
	- For incidents affecting navigable waterways, ensure that the U.S. Coast Guard has been notified.	
	- 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.	<i>ESF 11 Annex of the county EOP</i>
	☐ A lead Public Information Officer (PIO) will be designated by the Board of Commissioners. The PIO will issue information individually or through the Joint Information Center (JIC), if established, in coordination with appropriate local, regional, and state agencies.	<i>ESF 15 Annex of the county EOP</i>
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by incident.	
	☐ Implement local plans and procedures for HAZMAT operations. Implement agency-specific protocols and standard operating procedures (SOPs). Ensure copies of all documents are available to response personnel.	<i>ESF-10 of the Wasco County EOP</i> <i>Wasco County Hazardous Materials Incident Management Plan</i> <i>Northwest Area Contingency Plan (02/05)</i>
	- 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).	<i>ESF 2 Annex of the county EOP</i>

ESF 10. Oil and Hazardous Materials

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ 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). Evacuation assistance should be coordinated among ESF-1 (Transportation), ESF-5 (Emergency Management), and ESF-6 (Mass Care, Housing, and Human Services).	<i>ESF 1, ESF 5, ESF 6, and ESF 15 Annexes of the county EOP</i>
	☐ Establish a victim decontamination and treatment area(s).	
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	<i>ESF 7 Annex of county EOP</i>
	☐ Submit a request for emergency/disaster declaration, as applicable.	<i>Section 1.4 of the county EOP</i>
	☐ 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.	<i>ICS Resource Tracking Forms ESF 7 Annex of the county EOP</i>
	☐ Develop plans and procedures for registering regional HAZMAT teams as they arrive on the scene and receive deployment orders.	
	☐ Establish the Joint Information Center (JIC), as needed.	<i>ESF 15 Annex of the county EOP</i>
	☐ Formulate emergency public information messages and media responses using “one message, many voices” concepts (recurring).	<i>ESF 15 Annex of the county EOP</i>
	- Public information will be reviewed and approved for release by the Incident Commander and the lead Public Information Officer (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.	<i>EOC Planning Section job action guide</i>

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (<i>recurring</i>). At regular intervals the IC/EOC Manager and staff will assemble a Situation Report.	
	☐ Develop an Incident Action Plan (IAP) (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	☐ 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 Incident Commander and/or Safety Officer.	
	☐ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the Wasco County 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.	<i>ESF-14 Annex of the county EOP</i>
	☐ 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 (AAR/IP).	
	☐ Deactivate/demobilize the Wasco 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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ESF 11 – Agriculture and Natural Resources

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ESF 11. Agriculture and Natural Resources

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ESF 11. Agriculture and Natural Resources

ESF 11 Tasked Agencies	
Primary Agencies	Wasco County Emergency Management Division
Supporting Agencies	North Central Public Health District Wasco County Animal Control Wasco County Economic Development Wasco County Extension (OSU)
Adjunct Agencies	Local volunteer agencies (American Red Cross, Society for the Prevention of Cruelty to Animals, Humane Society) Oregon Department of Agriculture (ODA), State Veterinarian's Office Oregon Department of Environmental Quality Oregon Department of Fish and Wildlife Oregon Department of Human Services, Department of Health Services Oregon Department of Parks and Recreation Oregon State Brand Inspector Oregon State Police Oregon Veterinary Emergency Response Teams (ODA) US Department of Agriculture (USDA), Area Veterinarian In-Charge (AVIC)

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 11 focuses on the protection of the food supply and ensures victims of emergencies/disasters are provided with adequate nutrition. This support function also outlines procedures for control and eradication of disease or infestation potentially impacting plant and animal health while also introducing significant risk to the local economy (dairy and poultry operations, feedlots, auction yards, Christmas tree farms, timber/logging operations, agricultural crops, wildlife, etc). ESF 11 includes information regarding emergency animal sheltering and evacuation specific to livestock, such as dairy, cattle, poultry, sheep, goats, equine, and other production species.

Procedures for evacuating and sheltering household pets and service animals are presented in ESF 6.

2 Policies and Agreements

The Oregon Department of Agriculture, in accordance with Oregon state law, specifically Oregon Revised Statutes, Chapter 596 (Disease Control Generally) and Oregon Administrative Rules 603 Division 11, has the authority to:

- Declare an animal health emergency.
- Impose restrictions on importations of animals, articles, and means of conveyance.
- Quarantine animals, herds, parts of the state, the entire state, and create quarantine areas.

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- Stop the movement of animals.
- Require the destruction of animals, animal products, and materials.
- Specify the method for destruction and disposal of animals, products, and materials.
- Indemnify owners for animals destroyed.
- Employ deputy state veterinarians and livestock inspectors.

Farm Service Agency (FSA) programs are administered through the Oregon Department of Agriculture and are subsequently activated by the U.S. Secretary of Agriculture in support of a natural hazard event, such as drought. Not all FSA programs require a disaster declaration prior to activation. These include:

- Noninsured Assistance Program
- Emergency Conservation Program
- Emergency Haying and Grazing Assistance

The FSA has local offices throughout the state that are often co-located with the Oregon State University (OSU) Extension Service, Natural Resources Conservation Service, and/or the local soil and water conservation district office. More info on programs administered by FSA can be accessed via the following website: <http://disaster.fsa.usda.gov/fsa.asp>

3 Situation and Assumptions

3.1 Situation

Wasco County has limited capability to respond to an agricultural or natural resource-related emergency incident. The county will rely on state and federal assistance during such emergencies. Numerous local, state, federal, and volunteer organizations will play a role in eradicating a Foreign Animal Disease (FAD) or other types of domestic disease outbreaks potentially impacting plants and/or animals.

The occurrence of FAD, other highly contagious diseases, and catastrophic events may require mass culling of livestock, carcass removal, and disposal. Response efforts could also include culling of non-domesticated animals/birds such as wildlife. Animal carcasses, unused animal feed, manure, and other organic matter may create sanitation, pest, and vector control issues. Quarantine measures may be implemented for parts of Wasco County, and law enforcement may be required for enforcement of quarantine and/or isolation measures.

ESF 11. Agriculture and Natural Resources**3.2 Assumptions**

- Livestock, wildlife, birds, plants and/or crops may be affected. Plants and/or animals may die of the insect/disease and/or need to be destroyed/depopulated.
- Production capability and/or value may become severely limited. Such an event could greatly impact the economic stability and viability of the county, state, and possibly, the nation.
- The time between the reporting of a disease and its identification as an emergency is critical. A highly contagious disease could spread rapidly through a county and state via markets, product movement, and fomites (people, vehicles, etc).
- The county's resources would be rapidly depleted if the outbreak involved multiple premises or large areas.
- Positive and prompt actions by local, state, and (possibly) federal authorities will be required in order to stop a highly contagious disease. Control and eradication of such a disease will involve many county, state and federal agencies, not just those involved with agricultural activities.
- Some land owners, individuals or groups may strenuously object to depopulation of animals or destroying of plants. Some people may not consider the threat of the disease spread valid and may take actions counter-productive to control and eradication efforts.
- First responders may not be familiar with the special conditions of an animal or plant health emergency. These include quarantine, bio-security precautions, personal protection equipment, decontamination, etc.
- Any prolonged power outage will place fresh or frozen food at immediate risk or render it unsafe.
- An earthquake may break water distribution pipes contaminating potable water systems.
- Displaced persons will be cared for in emergency shelters. Food and water inventories of these shelters will be quickly depleted. Food banks and other charitable food sources will not have sufficient inventories to meet other food needs.
- Land (truck) delivery of bulk supplies may be cut off. Distribution of non-local donated goods may not be possible.

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- Emergency shelters will not have the facilities to care for household pets.
- Volunteers will want to help and can make a significant contribution to the effort.

4 Roles and Responsibilities

The local health department, with support from Oregon Department of Human Services, serves as the principal point of contact during an outbreak of a highly infectious/contagious animal or zoonotic disease posing potential or actual impacts to human health. The AVIC for the USDA, Animal and Plant Health Inspection Service, Veterinary Services will assist the State Veterinarian as appropriate in any type of animal health emergency.

4.1 ESF 11 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop Standard Operating Procedures/Guidelines (SOP/SOGs) and checklists to support ESF-11 activities.
- Maintain an accurate roster and activation procedures of personnel assigned to perform ESF-11 duties during a disaster.
- Maintain current food resource directories to include maintaining points of contact.
- Identify likely transportation needs and coordinate with appropriate agencies.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.
- Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.
- Establish an Animal/Agriculture Working Group and conduct meetings of this group as appropriate.
- Develop mutual aid agreements with government agencies, professional associations and private agencies and organizations with personnel and equipment to support ESF-11 activities.
- Identify and schedule disaster response training for ESF-11 personnel. Areas to be covered should include, but not be limited to, response protocol, ICS, bio-security, personal protection, quarantine, access control, depopulation, disposal, decontamination, and potential human impacts.

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- Ensure all ESF-11 personnel are trained in their responsibilities according to the departmental SOPs.
- Participate in exercises and training to validate this annex and supporting SOPs.

4.1.2 Response

- Activate plans.
- Establish ICP and activate local EOC.
- Establish communication between EOC and Incident Management Team to determine resource needs to support incident response and operations.
- Request appropriate declarations of emergency.
- Issue quarantines, establish movement control procedures/guidelines.
- Initiate bio-security measures.
- Develop incident-specific communications plan.
- Establish response personnel support needs and coordinate local support capabilities.
- Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- Contact key collaborating agencies.
- Obtain needed equipment and supplies for operations.
- Complete notifications of response personnel and agency directors.
- Develop incident action plan (IAP) to include, but not limited to, the following functions: bio-security and decontamination, movement control and quarantine, depopulation and disposal, surveillance and epidemiology, personnel safety, demobilization and recovery, inter/intra agency communications and all other situations that may arise.
- Develop public service announcements for release to the media.
- Identify appropriate locations for disposal, and obtain appropriate permits for animal depopulation and crop operations.
- Identify the location for public disinfection sites and roadblocks. Activate local public works to assist in establishing these sites.

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- Conduct on-site operations.
- 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.
- Provide situation reports to the Unified Command and SECC on the status of operations.
- Coordinate donations and volunteers wishing to assist in operations.
- Respond to protestors who desire to interfere or stop operations.
- Maintain records of all activities conducted, costs, and hours worked by paid and volunteer personnel.
- Ensure communications lines are established and participants are clear on what actions need to be taken if a highly contagious disease or insect is suspected or confirmed.

4.1.3 Recovery

- Provide immediate assistance as needed to land owners affected by the AHE/PHE.
- Assist in decontamination efforts and ensure clean up is completed.
- Help maintain movement restrictions as required by local, state and federal authority.
- Assist in issuing and tracking of special permits and licenses.
- Work with producer groups to assist in recovery efforts.
- Submit necessary records and paperwork to local and state officials for tracking and reimbursement of costs to the county in handling the emergency.
- Participate in follow-up reports and critiques of the EOP for the AHE/PHE, and make any necessary changes and improvements in the plan.
- Continue to render support when and where required as long as emergency conditions exist.

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- Restore equipment and restock supplies to normal state of readiness.
- Participate in after action reports and meetings.
- Make changes to plans and procedures/guidelines based on lessons learned.

4.1.4 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.
- Organizations which will be operating shelters and feeding the public during times of an emergency operation need to make agreements with the owners of facilities they intend to operate from and possibly pre-stock some supplies.
- Conduct training and awareness campaigns to inform local veterinarians, game wardens, game biologists, and other animal professionals of the basic clinical signs of a highly contagious disease or other diseases or insects of concern.
- Develop a program to ensure that all personnel who may be involved in an AHE/PHE understand their responsibilities and expected actions.
- Provide training in bio-security for those involved in livestock and crop enterprises.
- Enhance and expand bio-security measures on farms, ranches, feedlots, confinement, markets, mills, etc.
- Develop or enhance public information on highly contagious diseases or insects and other diseases of concern for producers, brokers, transporters, and other parties who may be involved in raising, selling, buying, or transporting livestock, poultry/birds, wildlife, or agricultural products.

5 Concept of Operations

If animal quarantine measures are necessary to protect human health, they will be implemented through the North Central Public Health District and DO NOT require a Board order. Most likely, support from the State Brand Inspector, state agricultural agencies, and the Oregon Department of Human Services would be included in these procedures. In all other cases, formal quarantine measures will

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be implemented following existing procedures established through Oregon Department of Agriculture.

Wasco County has not developed emergency response plans or procedures focusing on agriculture and animal issues. However, the Incident Command System and National Incident Management System process would be implemented into the command structure established for the County Emergency Operations Center (EOC) to track and mobilize all resources necessary to accomplish the incident objectives. Oregon Emergency Management will be relied upon to coordinate assistance by state and federal agencies during a disaster or animal health emergency.

6 Supporting Plans and Procedures

- Wasco County Animals in Disaster Plan – Companion Animals and Livestock
- Oregon Animal Disease Emergency Management Plan. Oregon Department of Agriculture, Animal Health and Identification Division. 2004. http://www.oregon.gov/ODA/AHID/oadem_plan.shtml
- State of Oregon Emergency Operations Plan
 - ESF 11 – Agriculture and Natural Resources
- National Response Framework
 - ESF 11 – Agriculture and Natural Resources

7 Appendices

Appendix A Animal/Agriculture Incident Checklist

ESF 11. Agriculture and Natural Resources

Appendix A Animal/Agriculture Incident Checklist

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 Wasco County Emergency Management and ESF 8 and 11 Leads.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco County preparedness activities, develop 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 Wasco County EOC. Contact lists should include the following agencies (notification procedures will depend on the nature of the incident): - Oregon Dept of Fish and Wildlife (ODF&W) - Oregon Department of Agriculture (ODA) - Wasco County Extension Service (OSU) - Farm Service Agency - North Central Public Health District - Oregon State Public Health Division - Local and State Veterinarians	<i>ESF 11 Annex to the county EOP</i>
	☐ Inform Wasco County 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 county 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.	<i>ESF 5 and 11 Annexes of the county EOP</i>
	☐ Establish a site Health and Safety Plan and identify appropriate personal protective equipment (PPE) to be implemented among response and support staff throughout the duration of the emergency. The Safety Officer will develop this plan, make changes to	

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Animal and Agriculture–Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	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.	<i>Section 1.4 of the county EOP</i>
	☐ Contact the County Sheriff if the Oregon Department of Agriculture requires enforcement of a quarantine area. The Emergency Manager or designee will contact the Board of Commissioners with information on required measures and resources. Local police departments and Oregon State Police may be called upon to provide additional resources.	<i>ESF 13 Annex of the EOP</i>
	☐ Impose animal movement restrictions by emergency order, if necessary (enforcement activities supported by law enforcement agencies).	<i>ESF 13 Annex of the EOP</i>
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (recurring).	<i>ICS Form 203-Organization Assignment List</i>

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Animal and Agriculture–Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Notify appropriate ESF-11 and ESF-8 supporting agencies. Support agencies may include, but are not limited to: - US Department of Agriculture (USDA) • Animal Plant Health Inspection Service (APHIS) • Foreign Animal Disease Diagnostic Lab (FADDL) • Food Safety Inspection Service (FSIS) - Oregon Department of Agriculture (ODA) • State Veterinarian’s Office • Regional Veterinary Emergency Response Teams (VERT) - Private Veterinarians - Oregon Department of Fish & Wildlife (ODFW) - Oregon Department of Environmental Quality (DEQ) - North Central Public Health District - Wasco County Extension Service (OSU) - Farm Service Agency - Oregon State University , College of Veterinary Medicine - Wasco County Farm Bureau - Local volunteer organizations (SPCA, Humane Society)	ESF 8 and 11 Annexes to County EOP
	- 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 (AVIC), 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.

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Animal and Agriculture–Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Confirm or establish communications links among primary and support agencies, the county EOC, Agency Operations Centers (AOC), and State ECC - confirm operable phone numbers and backup communication links. - <i>Note: Depending on the type and size of the incident, an Area Command Center may be instituted at the Oregon Department of Agriculture.</i>	<i>ESF 2 Annex of county EOP</i>
	☐ 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.	<i>Section 4.2 of the county EOP; Established emergency contact lists</i>
	☐ 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 (SOPs). - <i>Oregon Animal Disease Emergency Management Plan (2004)</i> - <i>Applicable animal disease-specific protocols, including Public Health plans focusing on potentially contagious diseases</i>	<i>Agency-specific SOPs and ESF 11 Annex to the county EOP</i>
	☐ Determine need to conduct human and/or animal evacuations 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), ESF 11 (Agriculture and Natural Resources), and ESF-15 (Public Information and External Affairs)	<i>ESF 1, ESF 5, ESF 6, ESF 11, and ESF 15 Annexes of the county EOP, Wasco County Animals in Disaster Plan</i>
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring), including activation of intergovernmental agreements and memos of understanding. - <i>Note: All resources activated through mutual aid agreements needs to be tracked by the county EOC for cost and liability purposes.</i>	<i>ESF 7 Annex of county EOP</i>

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Animal and Agriculture–Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs. <i>- Note: The county EOC will coordinate requests by the lead animal disease/public health agency for local resources and mutual aid resources.</i>	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include: equipment, personnel, facilities, supplies, procedures and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms and ESF 7 Annex of county EOP</i>
	☐ Manage and coordinate volunteers through the county 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.	<i>ESF 5 and 7 Annexes of the county EOP</i>
	☐ Establish a Joint Information Center (JIC). 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.	<i>ESF 15 Annex of the county EOP, Wasco County Emergency Public Information Plan</i>
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	<i>ESF 15 Annex of the county EOP, Wasco County Emergency Public Information Plan</i>
	<i>- Public information focusing on animal/agriculture-related incidents will be developed in conjunction with ODA (State Veterinarian’s Office), local/state public health agencies, Wasco County Extension Services, and other support agencies. Public information dissemination will be coordinated through the county EOC and JIC and supported by Board of Commissioners. Information will be approved for release by the Incident Commander (IC) and Lead Public Information Officer (PIO) prior to dissemination to the public.</i>	
	☐ 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.	<i>EOC position checklists/forms and applicable ICS forms</i>

ESF 11. Agriculture and Natural Resources

Animal and Agriculture–Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Produce situation reports (<i>recurring</i>). At regular periodic intervals, the EOC Manager/Emergency Manager and staff will assemble a situation report.	
	☐ Develop, update, and implement an Incident Action Plan (IAP) (<i>recurring</i>) for each operational period. This document is developed by the Planning Section and approved by the Incident Commander (IC). The IAP should be discussed at regular periodic intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives</i>
	☐ Ensure all reports of injuries, illness, and deaths occurring during animal/agriculture emergency response are communicated to the Incident Commander 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 Continuity of Operations and Continuity of Government Plans [COOP/COG]).	<i>ESF 14 Annex to the county EOP</i>
	☐ 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.	<i>Specific Agency SOPs</i>
	☐ 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 DEQ for identification of disposal sites and appropriate procedures.	
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan (AAR/IP).	
	☐ Deactivate/demobilize the county EOC.	<i>ESF 5 Annex of the County EOP</i>
	☐ Correct response deficiencies reflected in the IP.	

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ESF 12 – Energy

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ESF 12 Tasked Agencies	
Primary Agencies	Bonneville Power Administration, US Department of Energy Northern Wasco County Public Utilities District Wasco County Emergency Management Division Wasco County Public Utility District Wasco Electric Cooperative
Supporting Agencies	Wasco County Public Works Department
Adjunct Agencies	American Red Cross Civil Air Patrol NW Natural Oregon Department of Energy Oregon Department of Forestry Oregon Department of Transportation Pacific Power & Light Salvation Army The Dalles Public Works Department Trans-Canada Natural Gas US Army National Guard Wasco County volunteer organizations Williams Gas Pipeline

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 12 is responsible for the restoration of damaged energy utility infrastructure and accompanying systems within the county following a disaster. Also considered in this ESF is the provision of temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. All forms of energy production and transmission and its associated infrastructure should be considered, including electrical, natural gas, petroleum products, hydroelectric, wind, etc. Critical facilities may include primary and alternate Emergency Operations Centers (EOCs), hospitals/critical care facilities, designated shelters, agency operating centers (if applicable), government offices/facilities, water/sewage systems, and other essential community services.

2 Policies and Agreements

Although energy-related procedures and policies have not been developed for Wasco County to date, Sherman, Hood River and Wasco Counties do have emergency management mutual aid agreements in place, dated July 2011.

3 Situation and Assumptions

3.1 Situation

Emergency power sources and back-up systems are available to support critical facilities and emergency operations in Wasco County. Many facilities within the

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county have adequate resources for sustainable operations throughout the duration of response and recovery. These facilities are listed in Appendix I and include:

- Wasco County Sheriff's Office
- The Dalles City Police
- Oregon State Police
- Wasco 911 Dispatch
- Mid-Columbia Fire and Rescue
- Wasco County EOC
- Oregon National Guard Armory
- Wasco County Court House
- Norcor Corrections (Adult and Juvenile)
- Mid-Columbia Medical Center
- Columbia Basin Care Facility
- Evergreen The Dalles Health and Rehabilitation Center
- Mill Creek Point
- Oregon Veteran's Home
- Oregon Department of Transportation
- Maupin Waste Water Treatment Plant
- The Dalles Waste Water Treatment Plant
- The Dalles Waster Treatment Plan
- Northern Wasco County School District 21 Middle School

The Wasco County Emergency Management Division also maintains four mobile generators that can be transported for support of field operations or facilities in need to alternate power sources. Not all communications sites within the county's jurisdiction are equipped with back-up generators and alternate power sources.

3.2 Assumptions

- The occurrence of a major disaster could destroy or damage portions of the county energy and utility systems and disrupt petroleum supplies.

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- Widespread and possibly prolonged electric power failures could occur in a major disaster.
- The transportation, media and telecommunications infrastructures will be affected.
- Delays in the production, refining, and delivery of petroleum based products may occur as a result of transportation infrastructure problems and loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break causing fire, danger of explosion, or health (inhalation) hazards.
- Water pressure may be low, hampering firefighting and impairing sewer system function.
- City and County Public Works departments, under an emergency proclamation, will require the authority to go on private property to evaluate and shut-off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

4 Roles and Responsibilities

4.1 ESF 12 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop and maintain a complete directory of all utility services and products associated with this ESF.
- Ensure the availability of necessary equipment to support energy and utilities activities.
- Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate or interim sources of portable generators and other utilities.
- Promote mutual assistance agreements with the vendors of all utility services.
- Develop and maintain alert rosters, plans, policies and SOP/SOGs necessary to support the implementation of this annex.

ESF 12. Energy

- Identify, train and assign personnel to execute missions in support of ESF-12.
- Participate in an exercise at least annually to validate this annex and supporting annexes.

4.1.2 Response

- Establish communication between EOC and Incident Management Team to determine resource needs to support incident response and operations.
- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Prioritize utility rebuilding processes if necessary to restore utilities in the affected areas.
- Administer, as needed, statutory authorities for utility priorities.
- Apply as necessary local, state and federal resources in accordance with established priorities to restore utility services.
- Provide emergency information, education and conservation guidance to the public in coordination with ESF-15.
- Assist local, state and federal agencies and departments with obtaining fuel for transportation and communications in support of emergency operations.
- Coordinate with ESF 13 for security and protection of supplies.

4.1.3 Recovery

- Continue all activities in coordination with the EOC based on the requirements of the incident.
- Support restoration activities.
- Replenish supplies and repair damaged equipment.
- Participate in after-action briefings and develop after action reports.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.

4.1.4 Mitigation

- Based on known hazards, identify and correct vulnerabilities in the energy and utilities function.

ESF 12. Energy

- When repairing damages, every attempt should be made to reduce the likelihood and severity of future damages.
- Implement a public awareness campaign regarding energy and utilities safety in emergencies.
- Develop internal Continuation of Operations Plans (COOP) to identify resource needs and to identify resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

5 Concept of Operations

Critical energy-related infrastructure facilities have been identified and plans are currently in place for Wasco County.

The Incident Command System/National Incident Management System organization would be used to manage and coordinate response and recovery operations for ESF 12. The Incident Commander assigned to the County EOC coordinates resources, activities, and field operations with utility companies and other energy-related companies/agencies for damage and restoration support and contingency planning necessary for long-term outages.

6 Supporting Plans and Procedures

- State of Oregon Emergency Operations Plan
 - ESF 12 – Energy
- National Response Framework
 - ESF 12 - Energy

7 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	Wasco County Sheriff's Office
Supporting Agencies	Wasco County District Attorney
Adjunct Agencies	Alcohol, Tobacco and Firearms Bureau of Land Management, Law Enforcement Federal Bureau of Investigation Northern Oregon Regional Corrections (NORCOR) Oregon State Police Secret Service The Dalles Police Department U.S. Department of Agriculture (including the U.S. Forest Service) U.S. Drug Enforcement Agency United States Forest Service

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 13 coordinates law enforcement personnel and equipment to support emergency response operations. This support function is inclusive of 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 the county Emergency Operations Center [EOC]).

2 Policies and Agreements

Local intergovernmental agreements and Memorandums of Understanding (MOU) are in place to provide back-up coverage and assist any law enforcement agency statewide. In addition, Oregon State Police maintain an MOU with the Wasco County Sheriff's Office and The Dalles Police Department to provide assistance during any type of law enforcement incident and will report to the Incident Commander (IC) or the County Sheriff during local incidents.

The line of succession of authority for duties covered under ESF 13 is designated for the following positions:

- County Sheriff or designee
- Chief Deputy/Sergeant

3 Situation and Assumptions

3.1 Situation

Incident Command System (ICS)/ National Incident Management System (NIMS) processes will be adopted and used in the command and control of any law enforcement incident occurring within the county's jurisdiction.

3.2 Assumptions

- General law enforcement problems are compounded by disaster related community disruption, restriction of movement, impacted communications and facilities, and a shortage of law-enforcement resources.
- The capabilities of local law enforcement agencies may be quickly exceeded. If needed, supplemental assistance should be requested through local and state emergency management channels and the operation of mutual aid agreements.
- The availability of resources will have a profound effect on agencies ability to perform tasked activities.

4 Roles and Responsibilities

4.1 ESF 13 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop and maintain Standard Operating Procedures/Guidelines (SOP/SOGs) and checklists to support emergency law enforcement operations.
- Ensure emergency personnel call-up and resource lists are current and available to emergency management.
- Strive to ensure that all law enforcement personnel within the jurisdiction, including regulars, or auxiliaries, are trained to the appropriate NIMS/ICS level, in traffic control and evacuation procedures/guidelines, and in search and rescue operations.
- Coordinate and maintain liaison with support agencies and state and federal law enforcement agencies.
- Review plans and procedures/guidelines and assure that all law enforcement personnel are informed of existing or revised procedures/guidelines.
- Ensure mutual aid agreements with surrounding jurisdictions are current.
- Ensure the availability of necessary equipment to support law enforcement activities.
- Participate in emergency management training and exercises.

4.1.2 Response

- Assist with the dissemination of warnings and notifications as time and resources allow.
- Establish communication between EOC and Incident Management Team to determine resource needs to support incident response and operations.
- Respond as required on a priority basis.
- Secure incident site(s).
- Activate mutual aid if needed.
- Support damage assessment activities.
- Coordinate activities with other responding agencies.
- Coordinate law enforcement agencies responding from outside the jurisdiction.
- Alert or activate off-duty and auxiliary personnel as required by the emergency.
- Conduct other specific response actions as dictated by the situation.
- Document expenditures for disaster/emergency related activities and report to the EOC.

4.1.3 Recovery

- Continue to render support when and where required as long as emergency conditions exist.
- Demobilize resources.
- Return equipment and vehicles to response ready condition.
- Document costs and provide copies to the EOC.
- Review plans and procedures/guidelines with key personnel and make revisions and changes.
- Participate in after-action briefings and develop after-action reports.

4.1.4 Mitigation

- Participate in hazard identification process and identify and correct vulnerabilities in the public safety and security function.

- Develop safety programs, to include disaster situations, and present them to the public.

5 Concept of Operations

The County Emergency Operations Center (EOC) will be the primary location for coordination and control of emergency law enforcement operations. Emergency response and recovery operations will be coordinated according to ICS/NIMS processes, and the lead law enforcement agency will assume the role of IC. When environmental conditions do not allow for coordination and control of emergency operations from the County EOC, the County Emergency Manager may authorize control from other locations.

Two-way radio communications for control of emergency operations and emergency communications with neighboring law enforcement and medical and health officials will be the same as those used for day-to-day operations. Telephone communications will be used for administrative purposes and for coordination and control if two-way radio communications are not available.

6 Supporting Plans and Procedures

- Resource Guide. Oregon State Sheriff's Association. 2005.
- State of Oregon Emergency Operations Plan
 - ESF 13 – Public Safety and Security
- National Response Framework
 - ESF 13 – Public Safety and Security

The Terrorism Incident Checklist of this Emergency Operations Plan also provides direction and procedures specific to law enforcement services during a suspected or confirmed terrorism incident. Additionally, the Wasco County Sheriff's Office Policy Manual and MOU's will be activated and implemented during field response operations.

7 Appendices

- Appendix A Terrorism Incident Checklist

Appendix A Terrorism Incident Checklist

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 Wasco County Emergency Operations Plan (EOP) and annexes.	
	☐ Have personnel participate in necessary training and exercises, as determined by Wasco County Emergency Management and the ESF-8 and ESF-10 Leads.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco County, regional, state and federal terrorism preparedness activities, develop 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 Wasco County EOC. Include appropriate regional, state, and federal emergency contacts for terrorism response.	<i>Existing emergency contact lists for Wasco County and response partners</i>
	☐ Ensure terrorism response equipment and personnel inventories for Wasco 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 Wasco County 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.	
SURVEILLANCE PHASE (BIO ONLY)	☐ Activate Incident/Unified Command. Unified Command 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.	

ESF 13. Public Safety and Security

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ 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.	<i>ICS Form 209: Incident Status Summary</i>
	☐ Activate notification procedures. Contact agency and partner emergency personnel to ensure they are aware of the incident status and are available and staffed to respond.	
	☐ 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 Incident Action Plan (IAP). Outline response goals and timelines and prepare for longer term (1-7 day) logistics, staffing, and operations.	
	☐ Maintain communication between field response elements, 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.	
RESPONSE PHASE	☐ If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	- Be cognizant 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.	

ESF 13. Public Safety and Security

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Activate the Wasco County Emergency Operations Plan (EOP).	<i>Wasco County EOP</i>
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During Terrorism incidents, local and/or county EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the 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.	
	☐ Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	- Establish an Incident Command Post (ICP) near the incident location. The ICP should be uphill and upwind of the incident location.	
	☐ Notify ESF-10 and/or ESF-8 supporting agencies (dependent on the type of incident) and the Board of Commissioners.	<i>ESF 10 and 8 Annex to the Wasco County EOP</i>
	- Identify local, 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.	<i>ICS Form 209: Incident Status Summary</i>
	- 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.	
	- 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.	

ESF 13. Public Safety and Security

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	- 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.	
	☐ Determine if the threat level for that area should be elevated and inform appropriate agencies.	
	☐ Disseminate appropriate warnings to the public.	<i>ESF 2 Annex to the Wasco County EOP</i>
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	<i>ICS Form 201: Incident Briefing</i>
	☐ Confirm or establish communications links among primary and support agencies, the county EOC, and state ECC. Confirm operable phone numbers and backup communication links.	<i>ESF 2 Annex to the Wasco County EOP</i>
	☐ Ensure that all required notifications have been completed. Consider other local, regional, state, and federal agencies that may be affected by the incident. Notify them of the status.	<i>“Notification and Activation” section of the Wasco County EOP, Established emergency contact lists</i>
	- 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), North Central Public Health District, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.	<i>ESF 11 Annex to the Wasco County EOP</i>

ESF 13. Public Safety and Security

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
	☐ Implement local plans and procedures for Terrorism operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (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.	ESF 2 Annex to the Wasco County EOP
	☐ Determine the need to implement evacuations and sheltering activities (recurring). Evacuation assistance should be provided through interactions with ESF-1 (Transportation), ESF-5 (Emergency Management), ESF-6 (Mass Care, Housing, and Human Services), and ESF-15 (Public Information and External Affairs). 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.	ESF 1, ESF 5, ESF 6, and ESF 15 Annexes to the Wasco County EOP
	☐ Determine the need for and activate emergency medical services (recurring). Medical services should be coordinated through ESF-8 (Public Health and Medical Services)	ESF 8 Annex to the Wasco County EOP
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	ESF 7 Annex to the Wasco County EOP
	☐ Submit a request for emergency/disaster declaration, as applicable.	Section 1 of the Wasco 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

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ 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 Joint Information Center (JIC).	<i>ESF 15 Annex to the Wasco County EOP</i>
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	- Public information will be reviewed and approved for release by the Incident Commander and lead Public Information Officer before dissemination to the public and/or media partners.	<i>ESF 15 of the Wasco County EOP</i>
	☐ Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the EOC Manager and staff will assemble a situation report.	
	☐ Develop an Incident Action Plan (IAP) (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	☐ 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 Incident Commander and/or Safety Officer.	

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RECOVERY/DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>ESF 14 Annex to the Wasco County EOP</i>
	☐ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among Wasco 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.	
	☐ 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 (AAR/IP).	
	☐ Deactivate/demobilize the EOC.	
	☐ 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.	

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ESF 14 – Long-Term Community Recovery

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ESF 14. Long-Term Community Recovery

ESF 14 Tasked Agencies	
Primary Agencies	Wasco County Board of Commissioners
Supporting Agencies	Wasco County Assessor's Office Wasco County Emergency Management Division Wasco County Public Works Department
Adjunct Agencies	American Red Cross Executives of incorporated cities

1 Introduction: Purpose and Scope

The recovery process begins during the response phase of the emergency. Incident management must document all costs that are eligible for reimbursements from the Robert T. Stafford Act PL 277, CRF 44 as amended. The Emergency Management Division will coordinate the initial damage assessment IDA and the County Assessor's Office will calculate an estimated dollar amount for total loss and damages. There are 2 types of recovery assistance programs, the Public Assistance Program and the Individual and Family Assistance Program. A Presidential Declaration of Disaster determines what type of assistance is authorized. In most cases both programs are available.

The Small Business Administration (SBA) can also declare the area as a Disaster and provide low interest loans for businesses and local residences. The US Department of Agriculture may declare the area to be eligible for the emergency feed program to assist farmers with additional assistance. The American Red Cross also provides a safety net for assisting individual and families with emergency assistance programs, which include grants and additional financial assistance.

2 Policies and Agreements

There are a number of policies and programs available to support recovery operations, financial reimbursement, and other types of assistance following an emergency or disaster. The following agencies/entities have established disaster programs that can assist with local recovery efforts:

- U.S. Small Business Administration: Physical disaster and economic injury disaster loans.
- U.S. Army Corps of Engineers: Assistance with mitigation, response, and recovery, particularly dealing with flood hazards:
 - Emergency Water Program: Providing emergency supplies of potable water to communities dealing with contaminated water sources or drought.
 - Rehabilitation Program: Repairing flood control structures that have been damaged or destroyed.
 - Advanced Measures Program: Preventative work prior to predicted unusual flooding.

ESF 14. Long-Term Community Recovery

- Federal Highway Administration Emergency Relief Program: Assists with the cost of repairing roads and bridges on federal aid highways and non-federal aid roads on federal lands damaged by natural disaster or catastrophic failure.

If a County Commissioner is unavailable to assume the duties of his or her office following an emergency or disaster, the following outlines the line of succession for Wasco County:

- Surviving County Commissioners (in order of seniority)
- Wasco County Sheriff
- County Emergency Manager
- Designee of the Board of Commissioners

3 Situation and Assumptions

3.1 Situation

Wasco County government may suspend operations during the first 24 hours of an emergency or disaster. This will enable employees to perform light search and rescue and debris removal, and account for all employees and their families. All employees will attempt to make contact with their supervisors and managers within the first 24 hours following the incident.

During the first 24 hours, a field survey will be coordinated through the County Emergency Operations Center (EOC) and County Court to determine where departments can relocate or if they can reoccupy their existing structures. This information will be reported to the EOC as soon as possible. A determination will be made for continuity of government, including establishment of clear command and control authority. Damage assessments and departmental reports which account for all personnel will be reported to the EOC as soon as possible. If necessary, departments may be required to implement individual Continuity of Operations (COOP) plans.

3.2 Assumptions

- All appropriate disaster declarations will be made in a timely manner.
- Given Wasco County's limited resources to accomplish recovery operations, the state and federal governments will play a major role, substantially supplementing the county efforts.
- Depending on the type and scope of the incident, federal resources and/or funds may be available for public and/or private (individual and businesses) assistance.
- There may be long-term shelter requirements to house county citizens and other populations following a disaster situation.

ESF 14. Long-Term Community Recovery

- A long-term recovery plan will be developed based on the impacts of the specific disaster or emergency, the duties and responsibilities outlined in the other functional annexes and hazard specific appendixes to this plan, and the planning considerations addressed in this annex.
- Long-term recovery planning and activities could include mitigation efforts to reduce the potential hazard of similar disasters in the future.
- Many types of public, private, and volunteer assistance will be offered following an extreme emergency that will involve unique management challenges and further test county sheltering and feeding capacities.
- Depending on the incident, it may be more appropriate for some recovery functions to be tasked to a specific county department rather than an EOC section. Specially qualified persons/agencies from the public and private sectors may be appointed to perform functions unique to large-scale recovery operations.
- Under certain conditions, such as a lengthy recovery from a flood or earthquake, Wasco County will seek inclusion in a Presidential Declaration so to qualify for assistance in the form of federal emergency funds and equipment, if qualified.

4 Roles and Responsibilities

4.1 ESF-14 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop and maintain a liaison with county, city, state, federal agencies and organizations that can provide assistance in recovery and restoration activities.
- Develop and maintain procedures/guidelines to recover from emergencies and disasters including cost documentation.
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities.
- Identify damage assessment team members. Ensure all personnel are aware of their emergency responsibilities.
- Develop and maintain Standard Operating Procedures/Guidelines (SOPs/SOGs) and checklists to support ESF- 14 activities.
- Ensure personnel notification and call-up lists are current.
- Include disaster recovery activity in exercises and training.

ESF 14. Long-Term Community Recovery**4.1.2 Response**

- Identify all damages and losses and prepare an action plan for recovery activities.
- Activate County EOC or other facility to coordinate recovery activities.
- Assemble and forward all necessary reports and requests for assistance to appropriated federal and state agencies.
- Coordinate recovery and restoration activities tribal, county, city, state and federal program representatives.
- Prepare relevant recovery and restoration instructions and information for public information distribution.
- Work with the private sector to ensure the disaster related needs of the business community are met.
- Conduct other specific response actions as dictated by the situation.

4.1.3 Recovery

- Continue to work with all individuals and organizations affected by the event.
- Support community recovery activities.
- Work with the state and federal government to administer disaster recovery programs.
- Schedule after-action briefings and develop after-action reports.
- Develop and implement mitigation strategies.
- Make necessary changes in this ESF Annex and supporting plans and procedures/guidelines.

4.1.4 Mitigation

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts.
- Investigate possible mitigation grant projects for reducing future disaster damage and losses.
- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazard analysis.

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- Develop potential mitigation measure to address the hazards identified in the analysis

5 Concept of Operations

When the County EOC has been activated following a local disaster or emergency, the county Emergency Manager or designee determines which county officers and officials are available to support recovery operations and, according to the adopted line of succession, will replace those officials unavailable or unable to serve. All elected officials must check in with the County EOC as soon as possible so a clear chain of command can be established.

Upon notification of a pending or actual incident, county departments and agencies will take the following actions:

- Each department will maintain an equipment list and staffing pattern with a line of succession. Review and provide training for staff through the exercise process.
- Determine vulnerability and department readiness. Pre-position mobilization equipment and supplies in a safe or safer location with minimal disruption of business.
- Review and update mutual aid agreements.

Each county department or agency will review and complete the following information and identify critical needs and personnel to ensure continuity of operation and accountability for each department within the Wasco County government:

- Each county department is responsible for developing its own protocols, guidance, and to maintain a COOP plan. These protocols, guidance and plans should include resources necessary to complete its mission and tasks to serve the public effectively.
- The department head is responsible for pre-identifying staff patterns to establish a line of succession in management's absence.
- All department employees must understand the protocols, guidance, and line of succession to minimize confusion, maintain leadership, and provide clear direction.
- Each department will review and update its COOP plan and make any necessary changes on an annual basis.
- Departments will provide training and exercise individual plans on an annual basis.
- The Wasco County Board of Commissioners (or designee identified in the line of succession) will provide guidance and direction to

ESF 14. Long-Term Community Recovery

department heads to ensure continuity of government. Additional policy guidance and direction may be provided as needed.

- Each department head or designee is responsible for public and staff safety.

When needs have largely been met, the crisis subsides, and the Wasco County government can begin to function in its normal, day-to-day mode, the resource management function will focus on the following areas:

- Disposal of excess stocks: Loaned equipment will have to be returned to its owners. Surplus property can be dealt with through normal procedures, except where hazardous materials are involved. Warehouse space may be needed for excess donations as local and area volunteer agencies attempt to absorb them. A Donations Coordination Team will be assigned to manage donated goods.
- Stand down: Facilities and staff should be deactivated as soon as is feasible, with all reports and documentation filed.
- Financial settlement: The jurisdiction may need to reimburse or compensate owners of private property. It may also have to submit reports required to address the jurisdiction's financial liability for any assistance received under the Stafford Act.
- Appreciation acknowledgement: Suppliers and donors should receive acknowledgement as feasible and in coordination with the County Board of Commissioners. New suppliers should be contacted regarding the potential for developing a memorandum of agreement with the county for emergency response.

Financial liability associated with emergency situations will be addressed through Wasco County Continuity of Operations (COOP)/Continuity of Government Plans (COG), when procedures have been developed and finalized.

6 Supporting Plans and Procedures

- Wasco County Department/Agency Continuity of Operations Plans
- State of Oregon Disaster Recovery Assistance Guidebook
- State of Oregon Emergency Operations Plan
 - ESF 14 – Long-Term Community Recovery
- National Response Framework
 - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

7 Appendices

- Appendix 1 – Individual Assistance Programs

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Appendix 1 Individual Assistance Programs

(This compendium identifies typical individual assistance programs that may be available to Wasco County following an emergency or disaster.)

PROGRAM: Humanitarian Service Groups (e.g. American Red Cross, Salvation Army, Church Groups, Voluntary Organizations, Community Service Groups)

Funded by: Agency or Group

Administered by: Agency or group at temporary or permanent locations

Individuals, local, or state officials can request these services. They provide immediate emergency aid such as clothing, food, medical assistance, shelter, clean-up help, transportation, furniture, and medical supplies.

PROGRAM: Emergency Food Stamp Program

Funded by: Food and Nutrition Services (USDA)

Administered by: State Department of Social and Health Services

Provides food coupons to qualifying disaster victims. Requires a request to the USDA by the Department of Social and Health Services, based on request to DSHS by State Emergency Management in coordination with local Emergency Management.

PROGRAM: Insurance Assistance

Administered by: American Insurance Association (AIA), Federal Emergency Management Agency, National Flood Insurance Program

Counseling on insurance problems or questions.

ESF 14. Long-Term Community Recovery**PROGRAM: Consumer Protection****Administered by: State Attorney General's Office**

Provides counseling on consumer problems such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. May involve coordinating with the Insurance Commissioner and/or legal counsel.

PROGRAM: Crisis Counseling**Administered by: Department of Human Services**

Available only after a special request by the Governor and approved by FEMA. Referral services and short-term counseling for mental health problems caused or aggravated by a disaster.

PROGRAM: Individual and Family Grant Program (IFGP)

Funded by: 75% Federal 25% State

Administered by: Oregon Emergency Management

Intended to provide assistance to individuals and families to permit them to meet those disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement or insurance program.

PROGRAM: Temporary Housing Program

Funded by: 100% Federal

Administered by: FEMA

Provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable as a result of a disaster.

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PROGRAM: Disaster Loans

Funded by: U.S. Small Business Administration

Administered by: U.S. Small Business Administration

Physical Disaster Loans. Low interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters.

Business Loans (Physical Disaster Loans). Low interest loans to businesses for repair, replacement or rehabilitation of disaster damaged property.

Economic Injury Disaster Loans (EIDL). For business that are suffering economic loss as a result of single sudden physical event of catastrophic nature. SBA's maximum loan is up to \$500,000. Funds can be used for indebtedness and operating expenses.

PROGRAM: Emergency Loans, Farmers Home Administration (FHA)

Administered by: US Department of Agriculture

Low interest loans to farmers, ranchers, and agricultural operators, either tenant-operator or owner-operator, for physical and production losses. Loan may also be used to repair or replace farm property and supplies, or for repayment of farm operating debts incurred during the disaster year. May also be available if approved by the USDA following a Governor's request.

PROGRAM: Disaster Unemployment Assistance

Funded by: FEMA

**Administered by: US Department of Labor through the State
Employment Security Department (DOL)**

Provides weekly benefit payments to those out of work due to the disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.

ESF 14. Long-Term Community Recovery**PROGRAM: Tax Assistance****Administered by: Internal Revenue Service (IRS), County Assessors**

Provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses or farming/ranching operations. Benefits may also result from filing amended state income tax returns. County assessors may provide information on possible property tax relief.

PROGRAM: Social Security Benefits**Funded by: Social Security Administration (SSA)****Administered by: Social Security Administration**

Assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and SSI payments.

PROGRAM: Veteran's Benefits**Funded by: Veterans Administration (VA)****Administered by: Veterans Administration (VA)**

Assistance in applying for VA death benefits, pensions, insurance settlements and adjustments to VA insured home mortgages. VA representatives will also record address changes if necessary.

PROGRAM: Legal Services**Administered by: Federal Emergency Management Agency**

Free legal counseling to low income persons for disaster related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

ESF 14. Long-Term Community Recovery

OTHER EMERGENCY FINANCING PROGRAMS

PROGRAM: Infrastructure Assistance Coordination Council (IACC)

**Administered by: State Department of Community, Trade and
Economic Development (CTED)**

The IACC is an organization of state and federal agencies and associations that provides Oregon communities with public financial and technical assistance. Through the council, these agencies coordinate their efforts to better assist counties, cities, towns, special purpose districts, utilities and tribal governments

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ESF 15 – External Affairs

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ESF 15 Tasked Agencies	
Primary Agencies	Wasco County PIO
Supporting Agencies	North Central Public Health District Wasco County Communications Center Wasco County Emergency Management Division Wasco County Sheriff's Office
Adjunct Agencies	Area Fire Districts and Departments Local Media Wasco Amateur Radio Service

1 Introduction: Purpose and Scope

Emergency Support Function (ESF) 15 provides guidance and procedures for gathering, controlling, and disseminating emergency information to the public, media partners, community leaders, and other stakeholders. ESF 15 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 North Central Public Health District, Wasco County Emergency Management Division, Mid-Columbia Medical Center, Mid-Columbia Fire and Rescue, and American Red Cross are part of the "Red Flag Task Force" focused on supporting community outreach initiatives related to emergency preparedness for the general public. A representative of North Central Public Health District is a trained PIO, compliant with NIMS.

3 Situation and Assumptions

3.1 Situation

Timely, accurate, consistent and seamless communication with the public and among the various partners who will play a role in responding to an emergency is essential for protecting the lives of Wasco County's citizens and visitors. Ensuring the information they need to protect themselves and their families is provided through the planning process and can ultimately reduce deaths, injuries and damage in an emergency event.

Research has shown that poor public communication during an emergency or disaster can result in:

- Public demand for misallocation of limited emergency response resources;
- Public mistrust;
- Opportunists who play on peoples' fears or uncertainties to provide fraudulent advice; and
- Overreaction and wasted fiscal and response resources during the emergency response, and increased risk of injury, death and property damage. (Source: Crisis & Emergency Risk Communication, Centers for Disease Control and prevention)

Public trust is essential to emergency response efforts and requires clear, honest and open communication that answers questions and provides guidance on actions to be taken.

3.2 Assumptions

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by county emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staffs are trained and experienced in operating under the NIMS/ICS.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that state and federal assistance are required.
- State support of county emergency operations will be based on the principal of self-help. The county will be responsible for utilizing all available local resources along with initiating mutual aid and

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cooperative assistance agreements before requesting assistance from the state.

- Consideration of shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Wasco County's population can increase dramatically throughout the year, reflecting an influx of tourists, seasonal residents, daily visitors, and recreation enthusiasts. Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the public information needs of non-residents and other travelers during an emergency or disaster. Due to its proximity to the Columbia River and the cities, rivers, and mountains of central Oregon, Wasco County is considered a major Northwest tourist destination.
- Parts or all of Wasco County may be affected by environmental and technological emergencies within or near county lines.
- A terrorist-related incident or attack without warning may occur. If such an attack occurs, Wasco County could be subject to radioactive fallout or other effects from a WMD.

4 Roles and Responsibilities

4.1 ESF 15 Actions by Phase of Emergency Management

4.1.1 Preparedness

- Develop plans, procedures/guidelines, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
- Develop plans, procedures/guidelines, and policies for coordinating, managing, and disseminating alerts and warnings effectively under all hazards and conditions.
- Develop programs and systems to process the inflow of public-related information from all sources in a timely fashion.
- Develop plans, procedures/guidelines, programs and systems to rapidly control rumors by correcting misinformation.
- Develop community-based mechanisms to support providing prompt, accurate information to the public in the dominant languages of the community and languages and formats appropriate for those with

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limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.

- Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.
- Establish neighborhood pre-disaster and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions, to provide information on evacuations and the location of disaster assistance sites.
- Develop and implement public information, alert/warning, and notification training and exercise programs.
- Conduct planning with support agencies.
- Ensure lead agency personnel are trained in their responsibilities and duties.
- Develop pre-scripted messages in multiple formats.
- Identify possible locations for a JIC and press conferences.
- Develop staffing procedures/guidelines and checklists for the JIC.
- Develop and maintain a list of equipment needed to activate the JIC.
- Ensure all departments have trained staff to support the JIC.
- Ensure all local media outlets are pre-identified and contacts established. Brief them regularly on emergency public information procedures/guidelines.
- Ensure emergency responders are familiar with public information procedures/guidelines and know how and when to refer the media to the appropriate field or JIC personnel for information.
- Encourage media involvement in the exercise design process and planning.

4.1.2 Response

- Activate emergency plans and mobilize emergency personnel.
- Conduct rapid assessments for immediate response objectives.
- Coordinate with the EOC and primary and supporting agencies to develop a flow of information, including situation reports, health

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advisories, and other public information releases concerning the response efforts.

- Inform the public of health and/or safety concerns and ways to reduce or eliminate the associated dangers.
- Provide evacuation instructions and shelter locations.
- In coordination with the EOC Team, release emergency information as dictated by the situation.
- Implement a proactive public information strategy to ensure the media's needs are being met.
- Conduct media briefings on a regular basis.
- If the situation dictates, activate and staff the JIC.
- After coordination with the County PIO, release information regarding the emergency or disaster to other county departments and agencies, the media and the public.
- Resolve any conflicting information & dispel rumors.

4.1.3 Recovery

- Provide public information on recovery efforts.
- Continue to utilize multiple means of communicating public information and education.
- Provide news releases with major emphasis on:
 - Types and locations of emergency assistance available including contacts, phone numbers, location((e.g. food and water points), information concerning disaster recovery centers (DRC), and trash debris disposal instructions;
 - Public health notices;
 - Restricted areas;
 - Movement or travel restrictions;
 - Contacts and phone numbers for missing persons information;
 - Contacts and phone numbers for local non-emergency assistance; and
 - Public safety notices.

- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Coordinate with the appropriate agencies to deactivate the JIC.
- Inform public of any follow-on recovery programs that may be available.
- Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after action critiques and reports.
- Updates plans and procedures/guidelines based on critiques and lessons learned during an actual event.
- Initiate financial reimbursement process for support services.

4.1.4 Mitigation

- Conduct hazard awareness programs.
- Conduct public information education programs.

5 Concept of Operations

A lead PIO will be designated at the County Emergency Operations Center (EOC) and incorporated into the PIO network. It is important to implement a command structure for information sharing that allows staff and function to adapt as the situation changes and/or progresses. Thus, additional public information functions and positions may be added as necessary to meet the needs of the incident.

If an incident involves a criminal investigation, specific procedures are established to manage and control security-sensitive information locally and countywide. All media inquiries about an ongoing criminal investigation are referred to the Wasco County District Attorney.

5.1 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A joint information system will be implemented in conjunction with the Incident Command System and a local and/or regional joint information center (JIC) will be established under Unified Command. Wasco County will ensure procedures are consistent with those implemented by the existing regional and state public information network.

Depending on the size and nature of the incident, the JIC may be co-located with an existing EOC/Command Post or could be designated as an independent

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facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information sharing among the larger PIO network;
- Develop and distribute materials to the general public and media partners;
- Implement information clearance processes set by the Incident Commander (IC); and
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

5.2 Public Information and Dissemination

Designated personnel, public officials, and/or response staff will inform and involve appropriate stakeholders, Subject Matter Experts (SME), and other technical staff during the initial stages of a response.

Support activities of the lead PIO and other public information staff include:

- Creation and dissemination of key messages and incident updates to public and media partners (following review and clearance processes set forth by IC or designee);
- Activation and staffing a JIC (which may include appointing a JIC Manager);
- Development of fact sheets and situation updates for internal staff use;
- Designation of a spokesperson, alternate spokesperson, and supporting subject matter experts, if needed; and
- Development and distribution of news releases, status updates, and other emergency information through news conferences, websites, newspapers, television stations, radio stations, e-mail, and emergency hotlines.

Dissemination of public information during an emergency can be accomplished in a number of ways. The Oregon Emergency Response System will be used to provide key information regarding the incident(s) to the first responder community and key partners. Media partners play a significant role in information sharing and dissemination of information to the public and among private sector and governmental entities. Wasco County has adopted and incorporated the principles of the public information system set forth by the National Incident Management System. A “virtual JIC” system is a centralized electronic database that can serve as a tool for sharing information among the PIO

network so that designated PIOs and support staff in a variety of remote locations can communicate with each other.

A list of SMEs has not yet been developed for the county but should include state resources for incident-specific needs, such as radiological support. A formal protocol for accessing SMEs through the State is established by Wasco County Emergency Management.

5.3 Evacuation Information

The lead PIO will ensure evacuation information is disseminated to the media on a timely basis. Instructions to the public, such as traffic routes to be followed, location of temporary reception centers, and situation updates, will be issued as information becomes available.

The Wasco County Emergency Public Information Plan contains a Media Contacts list, Media procedures, JIC procedures and other information necessary to support this ESF

6 Supporting Plans and Procedures

- Wasco County Emergency Operations Plan
 - ESF 2 - Communications
- Wasco County Emergency Public information Plan (2007)
- NCPHD Emergency Communications Plan
- State of Oregon Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 15 – External Affairs
- National Response Framework
 - ESF 2 – Communications
 - ESF 15 – External Affairs

7 Appendices

None at this time.

Support Annexes

A

SA A – Evacuation

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SA A Tasked Agencies	
Primary Agencies	Wasco County Emergency Management Division
Supporting Agencies	North Central Public Health District Wasco County Communications Center Wasco County Public Works Department Wasco County Sheriff's Office
Adjunct Agencies	Area Trauma Advisory Board (ATAB 6) City Public Works Departments Columbia Gorge Tours EMS Providers Hospital Preparedness Program (HPP Region 6) Local Radio Stations (emergency broadcast) Local Veterinarians (animal transport) Mid-Columbia Medical Center Oregon Department of Transportation (ODOT) Oregon State Police (OSP) Providence Hood River Hospital Skyline Hospital State Veterinarian's Office, Oregon Dept of Agriculture (animal transport) The Dalles Police Department The Link (local public transportation service) Wasco County Amateur Radio Service (WARS) Wasco County Animal Control (animal transport) Wasco County Public Information Network Wasco County School Districts

1 Purpose and Scope

Support Annex (SA) A focuses on transportation plans, procedures, and resources needed to evacuate people (including special needs populations) and animals (including pets, service animals, and potentially livestock) from a disaster area to an emergency sheltering location.

2 Policies and Agreements

Current policies and agreements are delineated as follows.

Mandatory evacuation authority does not exist in Oregon. However, authority does exist to control access to and from a disaster area, the movement of persons, and the occupancy of premises in the area following a disaster.

Agreements currently in place or under development to support ESF 1 include:

- Memorandum of Understanding (MOU) with Sherman County Emergency Management. 2011.

SA A. Evacuation

- State Law Enforcement Memorandum of Understanding.
- Wasco County Cooperative Policing Agreement. 2006.
- Wasco County School Districts (North #21 and South #1)
- The Link (public transportation in The Dalles)
- Emergency Services MOU with Hood River County. 2011.
- Columbia Gorge Tours
- Local care homes

3 Situation and Assumptions

Several emergency situations might require an evacuation of part or all of Wasco County. Small-scale, localized evacuations might be needed due to a flash flood, hazardous-materials accident, major fire, or transportation accident. Mass evacuation could be required in the event of an earthquake or terrorist attack. Additionally, evacuation planning is mandated for site-specific hazards, such as chemical facilities.

It is assumed the public will receive and understand official information related to evacuation. Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities. However, some individuals may refuse to evacuate. It is also assumed most evacuees will use private transportation means; however, transportation may have to be provided for some evacuees. Specific evacuation assumptions include:

- During terrorist attacks, Wasco County is designated as a host area for approximately 2,000 citizens from the Multnomah County high-risk area. Transportation will be needed to support this expanded population and to maintain the continued flow of essential goods and services.

Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources. Support agencies/entities will provide available resources in support of SA A, but their capacity to lend services and supplies may change throughout the duration of an incident. Designated emergency coordinators and assigned liaisons are responsible for updating the status of available resources and capabilities through the County Emergency Operations Center (EOC). It is assumed all non-emergency functions will be suspended countywide until the community has resumed normal operating systems and functions.

The transportation requirements of essential workers, supplies, and equipment are a complicating factor during evacuation. Personnel will continue to work at essential jobs even as emergency relocation takes place. Their commuting routes

SA A. Evacuation

may conflict with the flow of evacuating residents, and traffic control will be provided at jurisdictional boundaries and as needed within impacted jurisdictions. Crowd and traffic control may be accomplished using traffic signals, roadblocks and barricades, detours, signing, aerial and electronic surveillance, and public information and instruction. Risk-area residents who cannot arrange for private transportation will be provided with transportation by city, county, and private transportation carriers. Vehicles may include commuter vans, public transit, school buses, and other commercial carriers.

4 Roles and Responsibilities

All emergency operations and information will be coordinated through the County EOC and command staff. Local and county law enforcement agencies will provide support to Public Works, Emergency Management, transportation departments, and other staff to accomplish the following essential tasks during evacuation:

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

- Coordinating transportation needs for special populations;
- Identifying emergency traffic routes and setting up county traffic checkpoints (a status report should be provided to County Emergency Management when the majority of the evacuees have passed county checkpoints);
- Determining optimal traffic flow and movement priority from residences to highways;
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation;
- Coordinating transportation services, equipment, and personnel using emergency routes;
- Providing guidance on commuting arrangements for essential workers during the evacuation period;
- Proposing locations of roadblocks and patrols for evacuation movement; and
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.

The Wasco County Sheriff's Office works closely with OSP and the Federal Bureau of Investigation as needed and can activate the State Law Enforcement MOU if additional resources and services are required.

4.1 Evacuation Actions by Phase of Emergency Management

4.1.1 Preparedness

- Evaluate evacuation populations and resource requirements for areas surrounding potential high-risk facilities or areas.
- Identify special population groups needing special assistance during evacuation: senior citizens, handicapped, and other special needs populations.
- Evaluate and establish evacuation routes, identify congestion points, areas under construction and repair, etc.
- Identify, evaluate and develop shelter requirements and plans based on known hazards; correct deficiencies as appropriate.
- Develop and distribute public education materials on evacuation/shelter-in-place preparation, plans, and procedures/guidelines.
- Develop and test emergency plans and procedures/guidelines.
- Participate in emergency management training and exercises.

4.1.2 Response

- Law enforcement and the fire department will probably be first on the scene. The fire chief, police chief, sheriff, or their designee may be required to determine if an area needs to be evacuated if there is time - if not, the first responder will have to make that decision and should take immediate steps to ensure the safety and well-being of the public. Items to be considered for evacuation include:
 - Identification of substance (if hazardous);
 - Extent of the flood, spill, fire, or damage;
 - Weather conditions;
 - Area to be evacuated;
 - Evacuation routes, their capacities and susceptibilities to hazards;
 - The availability and readiness of shelters;
 - Modes of transportation for evacuees and for those unable to provide their own;

SA A. Evacuation

- The location of special needs populations in the hazard area and whether evacuation could prove more hazardous to them than the initial hazard.
- If time allows, the mayor or a county commissioner should be contacted to make the evacuation decision in conjunction with advice from the Incident Commander.
- Identify hazard areas and affected populations, including those areas that may be impacted if the incident escalates or conditions change.
- Identify the instructions to be given to evacuees. Include specific information about the risk, the actions that they need to take, and the possible risks of non-compliance.
- Direct persons at risk to evacuate or to take shelter or remain inside, as appropriate to the emergency situation.
- Identify evacuation routes, their capacities, and vulnerability to the hazard.
- As needed, designate rest areas along movement routes where evacuees can obtain fuel, water, medical aid, vehicle maintenance, information, and comfort facilities.
- Designate centrally located pickup points or bus routes for persons without private automobiles or other means of transportation.
- Establish traffic control points.
- Establish and maintain access control points.
- Establish reception centers where evacuees may be sent, screened, and registered prior to moving to shelters.
- Provide for the evacuation of the handicapped, elderly, and other special-needs groups.
- Provide evacuees with instructional materials showing evacuation routes, reception centers, parking facilities, lodging, food services, campgrounds for families evacuating in recreational vehicles, and medical treatment facilities, if such materials are available.
- Activate mass care shelters that can provide emergency sheltering and feeding of large numbers of evacuees and provide security for them.
- If shelter(s) cannot be set up immediately, in time to receive the evacuees, reception centers or safe areas that provide some measure of protection should be identified.

SA A. Evacuation

- Set-up medical aid stations on evacuation routes, at temporary safe areas, and mass care shelters as needed.
- Coordinate security to evacuated areas to prevent looting and other unauthorized actions. Security personnel must be dressed in appropriate protective gear.
- Leave people alone who refuse to follow evacuation instructions until all who are willing to leave have been provided for. Then, time permitting, attempt to persuade them to evacuate.
- If appropriate to the emergency situation, redirect fuel supplies to service stations along evacuation routes.
- Evacuate those persons initially sheltered to safer areas or mass care shelters as soon as it is prudent to do so.
- Provide food, water, milk, livestock feed control/health advisories or directives as appropriate.
- Communicate plans and procedures/guidelines with all responders involved.
- Keep the public informed about emergency conditions, evacuation routes, destinations and other vital information.
- Monitor evacuation efforts and provide continuous direction to evacuation assistance personnel.

4.1.3 Recovery

- Initiate the return of evacuees when it is safe to return to evacuated areas. The decision to allow evacuees to return to their homes should be the responsibility of the Incident Commander when the EOC is not operating. If the EOC is operating, the decision to return evacuees may be made by the IC in conjunction with the EOC staff.
- The Planning Section may help develop a return plan for evacuees.
- Reestablish traffic control points to facilitate a smooth return.
- Help coordinate transportation for the return home of the elderly, handicapped, and special needs groups and for those evacuees having no transportation of their own.
- Continue public information activities.
- Maintain access control over areas unsafe for use.

SA A. Evacuation

- Reevaluate the status of evacuees who cannot be returned to their homes, and help coordinate for their continued support as appropriate.
- Establish Disaster Application Center, if appropriate.
- Participate in post-event debriefing to evaluate the evacuation process.
- Updates plans and procedures/guidelines based on critiques and lessons learned during an actual event.

4.1.4 Mitigation

- Identify areas that are likely to be evacuated in a disaster (i.e. flood plains, areas near hazardous materials, plume zone for fixed hazmat facility, etc.)
- Discourage development in hazard zones, particularly residential development in flood plains, unless prescribed protections are constructed.
- Adjust building codes as necessary to insure adequate standards for construction of buildings that may be used as shelters, or which may be located in high-risk hazardous areas.
- Develop a public information program to increase citizen awareness of reasons for possible evacuation, routes to travel, availability of transportation, reception locations, appropriate food, clothing and other essential items to pack when evacuating, etc.
- Provide training to personnel on the Incident Command System and evacuation procedures/guidelines, including working as a member of an evacuation team.
- Develop and maintain standard operating procedures/guidelines to include a recall roster for essential and/or off-duty personnel.
- Develop and maintain standard operating procedures/guidelines to include an evacuation notification roster for the Commissioners and department heads.
- Seek improvement to preplanned evacuation routes if needed.
- Enhance warning systems to increase warning times and reduce the need for hasty evacuations.
- Participate in evacuation training exercises.
- Identify population groups who may require special assistance during evacuation.

- Coordinate emergency preparedness planning activities and training.
- Identify traffic capacity estimates for potential evacuation routes.
- Identify potential mass care facilities & shelters.

5 Concept of Operations

5.1 General

The transportation function is organized around the designated Incident Commander, who has overall authority. The County Emergency Manager (or designee) directs and controls the evacuation of unincorporated areas of the county. The evacuation of people within a city's jurisdictional boundaries is the responsibility of the city's executive head of government. The Emergency Manager serves as a planning coordinator between the agencies identified in this SA.

Executive direction, incident control, and any ensuing evacuation and transportation of equipment, supplies, and response personnel will be conducted via the County EOC and on-scene command posts, as outlined in ESF 5 – Emergency Management.

5.2 Evacuation/Transportation Procedures

Defining the area to be evacuated will be determined by officials recommending the evacuation based on the advice of appropriate advisory agencies. In the case of hazardous materials incidents/ accidents, evacuation information is available in the Department of Transportation *North American Emergency Response Guidebook*, Oregon Emergency Management, as well as provided by the Chemical Transportation Emergency Center, which can be reached at (800) 424-9300. In all cases, the hazard situation will be continually monitored in case changing circumstances (such as wind shifts) require redefinition of the actual potential affected area. The command authority will ensure the evacuation area is defined in terms clearly understandable by the general public and that this information is provided to the lead Public Information Officer (PIO) for rapid dissemination.

The primary evacuation mode is anticipated to be in private vehicles. Actual evacuation movement efforts will be conducted by the law enforcement agencies. Evacuation routes will be selected by law enforcement officials at the time of the evacuation decision. Movement instructions will be part of the warning and subsequent public information releases. If at all possible, two-way traffic will be maintained on all evacuation routes to allow continued access for emergency vehicles. Law enforcement communications will coordinate use of wrecker services needed to clear disabled vehicles. Traffic control devices such as signs and barricades will be provided by designated Public Works Departments/ Engineering Services.

SA A. Evacuation

The Wasco County Emergency Management Division coordinates the emergency relocation and evacuation of county populations. To aid in coordinating evacuation activities between jurisdictions, the County EOC will be activated and staffed according to the situation at hand. Evacuation instructions and information for the public will be coordinated through the lead PIO, with support from the public information network and County Emergency Manager. Information and instructions to the public will be disseminated using media partners, door-to-door contacts, sirens, and public address systems. The county warning system will be used when providing evacuation instructions and information to government officials, organizations, and institutions. Refer to ESF 5 for further information.

The Wasco County Sheriff's Office coordinates resources through the County EOC as necessary and prioritizes security needs. They assist with traffic control and work closely with County Public Works. The Sheriff (or designee) serves on the command staff at the County EOC during an ESF 1 incident.

The Wasco County Public Works Department and the ODOT manage emergency transportation routes, identify road hazards, implement road closures, and maintain mapping capabilities and equipment. Staff and resources are assigned to support emergency evacuation and essential transportation routes. The Public Works Director (or designee) will also maintain a position on the command staff of the County EOC during an ESF 1 incident. Depending on the incident type, additional liaisons and sub-functions may be necessary to support various transportation-related tasks for the duration of the response.

5.3 Evacuation of Specialized Facilities, Including Hospitals

Facilities expected to require special planning and resources to carry out evacuations include hospitals, day-care centers, prisons, care facilities for the handicapped or disabled, and nursing homes. All such facilities within the evacuation area will be warned of the emergency situation. All special facilities located in predetermined hazard areas will be identified by facility name, address, phone number, and contact person(s), along with any unique support requirements.

Area hospitals, with support from HPP Region 6 and North Central Public Health District establish evacuation procedures for medical care facilities, coordinate resources needed for distribution of medical supplies/equipment to POD sites, and maintain emergency activities within the identified emergency transportation routes. The ATAB 6 has developed a Mass Casualty Plan for Wasco County and surrounding areas which provides guidance and procedures for response operations following a large-scale mass casualty incident, including coordination of emergency medical transportation.

Organizations such as the Humane Society and the local chapter of the Society for the Prevention of Cruelty to Animals will provide or assist with domestic and

companion animal rescue and transportation (refer to ESF 11 – Agriculture and Natural Resources) for information regarding transportation of domestic livestock and/or wildlife during an animal disease incident.

5.4 Escalation Process

The process of furnishing emergency transportation services during a major emergency involves two series of actions:

1. Essential immediate transportation needs are identified, and actions taken to provide for persons in the hazard area.
2. Future continuing transportation needs and capabilities are estimated, and actions are taken to obtain needed resources. Such transportation support would likely involve movement of supplies and equipment rather than people.

In most local disasters, transportation requirements can be satisfied by using private vehicles, school and church buses, and various local, government-owned vehicles. If needs cannot be met locally, additional assets are requested through mutual aid with neighboring jurisdictions and/or through state assistance.

Appropriate private sector agreements, along with mutual aid agreements with neighboring jurisdictions, will be invoked as required. Implementation of agreements will be coordinated through the County EOC. Requests for state or federal assistance will be made through the County EOC to Oregon Emergency Management. All requests will be reviewed by the Wasco County Board of Commissioner or by other authorized officials.

Records will be maintained on the use of all privately-owned equipment to include the date equipment was acquired, whether or not operating personnel were furnished with the equipment, the date equipment/personnel was returned to the owner, and remarks on any damage or repair to the vehicle. These records will be used to determine possible reimbursement to the owner and will be kept until a final decision is made by the Wasco County Board of Commissioners concerning the disposition of disaster claims. Document management during an emergency will be accomplished through the Finance/Administration section of the County EOC.

5.5 Advanced Planning

Several factors must be considered when planning for evacuation and corresponding transportation needs. These include the hazard's characteristics, magnitude, intensity, spread of onset, and duration. These significant elements will determine the number of people to be evacuated, the potential need for response personnel and supplies, and the time and distance of travel necessary to ensure safety. Other important facets include the availability of evacuation/emergency routes, their capacities, and their vulnerability to the

hazard. Transportation modes are also significant, and provision must be made for those people unable to supply their own transportation.

6 Supporting Plans and Procedures

- Wasco County Emergency Operations Plan
 - ESF 1 - Transportation
 - ESF 3 – Public Works and Engineering
 - ESF 5 – Emergency Management
 - ESF 13 – Public Safety and Security
- Wasco County Animals in Disaster Plan
- Wasco County Public Information Plan
- Wasco County At-Risk Registration Policy and Procedures
- State of Oregon Emergency Operations Plan, ESF 1 – Transportation
- National Response Framework, ESF 1– Transportation

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Incident Annexes

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IA 1 – Severe Weather (including Landslides)

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IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	☐ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the County 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. This information supplements ESF-1 and ESF-6.	
	☐ Have personnel participate in necessary training and exercises, as determined by Wasco County Emergency Management in coordination with ESF-1 and ESF-6 Leads/Coordinators.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco 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 Wasco County EOC.	
	☐ Ensure landslide and flood response equipment and personnel inventories are current for Wasco County. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	<i>Local Public Works agencies</i>
	☐ Inform Wasco 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.	<i>Natural Hazard Mitigation Steering Committee</i>
	☐ Provide public safety information and educational programs regarding emergency preparedness and response.	

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	☐ Activate the Wasco 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 Unified Command. County and/or city EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>ESF 5 Annex of the Wasco County EOP</i>
	☐ 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).	<i>ICS Form 203: Organization Assignment List</i>
	☐ Notify supporting agencies through ESF-1, ESF-5, and ESF-6 Leads/Coordinators as well as the Board of County Commissioners.	
	- Identify local, regional, tribal, 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 county.	<i>ICS Form 209: Incident Status Summary</i>
	- 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.	<i>ICS Form 201: Incident Briefing</i>

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Confirm or establish communications links among local and county EOCs, other agency operations centers (AOC), and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>ESF 2 of the Wasco County EOP</i>
	☐ Ensure all required notifications have been completed. Consider other local, regional, tribal, state, and federal agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists</i>
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	☐ Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures (SOPs).	<i>Local, agency, and facility-specific SOPs</i>
	☐ 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). 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)	<i>ESF 1, ESF 5, ESF 6, and ESF 15 Annexes to the Wasco County EOP</i>
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	<i>ESF 7 Annex to the Wasco Count EOP</i>
	☐ Submit a request for an emergency/disaster declaration, as applicable.	<i>Section 1 of the Wasco County EOP</i>
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers with potential needs as well as current needs.	

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i> <i>ESF 7 Annex to the Wasco County EOP</i>
	☐ 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 (JIC) and designate a lead PIO for the county.	<i>ESF 15 Annex to the Wasco County EOP</i>
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and Lead Public Information Officer before dissemination to the public.	<i>ESF 15 Annex to the Wasco County EOP</i>
	☐ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>
	☐ 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 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 (IC). The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	☐ Implement objectives and tasks outlined in the IAP (recurring).	
	☐ Coordinate with private sector partners as needed.	

IA 1. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Ensure all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	☐ Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	☐ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	ESF 14 Annex to the Wasco County EOP
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan (AAR/IP).	
	☐ Deactivate/demobilize the 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.	

IA 1. Severe Weather (including Landslides)

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IA 2 – Flood (including Dam Failure)

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IA 2. Flood (including Dam Failure)

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.	<i>Emergency Management Exercise Plan</i>
	☐ Coordinate Wasco County preparedness activities, develop 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 county EOC.	<i>Wasco County Communications</i>
	☐ 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.).	<i>Local, regional, and state-specific plans</i>
	☐ Annually review and update Emergency Operations Plan and SOPs, as needed.	<i>County EOP, ESF Annexes, and agency-specific SOPs</i>
	☐ Review and revise extent of flood prone areas.	<i>County Hazard Mitigation Plan</i>
	☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon Emergency Management Plan (EMP), Ops Center</i>
	☐ Ensure supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	<i>ESF 2, 3, and 14 Annexes to the county EOP</i>
	☐ Identify and review local contractor lists to see who may provide support specific to flood response.	<i>Local Public Works agencies</i>
	☐ Review, revise, and where necessary, establish mutual aid agreements with other County agencies and private contractors relative to multiple agency response to floods.	
	☐ Activate mutual aid agreements.	
	☐ Activate the Wasco County EOC and implement appropriate staffing plans. Contact appropriate private partners or dam owners/operators to assign liaisons to the EOC for coordination of specific response activities.	<i>Section 5 of the county EOP, agency and company-specific plans</i>
	☐ Estimate emergency staffing levels and request personnel support, including specialized staff such as	

IA 2. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>SOPs and command structure for county EOC</i>
	☐ Submit request for disaster/emergency declaration, as applicable.	<i>Section 1.4 of county EOP</i>
	☐ Coordinate the evacuation of the affected area, if necessary. Assign appropriate ESF liaisons to the county EOC, as situation requires. The following ESFs 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	<i>ESF 1, 2, 13, and 15 Annexes of the county EOP</i>
	☐ Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	<i>ESF 9 Annex of the county EOP</i>
	☐ Request American Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
	☐ Establish a Joint Information Center (JIC). - Formulate emergency public information messages and media responses using “one voice, one message” concepts.	<i>ESF 15 Annex of the EOP</i>
	☐ Record all EOC activities, completion of personnel tasks, incoming and outgoing messages. - These should be documented in EOC logbooks.	<i>Existing ICS and EOC forms</i>
	☐ Begin damage assessments in coordination with the Public Works departments and county/local government.	<i>ESF 3 and 14 Annexes of the county EOP</i>
	☐ 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	<i>ESF 3 Annex of the EOP</i>

IA 2. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ 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).	<i>Existing contact lists, Public Works agencies</i>
	☐ Coordinate with Wasco County Sheriff's Office and local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	<i>ESF 13 Annex of the county EOP</i>
	☐ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	<i>County Finance Office</i>
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 Wasco County EOC. Deactivate mutual aid resources as soon as possible.	<i>ESF 5 Annex of the county EOP</i>
	☐ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>ESF 14 Annex of the county EOP and agency-specific recovery plans</i>
	☐ Implement revisions to the Wasco County 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.	

IA 2. Flood (including Dam Failure)

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IA 3 – Drought

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IA 3. Drought

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 the County and State will be 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 Wasco County Emergency Operations Plan (EOP) and supporting procedures and plans.	
	☐ Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	<i>Local Water Districts</i>
	☐ Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	<i>North Central Public Health District</i>
	☐ Have personnel participate in necessary training and exercises, as determined by Wasco County Emergency Management in coordination with ESF-6 Lead.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco County drought preparedness activities, develop 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 County EOC.	
	☐ Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	☐ Inform Wasco 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.	<i>Natural Hazard Mitigation Steering Committee</i>
	☐ Ensure city maps of water mains, valves, and public sewer systems are up-to-date and accessible.	<i>Local Public Works agencies</i>
	☐ Provide public safety information and educational programs regarding emergency preparedness and response.	

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	☐ When deemed necessary, activate the Wasco County EOP when drought and other water shortage incidents pose a threat.	
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or 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.	<i>ESF 5 Annex of the Wasco County EOP</i>
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	☐ Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	☐ Notify supporting agencies through ESF-5 and ESF-6 Leads/Coordinators as well as the County Board of Commissioners.	<i>ESF 4 Annex of the Wasco County EOP</i>
	- 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 county.	<i>ICS Form 209: Incident Status Summary.</i>
	- 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.	<i>ICS Form 201: Incident Briefing</i>

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Confirm or establish communications links among local and county EOCs, other agency operations centers (AOC), and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>ESF 2 Annex of the Wasco County EOP</i>
	☐ 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.	<i>Established emergency contact lists</i>
	☐ 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 (SOPs).	<i>Local, agency, and facility-specific SOPs</i>
	☐ 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 and vendors as needed.	
	☐ Provide emergency power as needed to maintain service to the community.	
	☐ Initiate curtailment procedures if shortages or overload conditions appear imminent.	
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	<i>ESF 7 Annex of the Wasco County EOP</i>
	☐ Submit a request for emergency/disaster declaration, as applicable.	<i>Section 1 of the Wasco County EOP</i>
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs.	

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i> <i>ESF 7 Annex of the Wasco County EOP</i>
	☐ 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 (JIC) and designate a lead PIO for the County.	<i>ESF 15 Annex of the Wasco County EOP</i>
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead Public Information Officer (PIO) with support from tribal liaison(s) prior to dissemination to the public.	<i>ESF 15 Annex of the Wasco County EOP</i>
	☐ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>
	☐ 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.	<i>ICS Form 202: Incident Objectives.</i>
	☐ 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 Incident Commander (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.	
	☐ 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.	<i>ESF 14 Annex of the Wasco County EOP</i>
	☐ Make recommendations to city and county governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	☐ 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 (AAR/IP).	
	☐ 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.	

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IA 4 – Earthquake/Seismic Activity

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IA 4. Earthquakes/Seismic Activity

NOTE: This annex also includes landslides as a secondary hazard.

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 Wasco County Emergency Operations Plan (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.	
	☐ Have personnel participate in necessary training and exercises, as determined by Wasco County Emergency Management in coordination with ESF-1 and ESF-6 Leads.	<i>Emergency Management Exercise Plan</i>
	☐ Participate in Wasco County earthquake preparedness activities, develop 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.	
	☐ Ensure earthquake response equipment and personnel inventories for Wasco County are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	☐ Inform Wasco County Emergency Management of any major developments that could adversely affect response operations (i.e., personnel shortages, loss of firefighting equipment, etc.).	
	☐ Work with county planning department and local planning commissions for establishment of appropriate infrastructure protection measures in landslide-prone areas.	<i>Natural Hazard Mitigation Steering Committee</i>
	- 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.	

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	☐ Activate the Wasco County 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.	<i>ESF 5 Annex of the Wasco County EOP</i>
	☐ 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).	<i>ICS Form 203: Organization Assignment List</i>
	☐ Notify supporting agencies through ESF-1, ESF-5, and ESF-6 Leads/Coordinators as well as the County Court.	<i>ESF 4 Annex of the Wasco County EOP</i>
	- 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 county.	<i>ICS Form 209: Incident Status Summary.</i>
	- 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.	<i>ICS Form 201: Incident Briefing</i>
	☐ Confirm or establish communications links among local and county EOCs, other agency operations centers (AOC), and the state ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>ESF 2 Annex of the Wasco County EOP</i>

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Ensure all required notifications have been completed. Consider other local, regional, tribal, state, and federal agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists</i>
	☐ 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 (SOPs).	<i>Local, agency, and facility-specific SOPs</i>
	☐ 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)	<i>ESF 1, ESF 5, ESF 6, and ESF 15 Annexes of the Wasco County EOP</i>
	☐ Determine the need for additional resources and request as necessary through appropriate channels (recurring).	<i>ESF 7 Annex of the Wasco County EOP</i>
	☐ Submit a request for emergency/disaster declaration, as applicable.	<i>Section 1 of the Wasco County EOP</i>
	☐ 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.	<i>ICS Resource Tracking Forms</i> <i>ESF 7 Annex of the Wasco County EOP</i>
	☐ 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 (JIC) and designate a lead PIO for the County.	<i>ESF 15 Annex of the Wasco County EOP</i>

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	
	- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead Public Information Officer (PIO) prior to dissemination to the public.	<i>ESF 15 Annex of the Wasco County EOP</i>
	☐ Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide</i>
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the person sending/receiving them, should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (<i>recurring</i>). At regular intervals the IC/EOC Manager and staff will assemble a situation report.	
	☐ Develop and update the Incident Action Plan (IAP) (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives.</i>
	☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).	
	☐ 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 Incident Commander (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.	<i>ESF 14 Annex of the Wasco County EOP</i>
	☐ Release mutual aid resources as soon as possible.	

IA 4. Earthquakes/Seismic Activity

Earthquake/Seismic Activity Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan (AAR/IP).	
	☐ 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.	

IA 4. Earthquakes/Seismic Activity

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IA 5 – Volcano/Volcanic Activity

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IA 5. Volcano/Volcanic Activity

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.	<i>Emergency Management Exercise Plan</i>
	☐ Provide information and training on volcano-hazard response to emergency workers and the public. - Implement a public outreach program on volcano hazards. - Review public education and awareness requirements.	<i>Mt. Hood Coordination Plan; ESF 15 of the county EOP</i>
	☐ Participate in Wasco 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 Wasco County EOC.	
	☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon Emergency Management Plan (EMP) Ops Center</i>
	☐ Inform Wasco County 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 county EOC and establish Incident Command or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, Incident Commander, all Section Chiefs, Resource Coordinator and management support positions will probably be needed.	<i>Section 5 of the county EOP, agency and company-specific plans</i>
	☐ Activate and implement the County EOP.	
	☐ Convene the Mount Hood Facilitating Committee (FAC).	<i>Mt. Hood Coordination Plan</i>
	☐ Activate the Mount Hood Coordination Plan.	<i>Mt. Hood Coordination Plan</i>
	☐ Notify supporting agencies. - Identify local, regional, or state agencies that may be able to mobilize resources and staff to the county EOC for support	

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Provide local warnings and information and activate appropriate warning/alert systems.	<i>ESF 2 Annex of the county EOP</i>
	☐ Support a Regional Coordination Center, if necessary.	
	☐ Establish a Joint Information Center (JIC). - Provide a Public Information Officer for the JIC. - Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	<i>ESF 15 Annex of the county EOP</i>
	☐ Assist the USGS in establishing a temporary Volcano Observatory.	<i>Mt. Hood Coordination Plan</i>
	☐ Install additional monitoring instruments to collect and analyze visual, seismic, lahar-detection, deformation, and gas-emission data.	<i>Mt. Hood Coordination Plan</i>
	☐ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, State, or Federal resources. If applicable, submit request for local disaster/emergency declaration following established county procedures.	<i>Section 1.4 of county EOP</i>
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (<i>recurring</i>).	<i>ICS Form 203-Organization Assignment List</i>
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>ICS Form 209-Incident Status Summary</i>
	- Dedicate time during each shift to prepare for shift change briefings.	
	☐ Confirm or establish communications links among primary and support agencies, the county EOC, and State ECC - confirm operable phone numbers and backup communication links.	
	☐ Ensure all required notifications have been completed. Consider other local, regional, state, and federal agencies that may be affected by the incident. Notify them of the status.	<i>ICS Form 201-Incident Briefing</i>
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	<i>Established emergency contact lists</i>

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (<i>recurring</i>).	
	☐ Determine need to conduct evacuations and sheltering activities (<i>recurring</i>). Request that American Red Cross activate and implement local sheltering plans.	<i>ESF 6 Annex of the County EOP and American Red Cross Shelter Plans</i>
	☐ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the county EOC, as situation requires. The following ESFs 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	<i>ESF 1, 2, 13, and 15 Annexes of the county EOP</i>
	☐ Determine the need for additional resources and request as necessary through the County EOC (<i>recurring</i>).	<i>ESF 7 Annex of the county EOP</i>
	☐ 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.	<i>ESF 7 Annex of the county EOP</i>
	☐ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	☐ Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>ICS Resource Tracking forms and EOC forms</i>
	☐ Record all incoming and outgoing messages (<i>recurring</i>). All messages and the person making/receiving them should be documented as part of the EOC log.	<i>Existing EOC forms/templates</i>
	☐ Produce situation reports (<i>recurring</i>). At regular periodic intervals, the EOC Manager and staff will assemble a situation report.	<i>EOC Planning Section job action guide</i>

IA 5. Volcano/Volcanic Activity

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	☐ Develop an Incident Action Plan (IAP) (recurring). This document is developed by the Planning Section and approved by the Incident Commander (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.	<i>ICS Form 202 – Incident Objectives</i>
	☐ Ensure all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the Incident Commander 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 county EOC.	<i>ESF 14 Annex of the county EOP and agency-specific recovery</i>
	☐ 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.	
	☐ Assess volcanic risks and include information/findings as part of a comprehensive Hazard Identification and Vulnerability Analysis (HIVA) for the county.	<i>Mt. Hood Coordination Plan; Existing HIVA</i>
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan (AAR/IP).	
	☐ Correct response deficiencies reflected in the IP.	

Agenda Item
Everbridge Contract

- [Contract](#)

This Service Agreement ("Agreement") is entered into by and between Everbridge Inc. ("Everbridge"), and _____ ("Customer"), effective on the date of Customer's signature below ("Effective Date"). Everbridge and Customer are each hereinafter sometimes referred to as a "Party" and collectively, the "Parties."

THE PARTIES AGREE TO THE FOLLOWING TERMS AND CONDITIONS GOVERNING THE USE OF EVERBRIDGE'S SERVICE: :

1. **DEFINITIONS.** As used herein, the following terms shall have the meanings ascribed to them as set forth below:

"Everbridge Technology" includes, without limitation, the Software, all proprietary technology (including software, hardware, products, processes, algorithms, user interfaces, know-how, techniques, designs, and other tangible or intangible technical material or information) made available to Customer through the Service or otherwise in connection with this Agreement. "Applicable Law" means any domestic or foreign law (statutory, common, or otherwise), order, writ, injunction, decree, award, stipulation, ordinance or administrative doctrine, ordinance, equitable principle, code, rule, regulation, executive order, request, or other similar authority enacted, adopted, promulgated, or applied by any Governmental Body, each as amended including, without limitation, the Telephone Consumer Privacy Act (TCPA, 47 USC Section 227) and implementing Federal Communications Rules (47 CFR 64.1200), the CAN-SPAM Act (15 USC Section 7701 et seq.) and the FCC's implementing rules (47 CFR Section 64.3100, with respect to communications to wireless devices) (47 CFR 64.3100), and the Federal Trade Commission's implementing rules (16 CFR Section 316.3, with respect to communications to computers). "AUP" means the Acceptable Use Policy of Everbridge, available at <http://www.everbridge.com/aup>, as may be amended from time to time to time. "Customer Data" means the names and contact paths for Members, and any and all electronic data provided by Customer to Everbridge in connection with the use of the Service. "Governmental Body" means any legislature, agency, bureau, branch, department, division, commission, court, tribunal, magistrate, justice, multi-national organization, quasi-governmental body, or other similar recognized organization or body of any federal, state, county, municipal, local, or foreign government or other similar recognized organization or body exercising similar powers or authority. "Intellectual Property Rights" means patented or unpatented inventions, patent applications, patents, design rights, copyrights, trademarks, service marks, trade names, domain name rights, mask work rights, know-how and other trade secret rights, and all other intellectual property rights, derivatives thereof, and forms of protection of a similar nature anywhere in the world.

"Member" or "Members" shall mean Customer's employees, agents, representatives, clients, customers, subscribers, members and/or other persons or entities whom Customer may wish to contact using the Service, provided, however, that each Member Record, if more than one for any Member, shall be deemed to represent a separate Member for all purposes hereunder. "Member Record" includes, without limitation, the Customer Data for a Member. "Quote" means the description of Services purchased by Customer, subject to the terms and conditions hereof, which is attached hereto as Exhibit A and incorporated herein by this reference. "Software" means the computer source code and object code, including, without limitation, the software, provided or used by Everbridge in connection with the Service provided hereunder. "Users" means Members, Customer's employees, consultants, contractors or agents who are authorized to use the Service and have been supplied user identifications and passwords by Customer (or by Everbridge at Customer's request).

2. **SERVICE.** Subject to the provisions of this Agreement, Everbridge shall provide Customer access to the service utilizing the Software, applications and services that comprise the Everbridge Mass Notification System ("System"), an automated system for delivery of messages to multiple Members via multiple communication paths, and for processing responses thereto, as set forth in the Quote (the "Service"). Unless explicitly stated otherwise, any new features that augment or enhance the current Service, including any new Service, will be subject to the provisions of this Agreement. Everbridge shall make the Service available to Customer pursuant to the terms and conditions set forth in this Agreement. Customer agrees that its purchase of the Service is not contingent upon the delivery of any future functionality or features, nor is it dependent upon any oral or written public comments made by Everbridge with respect to future functionality or features.

3. USE OF THE SERVICE.

3.1 **Everbridge Responsibilities.** Everbridge shall: (i) in addition to its confidentiality obligations pursuant to Section 10, not use, edit or disclose to any party other than Customer, the Customer Data, unless otherwise required by a Governmental Body; (ii) use commercially reasonable efforts to provide the Service herein contemplated; (iii) use commercially reasonable efforts to provide support for the Service, except for: any unavailability caused by circumstances beyond Everbridge's reasonable control, including without limitation, acts of God, acts of government, flood, fire, earthquakes, civil unrest, acts of terror, strikes or other labor problems, computer, telecommunications, Internet service provider or hosting facility failures or delays involving hardware, software or power systems,

and network intrusions or denial of service attacks, in each case, which are not within Everbridge's possession or reasonable control. The Everbridge System delivers messages for supported contact paths to the public / private networks and carriers, but cannot guarantee delivery of the messages to the recipients. Final delivery of messages to recipients is dependent on and is the responsibility of the designated public / private networks or carriers.

3.2 Customer Responsibilities.

(a) Customer is responsible for all activities that occur under Customer's account. Customer shall: (i) provide Everbridge with the Customer Data for Members that Customer and Customer's authorized users want to communicate with using the Service; (ii) provide Everbridge with this Customer Data in a form and format specified by Everbridge, if so required; (iii) have sole and exclusive responsibility for the accuracy, quality, integrity, legality, reliability, and appropriateness of all Customer Data; (iv) maintain a copy of all Customer Data it provides to Everbridge; (v) designate certain Users to access and use the Service on Customer's behalf; (vi) ensure that Users shall at all times use the Service in accordance and in compliance with this Agreement, and the AUP, as each may be updated periodically by Everbridge; (vii) prevent unauthorized access to, or use of, the Service, and notify Everbridge promptly of any such unauthorized use and, notwithstanding anything to the contrary in this Agreement, Everbridge shall have no liability for any losses, damages, claims, suits or other actions arising out of or in connection with such unauthorized or improper use of the Service by Customer, Users or Members; and (viii) comply with all Applicable Laws; (ix) cause such number of its employees, as determined by Customer, to undergo initial setup and training, as set forth in the Quote; (x) not cause any disturbances, outages or take any other actions that may adversely affect the Service; and (xi) be responsible for, and/or its Users shall be responsible for, payment of any service fees, text messaging fees, and any other third party fees or expenses, associated or incurred in connection with, the access or use of the Service by Customer and/or its Users. Customer acknowledges that it is solely responsible for the content of any information that it makes available through the Service and that Everbridge will not, except as otherwise expressly herein set forth, monitor Customer or Customer's use of the Service to examine the content passing through it. Notwithstanding anything to the contrary in this Agreement, in no event shall Everbridge be liable to Customer, a Member or any other third party for any failure on the part of Customer to fulfill its responsibilities pursuant to this Section 3.2 and Everbridge expressly disclaims any liability arising therefrom.

(b) Customer agrees to: (i) provide true, accurate, current, up-to-date and complete Customer Data and information about itself; and (ii) maintain and promptly update the Customer Data to keep it true, accurate, current and complete, the failure of which shall not impose or create any liability or obligation on the part of Everbridge. If Customer authorizes Everbridge to do so, Customer's Members will be allowed access to their personal Customer Data to make modifications or changes thereto. If Customer or any Member provides any information that is untrue, inaccurate, not current or incomplete, Customer understands, acknowledges and agrees that any notifications sent utilizing the Service may not reach the intended Member.

(c) Customer may designate up to the number of Users permitted under its account, which corresponds to the level of Service purchased by Customer as set forth in the Quote. Customer shall be responsible for the confidentiality and use of its Users' identifications and passwords. Customer shall be responsible for all electronic communications (including maintenance of Customer Data) and the sending of messages to Members ("Electronic Communications") entered through or under a User's identification and/or password(s). Everbridge will act as though any Electronic Communications sent by Customer shall comply with Applicable Law, and shall have been sent by an authorized User, and shall be permitted to rely thereon for all purposes. Customer agrees to immediately notify Everbridge if it becomes aware of any loss or theft of a User's identification and/or password(s) or any unauthorized use of the Service and/or identification and/or password(s) used in connection therewith.

4. **Use Guidelines.** Customer shall use the Service solely for its internal business purposes as contemplated by this Agreement and shall not: (i) license, sublicense, sell, resell, rent, lease, transfer, assign, distribute, time share or otherwise commercially exploit or make the Service available to any third party, other than as contemplated by this Agreement; or (ii) use the Service in violation of the AUP or Applicable Law.

5. **TERM.** This Agreement will commence on the Effective Date and will continue in force for one (1) year (the "Initial Term"). Subject to the provisions of this Section 5, unless terminated in writing not less than 60 days prior to the expiration of the then current Term, this Agreement shall automatically renew for additional successive years and continue for another _____ () option year(s); a total of _____ () years (each option year is a "Renewal Term" and, together with the Initial Term, collectively hereinafter referred to as the "Term"). Any termination pursuant to this Section 5 shall be effective at the end of the Initial Term or the then current Renewal Term for subsequent years.

6. TERMINATION; SUSPENSION.

6.1 **Termination by Either Party.** During the Initial Term and any Renewal Term, either Party may terminate this Agreement for cause, upon the other Party's material breach of this Agreement, provided that (i) the non-breaching Party sends written notice to the breaching Party describing the breach in reasonable detail; (ii) the breaching Party does not cure the breach within thirty (30) days following its receipt of such notice (the "Notice Period"); and (iii) following the expiration of the Notice Period, the non-breaching Party sends a second written notice to the breaching Party indicating the non-breaching Party's election to terminate this Agreement.

6.2 **Termination, Suspension by Everbridge.** In the event Customer fails to pay any fees or charges within thirty (30) days of the due date, Everbridge may terminate this Agreement and/or the Service, at Everbridge' sole discretion. Termination for non-payment shall not relieve Customer' of its responsibilities under this Agreement including, but not limited to, its obligation to the pay the fees accruing under or with respect to this Agreement for periods prior to or following such termination. In furtherance of, and not in limitation of the foregoing, Everbridge may, at its option, suspend the Service or terminate this Agreement, effective upon notice, should Customer's or a User's use of the Service (i) violate the provisions of Section 3.2 hereof, or (ii) in the event Customer fails to pay any fees or charges when due. In the event of a suspension of the Service, Customer's account shall not be reactivated until such time as Customer shall be in compliance with the AUP, Section 3.2 and/or shall have paid all past due amounts, as the case may be, plus Customer shall have paid a reconnection fee of \$1,000.

7. **PRICING.** As consideration for the Service, and subject to the other terms of this Agreement, Customer shall pay the fees set forth in the Quote ("Pricing"). If Customer exceeds the minutes usage and/or Member count as specified in the Quote, then, Everbridge reserves the right to review the minutes and Member usage from time to time during the Term and to invoice Customer therefor at the current rates and Customer shall pay within 30 days of invoice. Fees for professional services, if applicable, shall be set forth in a SOW. Notwithstanding anything to the contrary in Section 5 or elsewhere in this Agreement, the Pricing shall be automatically increased by five percent (5%) for the first Renewal Term following the Initial Term, and for each successive Renewal Term thereafter.

8. PAYMENT TERMS; TAXES.

8.1 **Payment.** Unless otherwise set forth in Exhibit A, Everbridge shall invoice Customer in advance for the Initial Term and annually in advance for any Renewal Term. All payments, including, without limitation, fees for professional services, shall be made within thirty (30) days from the date of invoice. If any fee is not paid within thirty (30) days after it is due, in addition to any other rights and remedies that Everbridge may have hereunder (including, without limitation, pursuant to Section 6.2), Everbridge reserves the right to charge interest at a rate of one and one-half percent (1½%) per month or the highest rate allowed by Applicable Law, whichever is lower.

8.2 **Taxes.** Unless otherwise provided for in Exhibit A, or in a SOW, as the case may be, Everbridge's Pricing and fees for professional services do not include any local, state, federal or foreign taxes, levies or duties of any nature ("Taxes"). Customer is responsible for paying all Taxes, excluding only taxes based on Everbridge's income. If Everbridge has the legal obligation to pay or collect Taxes for which Customer is responsible under this section, the appropriate amount shall be invoiced to and paid by Customer unless Customer provides Everbridge with a valid tax exemption certificate authorized by the appropriate taxing authority.

9. PROPRIETARY RIGHTS.

9.1 **Grant of License.** Everbridge hereby grants to Customer, during the Term, a non-exclusive, non-transferable right to use the Service, solely for Customer's own internal business purposes, subject to the terms and conditions of this Agreement. Upon suspension of the Service as herein contemplated, or upon termination of this Agreement for any reason, all licensed rights granted to Customer pursuant to this Agreement shall terminate immediately, and Customer shall promptly discontinue all further use of the Service.

9.2 **Restrictions.** Customer will not: (i) copy, modify, port, adapt, translate, localize, reverse engineer, de-compile, disassemble or otherwise attempt to discover the source code of the Software, the Service or any portion thereof for any purposes, including, without limitation, to (x) build a competitive product or service; (y) build a product using similar ideas, features, functions or graphics of the Service; or (z) copy any ideas, features, functions or graphics of the Service; (ii) create derivative works based on the Software, the Service or any portion thereof or merge any of the foregoing with any third party software or services; (iii) remove, obscure or alter any proprietary notices or labels on the Software, or any portion of the Service; (iv) transfer, lease, assign, sublicense, pledge, rent, share, distribute or allow any lien or encumbrance to be placed on the Service or Software or any portions thereof; (v) disclose the results of any performance, functional or other evaluation or benchmarking of the Software or Service; provided, however, Customer may distribute the reports and other data

generated by the Service (excluding any Everbridge intellectual property or confidential information included therein); (vi) use the Software, the Service or any portion thereof to provide services to any third party or for the benefit of any third party, including, without limitation, any entity or individual that markets, distributes or provides notification software or services; (vii) create Internet "links" to or from the Service, or "frame" or "mirror" any content forming part of the Service, other than on Customer's own intranets or otherwise for its own internal business purposes; (viii) use, post, transmit or introduce any device, software or routine which interferes or attempts to interfere with the operation of the Service or the Software; or (ix) permit access to the Software, the Service or any portion thereof by any third party other than Customer's Users who (a) are bound by the terms of a written agreement with Customer which will protect Everbridge and its Intellectual Property Rights in a manner no less protective as the terms hereof and (b) use the Software and the Service solely for the benefit of Customer (each a "Permitted Contractor"). Customer shall be liable to Everbridge for any breach of the terms of this Agreement by any of its Permitted Contractors to the same extent that Customer would be liable hereunder had it committed the same breach.

9.3 **Reservation of Rights.** Other than as expressly set forth in this Agreement, no license or other rights in or to the Everbridge Technology or Intellectual Property Rights therein are granted to Customer, and all such licenses and rights are hereby expressly reserved. In furtherance of, and not in limitation of the foregoing, Everbridge owns all rights, title and interest, including any and all related Intellectual Property Rights, in and to Everbridge Technology and the Service and any suggestions, ideas, enhancement requests, feedback, recommendations or other information provided by Customer or a User, relating to the Service. Customer acknowledges and agrees that Everbridge will retain all right, title and interest to bench marking data, abstracted derivative data, transactional, performance data and metadata (but not to Customer Data) related to use of the Service or the Software and the Service which Everbridge may aggregate, benchmark and collect in such a way as to not allow identification of Customer or a User (including Software use optimization and product marketing), provided that such use does not reveal the identity of Customer or Users or specific Software use characteristics that may be identified to Customer (collectively, the "Transactional Data"). This Agreement is not a sale and does not convey to Customer any rights of ownership in or related to the Service, Everbridge Technology or Intellectual Property Rights owned by Everbridge, *provided, however*, that as between Everbridge and Customer, all Customer Data that is not Transactional Data shall be owned exclusively by Customer.

10. CONFIDENTIAL INFORMATION.

10.1 **Definition; Protection.** As used herein, "Confidential Information" means all confidential and proprietary information of a party ("Disclosing Party") disclosed to the other party ("Receiving Party"), whether orally or in writing, that is designated as confidential or that reasonably should be understood to be confidential given the nature of the information and the circumstances of disclosure, including the terms and conditions of this Agreement (including pricing and other terms reflected herein and in all Order Forms hereunder), the Customer Data, the Service, the Everbridge Technology and Intellectual Property Rights therein, business and marketing plans, technology and technical information, product designs, reports and business processes. Confidential Information (except for Customer Data) shall not include any information that: (i) is or becomes generally known to the public without breach of any obligation owed to the Disclosing Party; (ii) was known to the Receiving Party prior to its disclosure by the Disclosing Party without breach of any obligation owed to the Disclosing Party; (iii) was independently developed by the Receiving Party without breach of any obligation owed to the Disclosing Party; or (iv) is received from a third party without breach of any obligation owed to the Disclosing Party. The Receiving Party shall not disclose or use any Confidential Information of the Disclosing Party for any purpose outside the scope of this Agreement, except with the Disclosing Party's prior written permission. Each party agrees to protect the confidentiality of the Confidential Information of the other party in the same manner that it protects the confidentiality of its own proprietary and confidential information of like kind, but in no event shall either party exercise less than reasonable care in protecting such Confidential Information. If the Receiving Party discloses or uses (or threatens to disclose or use) any Confidential Information of the Disclosing Party in breach of this Section 10, the Disclosing Party shall have the right, in addition to any other remedies available to it, to seek injunctive relief to enjoin such acts, it being specifically acknowledged by the parties that any other available remedies are inadequate. In furtherance of, and not in limitation of anything set forth in this Section 10 or elsewhere in this Agreement, the terms and conditions of this Agreement shall be Confidential Information of Everbridge.

11. WARRANTIES & DISCLAIMERS.

11.1 **Warranties.** Customer represents and warrants that it has the legal power to enter into this Agreement and shall perform the responsibilities required by it pursuant to Section 3.2. By purchasing the Service, Customer authorizes Everbridge to collect, store and process Customer Data subject to the terms of this Agreement. Customer shall ensure that, during use of the Service, Customer shall have a privacy policy that clearly and conspicuously notifies the Members of the way in which Customer Data shall be used. Customer represents and warrants that the collection, storage and processing of such Customer Data, and the use of the Service, as provided in this Agreement, will at all times comply with (i) its own policies regarding privacy and protection of user information; and

(ii) all Applicable Laws, including those related to processing, storage, use, reuse, disclosure, security, protection and handling of Customer Data.

11.2 Disclaimer. Except as expressly provided herein, Everbridge makes no warranty of any kind, whether express, implied, statutory, or otherwise. Everbridge hereby specifically disclaims all implied warranties, including any warranty of merchantability or fitness for a particular purpose, to the maximum extent permitted by Applicable Law.

12. PROFESSIONAL SERVICES. Everbridge may provide professional services to Customer from time to time. Such professional services shall, unless otherwise expressly therein set forth, be provided in accordance with, and subject to, the provisions hereof and any additional terms related thereto which are set forth in a Statement of Work ("SOW").

13. INDEMNIFICATION.

13.1 By Customer. Customer shall defend, indemnify and hold Everbridge harmless against any loss or damage (including reasonable attorneys' fees) incurred in connection with any claims, suits or proceedings ("Claims") arising as a result of a breach of this Agreement.

13.2 By Everbridge. Everbridge shall defend, indemnify and hold Customer harmless from and against any Claim against Customer, but only to the extent it is based on a Claim that the Service directly infringes an issued patent or other intellectual property right of a country in which the Service is actually provided to Customer. If the Service is held to infringe and the use enjoined, Everbridge shall have the option, at its own expense, to procure for Customer the right to continue using the Service; or replace same with a non-infringing service; or modify such Service so that it becomes non-infringing. Everbridge shall have no liability for any infringement of patents, copyrights, or other intellectual property rights resulting from Customer content, use of the Service other than as specified in relevant Everbridge documentation, or use of the Service with products or services not supplied by Everbridge. Everbridge's indemnification obligations hereunder shall not apply to the extent that any warranty claim or demand for indemnification arises as a result of or is caused by (i) any unauthorized use, reproduction, or distribution of the Service or Software; (ii) any use of the Service or Software in combination with other products, equipment, software, or data not supplied by Everbridge; (iii) any use, reproduction, or distribution of any release of the Service or Software other than the most current release made available to Customer, or (iv) any modification of the Service or Software by any person other than Everbridge.

14. LIMITATION OF LIABILITY. In no event shall either Party have any liability to the other Party for any loss of use, interruption of business, or any lost profits, loss of use, costs of procurement of substitute goods or services, or for any indirect, special, incidental, punitive, or consequential damages, however caused and, whether in contract, tort or under any other theory of liability, whether or not the party has been advised of the possibility of such damage. Notwithstanding anything in this Agreement to the contrary, in no event shall Everbridge's aggregate liability, however arising out of or related to this Agreement, whether in contract, tort or under any other theory of liability, exceed amounts actually paid by Customer to Everbridge hereunder during the 12 month period prior to the event giving rise to any liability of Everbridge as contemplated by this Agreement.

15. MISCELLANEOUS.

15.1 Non-Solicitation and Non-Interference. As additional protection for Everbridge's proprietary information, for so long as this Agreement remains in effect, and for one year thereafter, Customer agrees that it shall not, directly or indirectly, solicit, hire or attempt to solicit any employees of Everbridge. In the event that Customer hires any such employee (whether as an employee or consultant or otherwise engages the services of such employee), Customer shall pay to Everbridge an amount equal to 100% of the total first-year compensation which Customer pays such individual as a fee, salary, or other compensation.

15.2 Waiver; Severability. The failure of either Party hereto to enforce at any time any of the provisions or terms of this Agreement, or any rights in respect thereof, or the exercise of or failure to exercise by either Party any rights or any of its elections herein provided, shall in no way be considered to be a waiver of such provisions, terms, rights or elections or in any way to affect the validity of this Agreement. If any of the provisions of this Agreement, or portion thereof, are held invalid or unenforceable, such invalidity or unenforceability shall not affect the remainder of this Agreement. In such event, the Parties shall negotiate, in good faith, a substitute, enforceable provision which most nearly affects their original intent in entering into this Agreement, failing which the Parties agree that the governmental body, arbitrator, or mediator making such determination shall have the power to modify the provision in a manner consistent with its objectives such that it is enforceable, and/or to delete specific words or phrases, and in its reduced form, such provision shall then be enforceable and shall be enforced.

15.3 Assignment. Neither this Agreement nor any rights granted hereunder may be sold, leased, assigned (including an assignment by operation of law), or otherwise transferred, in whole or in part, by Customer, and any such attempted assignment shall be void and of no effect without the advance written consent of Everbridge, such consent not to be unreasonably withheld.

15.4 Governing Law; Attorney's Fees. This Agreement shall be

governed exclusively by the internal laws of the State of California, without regard to its conflicts of laws rules. The state and federal courts located in Los Angeles County, California shall have exclusive jurisdiction to adjudicate any dispute arising out of or relating to this Agreement. Each Party hereby consents to the exclusive jurisdiction of such courts. Each Party also hereby waives any right to jury trial in connection with any action or litigation in any way arising out of or related to this Agreement. If either Party employs attorneys to enforce any rights arising out of or relating to this Agreement, the prevailing Party shall be entitled to recover reasonable attorneys' fees and costs.

15.5 Notices. All notices, consents and approvals under this Agreement must be delivered in writing (i) by courier, or (ii) by certified or registered mail, (postage prepaid and return receipt requested), to the other Party at the address set forth below, and will be effective upon receipt or three business days after being deposited in the mail as required above, whichever occurs sooner. Either Party may change its address by giving notice of the new address to the other Party. Notwithstanding the foregoing, any reports or other deliverables herein set forth or in a Transaction Document may, to the extent practicable, be delivered by Everbridge to Customer by electronic transmission (email) or by facsimile, in addition to the any other means herein provided for. Annual invoices shall be sent to the Customer's contact and address following Customer's signature below.

15.6 No Third-Party Beneficiaries. There are no third-party beneficiaries to this Agreement.

15.7 Entire Agreement. This Agreement, the Exhibits, agreements and documents referenced herein and therein, and the AUP, (the "Transaction Documents") constitute the entire agreement between the Parties and supersedes any and all other agreements and understandings between Everbridge and Customer, whether oral or written, with respect to the subject matter hereof. This Agreement and, except as otherwise herein provided for, the Transaction Documents, shall not be modified or amended in any manner except by a writing signed by authorized representatives of both Parties. Nothing contained in a Transaction Document shall, except as otherwise herein provided for, modify any of the express terms or conditions set forth in this Agreement, and if any provision in a Transaction Document conflicts with a provision of this Agreement, such conflict shall be resolved in favor of this Agreement, unless the provision of such Transaction Document expressly provides otherwise. ANY ALTERATIONS, MODIFICATIONS OR ADDITIONS MADE TO THIS AGREEMENT BY WAY OF ANY DOCUMENTATION, INCLUDING, BUT NOT LIMITED TO, PURCHASE ORDERS OR DELIVERY ACCEPTANCE DOCUMENT(S), ISSUED BY CUSTOMER WITH REFERENCE TO THE SUBJECT MATTER OF THIS AGREEMENT, WILL BE DEEMED COUNTER OFFERS, VOID, AND OF NO FORCE OR EFFECT. ANY ACCEPTANCE OF PAYMENT BY EVERBRIDGE OR RECEIPT OR ACKNOWLEDGMENT BY EVERBRIDGE OF RECEIPT OF ANY SUCH DOCUMENTATION SHALL NOT CONSTITUTE AGREEMENT TO ANY TERMS OR CONDITIONS OTHER THAN THOSE SET FORTH IN THIS AGREEMENT.

15.8 Marketing. Customer agrees to be referenced as an Everbridge customer in a press release within thirty (30) days of the Effective Date. Expenses related to the creation and distribution of this press release will be borne by Everbridge.

15.9 Survival. Sections 1, 3, 4, 5, 6, and Sections 8 through 15 shall survive the expiration or earlier termination of this Agreement.

15.10 Counterparts. This Agreement and any Transaction Document may be executed in one or more counterparts, all of which together shall constitute one original document. In lieu of the original, a facsimile transmission or copy of the original shall be as effective and enforceable as the original. A facsimile or .PDF signature shall be deemed an original for purposes of evidencing execution of this Agreement.

15.11 Export Compliant. Neither party shall export, directly or indirectly, any technical data acquired from the other pursuant to this Agreement or any product utilizing any such data to any country for which the U.S. Government or any agency thereof at the time of export requires an export license or other governmental approval without first obtaining such license or approval.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be duly executed as of the date set forth above.

EVERBRIDGE, INC.

By: _____

Print Name: _____

Title: _____

Date: _____

Address:
505 N. Brand Blvd., Suite 700
Glendale, CA 91203

CUSTOMER: Wasco County 911

By: _____

Print Name: _____

Title: _____

Date: _____

Customer's address for legal notices:

Wasco County 911

511 Washington St Suite 102

The Dalles, OR 97058

Attn: Jeanne Pesicka

Customer's address for billing:

Same as Above

Attn: Jeanne Pesicka

Email address for billing jeannep@co.wasco.or.us

Telephone number: 541-506-2760

Agenda Item
Wasco County Economic Development
Commission Report

- [MCEDD Report](#)

**Wasco County Economic Development Commission
2012 Second Quarter Update and Annual Report for the Wasco County Board of
Commissioners
Presented July 18, 2012**

The following activities are the result of the Wasco County contract with MCEDD for EDC staffing services and occurred in the second quarter of 2012.

EDC Activities

Goal 1: Serve as an information source about and for economic development in Wasco County for use by companies, site selectors, municipalities and other organizations to make strategic decisions.

- The new Oregon site selector website called ExpandInOregon.com has replaced Oregon Prospector. Staff mailed an invitation letter to all owners of industrially-zoned property in Wasco County, excluding The Dalles, to list their property as available on this site through the EDC. Staff received responses from several existing listers to update their listings and two new listings. The new site still includes demographic reports but no longer has workforce data. The need for workforce data has been expressed to the State.
- Staff supported Sherzod Rakhmanov's presentation to the Board on a public GIS website, responding that the project would be in line with the EDC's recommendations for this need and would be a great improvement. Staff will continue to offer EDC assistance as a resource to keep the project moving forward.
- Staff assisted Chair Silver in investigations of an EDC loan fund to support Needs and Issues projects, including development of an application, meetings with several project proponents and research into potential funding sources, such as major foundations in Oregon, state and federal resources. Currently this project is on hold until a funding source can be identified.

Goal 3: Serve as a forum for citizens and businesses to request assistance from the Board of County Commissioners on accomplishing economic development projects and solving economic development problems.

- Staff set up meetings in April in Tygh Valley with a discussion about that community's needs, in May at Polehn Farms with a tour of a typical cherry orchard and packing house operation and in June at Young Life and stops in Antelope and Shaniko to hear about their needs and issues. The EDC's next meeting on July 19 will be at Mosier Grange and will include a tour of Mosier's projects.

Goal 4: Provide assistance as the County Economic Development representative.

- Staff initiated conversations with the Tygh Valley Community Center group to assist them with seeking grants and developing applications for their needed repairs. The total project is roughly \$210,000 to replace the roof, heater, insulation and windows. Staff researched grant options and discussed the need for cash match and project-specific volunteer labor to show community support for the project with the group. They are considering how they would like to proceed. Grants would need to be submitted to several foundations.
- Staff held a meeting on April 10 to discuss a full-time EDC staff position with Chair Silver, Mike Zingg, the City of The Dalles (Nolan Young), the Port of The Dalles (Andrea Klaas) and the County (Tyler Stone). The general next step was to host the Economic Summit to see if there's an expanded role needed in the County.

- Staff helped the EDC plan a summit for organizations involved with economic development in Wasco County on July 10. Over thirty people representing 26 organizations or groups attended to discuss their current top projects and issues, where groups can share resources on similar projects and to touch on barriers to job creation in the County. Organizational summary forms and a project list have been collated and placed on the EDC's website. A survey of attendees was sent to gauge usefulness and interest in a future meeting. A press release was also sent afterwards to The Dalles Chronicle. Many thanks to Wasco County for sponsoring the goodies!
- As the County's economic development representative, staff attended various meetings of the Outreach Team, The Dalles Chamber Economic Development Committee, a PEP special meeting, the Gorge Angel Conference, the Stronger Economies Together meetings, a meeting on the Governor's Regulatory Streamlining and Simplification Project and the League of Oregon Cities Small Cities Support meeting. Staff also attended the Community Survivors 6 conference and training in Everett, WA, April 11-13.

Goal 5: Provide support for existing and new businesses

- Staff has met with Mike Zingg, Amanda Hoey and Bruce Sorte with OSU to discuss a Business Retention and Expansion program for The Dalles/ Wasco County and prepared an overview handout and discussion for the May EDC meeting. Discussion was uncertain about proceeding with a program. Staff has researched other support options and further discussion is planned for the July EDC meeting.
- Staff met with Mike Davis of Tygh Valley to discuss several projects and ideas for the Tygh Valley-Wamic-Pine Hollow section of the County and assisted with follow-up information.

Employment Information

Seasonally Adjusted Unemployment Rates (*Source: Oregon Employment Department*)

	May 2012	April 2010	May 2011
Oregon	8.4%	8.5%	9.5%
Wasco County	8.1%	8.0%	8.6%

With the 2011-12 contract closed June 30, 2012, the following is provided as a review of staffing services in that period.

Annual Review Wasco EDC Staffing Impact

Mid-Columbia Economic Development District provides staffing for the Wasco County Economic Development Commission (EDC) under contract with Wasco County. In this role, MCEDD has provided assistance to various groups in the County seeking funding for projects under the Needs and Issues process, acted as a referral and information source for business interests, and facilitated completion of economic development related initiatives. Assistance during the last year included:

Coordinate Economic Development Commission

EDC staff provides the administrative function for the EDC: setting an annual calendar, scheduling meetings at least quarterly, providing appropriate public notices for meetings, maintaining minutes, developing staff reports, maintaining an effective web presence, handling EDC elections and providing communication with outside parties. The EDC calendar was expanded for 2012 to include almost monthly meetings at more locations around the County.

Industrial Lands

Staff worked with Wasco County GIS to update information about industrial properties in the County and to develop static maps of all industrial and commercial properties in the County, except those in The Dalles. Staff has also worked to determine ways to improve the online GIS system and information available for those seeking commercial and industrial property in the County.

Information Source

The EDC acts as the County's contact for state business recruitment leads and provides responses as appropriate outside of the Port of The Dalles' area. Staff also responds to other business and economic development inquiries that arise. Staff further acts as a representative for the EDC on various groups, local and regional, including The Dalles Chamber Economic Development Committee, The Dalles Community Outreach Team and Columbia Gorge Bi-State Renewable Energy Zone.

Economic Information and County Data

EDC staff updates and maintains the listing of the County's largest employers and compiles and reports data related to the regional economy for the EDC and Commission as requested. Staff also tracks grant resources and opportunities and provides statistical and economic information for those opportunities. In 2011, staff overhauled the EDC's website to provide more useful economic information and zoning maps for prospective and existing businesses.

PubTalk

The EDC co-hosted a PubTalk in The Dalles in September 2011. EDC staff served as site host; securing the location and snacks, booking a keynote speaker, advertising and completing other logistical activities. The event was well attended by about 50 people and several businesses pitched to the audience for funding.

Strategic and Business Planning

The EDC annually updates the County Economic Development Strategic Action Plan (SAP) and provides support to other entities in the County to support effective strategic planning. In 2011, EDC staff worked on a more thorough overhaul of the County's SAP with clear goals, strategies, tasks and deadlines to inform and prioritize the 2012 work of the EDC. Also in 2011, EDC staff worked with the Maupin Economic Development Task Force to develop an Economic Development Strategic Action Plan which resulted in the City funding a part-time position in 2012. Staff also developed a summit for organizations involved with economic development in Wasco County to increase collaboration amongst groups. EDC staff also works with local organizations in project development and business plan development as needed.

Needs and Issues

The EDC's work is informed by the annual Needs and Issues process; project information submitted through the process helps keep the EDC apprised of needs in the County that staff can connect with potential funding sources. Additionally, the prioritization of Needs and Issues projects helps focus the EDC's work on the top needs in the County. EDC staff assisted with a revolving loan fund concept in early 2012 and researched funding options to serve projects on the annual inventory.

- City of Dufur: Provided grant and loan information to help the City of Dufur determine funding options to construct a new fire hall (2011). The City has decided not to move forward at this time.
- Wamic Water and Sanitary Authority: Provided grant and loan information to help the Wamic Water and Sanitary Authority determine funding options to construct a new water storage system (2011). The Authority has decided not to move forward at this time.
- Tygh Valley and Wamic Community Centers: Provided grant and loan information to help both the Tygh Valley and Wamic communities identify funding options to remodel their community centers. Discussions are continuing on assistance with submittal of grant applications.

-respectfully submitted by Jessica Metta, EDC Staff