This document was prepared under a grant from the US Department of Homeland Security. Points of view or opinions expressed in this document are those of West Lane Emergency Operations Group (WLEOG) and do not necessarily represent the official position or policies of the Federal Emergency Management Agency’s Grant Programs Directorate (GPD) or the U.S. Department of Homeland Security.
Preface

The West Lane Emergency Operations Group (WLEOG) is based on an intergovernmental agreement to establish emergency operations in Western Lane County between the City of Florence, Dunes City, the Port of Siuslaw, Siuslaw Valley Fire and Rescue District, Western Lane Ambulance District, Mapleton Fire Department, Peace Health, and the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians Police Department.

This Emergency Operations Plan (EOP) is an all-hazard plan that describes how the West Lane Emergency Operations Group (WLEOG) will coordinate, manage, and respond to emergencies and disasters in the community. The WLEOG EOP defines the responsibilities, authority, and role of the WLEOG member agencies during an overwhelming and/or catastrophic incident. The EOP ensures that WLEOG member agencies are able to mobilize as a unified emergency organization to safeguard the safety and wellbeing of residents and visitors in the WLEOG area of service.

This EOP is based on, and is compatible with county, state, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8 (PPD-8), the National Response Framework (2013), Lane County and Oregon Office of Emergency Management plans. The EOP is compliant with the National Incident Management System (NIMS), and incorporates the principles set forth in the Comprehensive Preparedness Guide (CPG) 101 v. 2.

The WLEOG EOP provides a framework for coordinated response and recovery activities during an incident that overwhelms normal operations. The plan describes how various agencies and organizations in the WLEOG area of service will coordinate resources and activities with other county, state, tribal, federal, non-governmental organizations, the private sector, and the community.

The EOP is designed to be flexible, adaptable and scalable. It articulates the roles and responsibilities among local, state and federal emergency officials. This document supersedes previous versions. The EOP includes the Basic Plan and supplemental documents that will provide more detailed information to assist WLEOG member agencies and others in implementing the EOP.

The WLEOG EOP is always in effect. The plans and operational procedures within the EOP are executed on an as-needed basis as determined by the WLEOG member agencies and/or the Emergency Operations Center Manager. The authority to execute this plan has been delegated to the WLEOG Policy Council comprised of representatives from each member agency.
Letter of Promulgation

To all Recipients:

Promulgated herewith is the Emergency Operations Plan for the West Lane Emergency Operations Group (WLEOG). This plan supersedes any previous plans. It provides a framework within which the WLEOG member agencies shall plan and perform their emergency functions during a disaster or national emergency.

This Emergency Operations Plan provides a comprehensive approach for WLEOG to establish an effective framework to be prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the West Lane area.

Focused on response and short-term recovery activities, this Emergency Operations Plan defines policies and procedures for how the WLEOG member agencies will conduct emergency operations. The plan identifies key roles and responsibilities, defines primary and support roles of WLEOG member agencies and departments, outlines the steps for coordination with response partners, and establishes a collaborative framework that is consistent with the National Incident Management System.

This plan has been reviewed by the WLEOG Policy Council and approved by applicable WLEOG partner agency decision makers. It will be revised and updated as required. All recipients are requested to advise the WLEOG Emergency Operations Center (EOC) Manager of any changes that might result in its improvement or increase its usefulness.
Record of Changes

The WLEOG Emergency Operations Center (EOC) Manager will coordinate review, revision, and re-promulgation of this plan every two years or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive components to the Basic Plan will be discussed with the WLEOG Policy Council before the EOC Manager implements the change in the plan.

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Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The EOC Emergency Manager is ultimately responsible for dissemination of plan updates. Copies of the plan will also be maintained at the Emergency Operations Center and posted online at [http://wleog.org](http://wleog.org).

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Emergency Operations Plan Review Assignments

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

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BASIC PLAN
1. Introduction

1.1 General

The WLEOG Emergency Operations Plan (EOP) was developed to ensure a coordinated and effective response to any significant hazard(s) that might threaten Western Lane County. The WLEOG EOP is a multi-discipline, all-hazards plan that establishes a framework for managing and coordinating protection, prevention, mitigation, response, and recovery activities to increase stakeholder capabilities to minimize loss of life and reduce impacts from disasters.

The objective of the EOP is to reduce the possible consequences of the emergency by preventing loss of life and injuries, reducing damage to infrastructure, building, and homes, and accelerating the resumption of normal daily life activities. The WLEOG EOP incorporates the following planning concepts to develop a comprehensive program for emergency management in the West Lane area:

Mitigation: Efforts to reduce the loss of life and property by lessening the impact from natural, technological, and man-made hazards thus reducing the risk and vulnerability before a disaster occurs.

Preparedness: Activities ensure residents and visitors are ready to react promptly and effectively during an emergency. Preparedness activities include: obtaining information on hazards in the area, planning to prepare an organized response to emergencies, providing disaster preparedness training for emergencies, conducting emergency drills and exercises to test plans and training effectiveness.

Response: Includes those actions that must be carried out when an emergency exists or is imminent. Activities include: notifying key officials and warning the public of emergency situations, activating emergency facilities, mobilizing, deploying, and employing personnel, equipment, and supplies to resolve the emergency situation, and providing emergency assistance to the affected population.

Recovery: Consists of short and long-term operations. Short-term recovery operations restore vital services, such as electrical power, water, and sewer systems, clear roads in affected areas, and provide emergency assistance to disaster survivors. Disaster relief programs to help restore the personal, social, and economic wellbeing of private citizens are administered by non-profit disaster relief and charitable organizations, and local, state, and federal disaster relief programs. Long-term recovery focuses on restoring communities to a state of normality by assisting property owners in repairing or rebuilding their homes and businesses and assisting partnering agencies, school districts, and other public non-profit agencies in restoring or reconstructing damaged infrastructure.

Catastrophic Planning: WLEOG member agencies operate within the West Lane coastal area. This area is within the Cascadia Subduction Zone seismic and tsunami event horizon. This EOP will include catastrophic planning strategies. In a catastrophic disaster, simply providing the same response faster or increasing the amount of resources will not be sufficient to ensure a quick and efficient response. Due to their size and magnitude, catastrophic disasters require local, state, and federal agencies to handle situations in ways that have not been traditionally used in the past.

Not all emergencies are catastrophic in nature. The WLEOG EOP defines a catastrophic disaster as one that results in the following:
• An extraordinary level of required capabilities beyond the regional, state, or national capacities.
• A large number of causalities.
• Extensive damage to or disruption of critical infrastructure.
• Significant dislocation of the West Lane area population from their communities of origin and/or visitors to the area.
• Substantial degradation of the West Lane environment.
• Destabilization of West Lane economies.
• Instability of one or more local governments.

No guarantee of a perfect response system is expressed or implied by this plan, implementation instructions, or procedures. While the WLEOG member agencies will respond to emergencies to the utmost of their abilities, it is possible that some natural or technological disasters may overwhelm WLEOG resources. While recognizing this possibility, this plan is designed to support WLEOG member agencies to fulfill their response function to their optimal capacity.

1.1.1 Whole Community Planning

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

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

1.2 West Lane Emergency Operations Group (WLEOG)

The West Lane Emergency Operations Group (WLEOG) is comprised of the following member agencies: City of Florence, Dunes City, the Port of Siuslaw, Siuslaw Valley Fire and Rescue District, Western Lane Ambulance District, Mapleton Fire Department, Peace Harbor Medical Center, and the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians Police Department. A representative from each member agency comprises the WLEOG Policy Council.

The purpose of WLEOG is to coordinate emergency planning, preparedness, response, and recovery activities of participating emergency providers in West Lane County through the following activities:

• Work with all entities, public and private, who expect to play a role in emergency preparedness and emergency response within West Lane County;
• Assist members in reviewing and updating their emergency plans and develop emergency response plans for underserved areas within the Area;
• Improve local emergency preparedness by taking an active role in public education and community awareness;
• Improve emergency response activities through such activities as training, coordinating response assignments, coordination of mutual aid plans and agreements, and designation of persons and agencies responsible for directing emergency response to include an Emergency Management Coordinator;
• Improve emergency recovery activities through the coordination of emergency declaration responsibilities;
• Extend the benefits of membership to other entities, including private parties, that are able to assist and contribute to the goal of improved emergency operations in the Area; and
• Acquire tangible and intangible assets and take other actions as are deemed necessary to fulfill the purposes of the Group.

The WLEOG member agencies area of response aligns with the Western Lane Ambulance District as illustrated in the map below.

Map 1: West Lane Emergency Operations Group Area of Response (AOR)
1.3 Purpose and Scope

1.3.1 Purpose

The purpose of the WLEOG Emergency Operations Plan (EOP) is to outline the framework for local coordinated response and efficient use of WLEOG resources during emergencies and major disasters. Through this EOP the WLEOG member agencies shall support the following objectives:

- Develop an all-hazards planning approach that will be used for all threats to, emergencies and/or disasters that may impact West Lane.
- Create the general framework of planning for preparedness, response, recovery and mitigation activities for the West Lane area.
- Reduce the vulnerability of people and their communities, including the loss of life or injury and damage and loss of property resulting from natural, technological, and man-made disasters, by developing effective preparedness, response, recovery and mitigation plans.
- Describe the WLEOG’s role in supporting West Lane stakeholders during an emergency or disaster.
- Describe the coordination and collaborative activities between WLEOG member agencies, county state and federal relationship during an emergency or disaster.
- Describe the types of disasters that are likely to occur and affect West Lane, from local emergencies to minor, major or catastrophic disasters.
- Describe the actions that the WLEOG member agencies will initiate, in coordination with county, state, and federal counterparts, as appropriate, regardless of the magnitude of the disaster.
- Describe the mechanisms to deliver immediate assistance, including direction and control of WLEOG assets during response and recovery activities.
- Create a system that integrates, adopts, and applies (where applicable) the tenets of the National Incident Management System (NIMS) to ensure its interface with the National Response Framework (NRF) to maximize the integration of incident-related preparedness, response, recovery, and mitigation activities.

1.3.2 Scope

The EOP is implemented whenever the WLEOG member agencies must respond to an emergency incident or planned event whose size or complexity is beyond routine operations. The EOP shall be implemented based on authorizations and policies established in the WLEOG Intergovernmental Agreement. Once the WLEOG is activated the following directives shall be implemented:

- Coordinate with county and state stakeholders planning, preparedness, response, and recovery activities.
- Coordinate with county and state stakeholders essential services for the population residing and/or visiting in the WLEOG Area of Response (AOR).
- Coordinate with county and state stakeholders response and recovery activities for the WLEOG Area of Response (AOR).
- Coordinate with county and state stakeholders economic and social recovery activities for West Lane.
1.4 Plan Activation

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

- Incidents in or affecting West Lane
- Health emergencies in or affecting West Lane
- Non-routine life-safety issues in or affecting West Lane

An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The WLEOG Policy Council, Incident Commander, or EOC Manager may implement the EOP as deemed appropriate for the situation.

1.5 Plan Organization

The EOP is developed on the premise of an all-hazard planning approach. All-hazards planning is based on the premise that the consequences of disasters are the same regardless of the hazard, and most of the functions performed during emergency situations are not hazard-specific. Hence, the most efficient approach is to plan in some detail for the tasks required to carry out basic emergency functions that may have to be executed whether a disaster is caused by a natural, technological, or man-made hazard.

The EOP structure is consistent with the Comprehensive Preparedness Guide (CPG) 101 v. 2, framework and is composed of the following main elements:

- **Basic Plan**: Describes the process for preparedness, response, recovery and mitigation activities of WLEOG member agencies, county, state, tribal, federal, private sector, non-governmental organizations.
- **Emergency Support Function (ESF) Annex**: This series of appendices describe the 18 ESFs, which serve as the primary mechanisms for providing resource assistance to WLEOG.
- **Support Annexes**: These annexes address the unique aspects of how WLEOG supports incident-specific emergencies and disasters.
- **Incident Annexes**: Addresses incident specific aspects of how the WLEOG will support an emergency and/or disaster.

1.5.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the WLEOG’s emergency management structure. It serves as the primary document outlining roles and responsibilities of WLEOG member agencies, elected officials, county, state, and federal agencies as well as other emergency stakeholders. Specifically, the Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency powers.
- Hazards and threats facing the community, including planning situations and assumptions based on the WLEOG’s response capabilities.
- Roles and responsibilities for the WLEOG member agencies and key emergency stakeholders.
• Concept of operations framework defines the method the WLEOG will conduct emergency operations and coordinate with other agencies and jurisdictions.

• The WLEOG emergency response structure, including activation and operation of the WLEOG EOC and implementation of ICS.

• The WLEOG member agencies protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.5.2 Emergency Support Function Annexes

Annexes are the parts of the EOP that begin to provide specific information and direction. To facilitate effective operations, the WLEOG EOP adopts a functional approach that groups the type of assistance to be provided by the 18 Emergency Support Functions (ESF). In the event of an incident where WLEOG member agencies resource capabilities are limited or exhausted, each ESF annex defines escalation procedures and protocols for requesting resources and seeking additional support from county, state, and federal agencies as well as other emergency stakeholders.

Table 1: Emergency Support Functions

<table>
<thead>
<tr>
<th>ANNEX</th>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 1</td>
<td>Transportation</td>
</tr>
<tr>
<td>ESF 2</td>
<td>Communications</td>
</tr>
<tr>
<td>ESF 3</td>
<td>Public Works</td>
</tr>
<tr>
<td>ESF 4</td>
<td>Firefighting</td>
</tr>
<tr>
<td>ESF 5</td>
<td>Information and Planning</td>
</tr>
<tr>
<td>ESF 6</td>
<td>Mass Care</td>
</tr>
<tr>
<td>ESF 7</td>
<td>Resource Support</td>
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<tr>
<td>ESF 8</td>
<td>Health and Medical</td>
</tr>
<tr>
<td>ESF 9</td>
<td>Search and Rescue</td>
</tr>
<tr>
<td>ESF 10</td>
<td>Hazardous Materials</td>
</tr>
<tr>
<td>ESF 11</td>
<td>Food and Water</td>
</tr>
<tr>
<td>ESF 12</td>
<td>Energy</td>
</tr>
<tr>
<td>ESF 13</td>
<td>Military Support</td>
</tr>
<tr>
<td>ESF 14</td>
<td>Public Information</td>
</tr>
<tr>
<td>ESF 15</td>
<td>Volunteers and Donations</td>
</tr>
<tr>
<td>ESF 16</td>
<td>Law Enforcement</td>
</tr>
<tr>
<td>ESF 17</td>
<td>Agriculture and Animal Protection</td>
</tr>
<tr>
<td>ESF 18</td>
<td>Business and Industry</td>
</tr>
</tbody>
</table>
1.5.3 Support Annexes

Support Annexes (SA) describe how WLEOG member agencies, county, state, and federal entities, the private sector, volunteer organizations, and non-governmental organizations will coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management.

The organization of Support Annexes parallels that of the Basic Plan and each are developed to align with all annexes within the plan. The type and scope of an incident will dictate which Support Annex will be implemented. The action 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 following table is a list of support annexes that address core functions that warrant specific operational and coordination and may require specific actions be taken during emergency response.

<table>
<thead>
<tr>
<th>ANNEX</th>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA – 1</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>SA – 2</td>
<td>Debris Management</td>
</tr>
<tr>
<td>SA – 3</td>
<td>Fatality Management</td>
</tr>
<tr>
<td>SA – 4</td>
<td>Communication</td>
</tr>
<tr>
<td>SA – 5</td>
<td>Fire and Rescue</td>
</tr>
<tr>
<td>SA – 6</td>
<td>Medical Services</td>
</tr>
<tr>
<td>SA – 7</td>
<td>Law Enforcement</td>
</tr>
<tr>
<td>SA – 8</td>
<td>Public Works</td>
</tr>
<tr>
<td>SA – 9</td>
<td>Public Information</td>
</tr>
<tr>
<td>SA – 10</td>
<td>Damage Assessment</td>
</tr>
</tbody>
</table>
1.5.4 Incident Annexes

Incident Annexes (IA) establishes the context and overarching strategy for implementing and coordinating an accelerated and proactive response to an incident specific emergency.

The organization of Incident Annexes parallels that of the Basic Plan and each are developed to align with all annexes within the plan. The type and scope of an incident will dictate which Incident Annex will be needed. The action described in the Incident Annexes are limited to particular types of events but are overarching in nature and applicable to nearly every type of incident.

Table 3: Incident Annex

<table>
<thead>
<tr>
<th>ANNEX</th>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>IA - 1</td>
<td>Active Shooter</td>
</tr>
<tr>
<td>IA - 2</td>
<td>Coastal Lane County Cascadia Subduction Zone (CSZ) Annex</td>
</tr>
</tbody>
</table>

1.6 Relationship to Other Plans

**Relationship to Local Emergency Operations Plans:** The EOP incorporates each WLEOG member agencies plans and policies for coordination with local efforts concerning natural, technological, and man-made disasters and the effective integration of local stakeholder support.

**Relationship to County Plans:** The WLEOG EOP is supported and aligned with the Lane County Emergency Operations Plan (2012) and the Lane County Hazard Mitigation Plan (2012). Such plans are incorporated into the WLEOG EOP by reference.

**Relationship to State Plans:** The WLEOG EOP is supported by a number of specialized state plans such as the Oregon Emergency Operations Plan (2014); Cascadia Subduction Zone Catastrophic Operations Plan (2012); and the State of Oregon Recovery Plan (2014). Additional plans have been incorporated into the WLEOG EOP where appropriate.

**Relationship to Federal Plans:** The WLEOG EOP provides for integration of response and resource operations with the federal agencies responding to emergency situations in Oregon at the request of the Governor. This plan is supported by the National Response Framework (2013); the National Disaster Recovery Framework (2011); and documentation regarding procedures of the National Incident Management System and the Incident Command System.

1.7 Legal Authorities

The purpose of the West Lane Emergency Operations Group (WLEOG) Intergovernmental Agreement is to form an intergovernmental entity that shall operate under the direction of representatives from entities which have agreed to the terms and conditions of the agreement to, ‘coordinate the emergency planning,
preparedness, response and recovery activities of participating emergency providers in West Lane County.’

This plan is issued in accordance with the West Lane Emergency Operations Group Intergovernmental Agreement (2014). The WLEOG agreement is based on the following authorities:

- ORS 190.010 provides that units of local government may enter into agreements with one another for the performance of any or all functions and activities that a party to the agreements, its officers or agents, have authority to perform.
- ORS 190.110 provides that units of local government may also cooperate with an American Indian tribe or agency of an American Indian tribe.

Based on the agreement the WLEOG member agencies shall operate in the following way:

- This Agreement does not irrevocably assign or otherwise reduce the members’ powers or authority with regard to emergency operations.
- The Group is not authorized pre or post disaster to create an obligation or debt to be paid by any member.
- No member shall be liable to pay any obligation or debt of the Group or compensate any entity for a loss that may result from an action of the Group.
- The debts, liabilities and obligations of the Group shall not, be assigned to the parties to this agreement, either jointly or severally.
- Members of the Group retain full authority to amend this Agreement, and individual members may adopt, any legislation required as a prerequisite for any action by the Group.

The following authorities may be consulted for further advice and guidance. Other than those references and authorities that have the inherent force and effect of law, this Plan is not intended to incorporate them by reference.

**1.7.1 Local Authorities**

**City of Florence**

FCC Title 1, *City Council Authorities and Emergency Contracts*, Chapters 8-9, et al


FCC Title 6-7, *Police Regulations*, et al

FCC Title 8, *Public Ways and Property*, et al

FCC Title 9: *Utilities*, et al

FCC Title 10, *Land Zoning*, et al

**Dunes City**

Ordinance 188, *West Lane Emergency Group*, et al

Basic Plan, Page 9
Western Lane Ambulance District
Lane County Ordinance, Lane County Ambulance Service Area Plan, et al.

Siuslaw Valley Fire and Rescue District
City of Florence Ordinance 15, 2011, Annexation into Siuslaw Valley Fire and Rescue District

Port of Siuslaw
Florence City Code (FCC), et al

PeaceHealth Peace Harbor Medical Center
Peace Harbor Medical Center Procedures and Protocol

Confederated Tribes of Coos, Umpqua, and Siuslaw Indians
Tribal Code, Title 1- General Provision Tribal Police, Chapters 1-3

Mapleton Fire Department
Mapleton Fire Department Procedures and Protocols

1.7.2 County Ordinances
- Lane Manual Chapters 3.044(5) and 54 as amended.
- Ordinances and Emergency Operations Plans of municipalities within Lane County
- Board of County Commissioners Resolution and Order No. 05-9-13-12, In the Matter of Adopting a Revised Emergency Operations Plan for Lane County and the National Incident Management System (NIMS)

1.7.3 State Statutes
- Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management
- Oregon Revised Statutes (ORS) 279B.080 – Emergency Procurements
- ORS 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
- ORS 401 Emergency Management and Services
- ORS 402 Emergency Mutual Assistance Agreements
- ORS 403 Public Safety Communications System
- ORS 404 Search and Rescue
- ORS 431 State and Local Administration and Enforcement of Health Laws
- ORS 433 Disease and Condition Control; Mass Gatherings; Indoor Air
- ORS 476 State Fire Marshal; Protection From Fire Generally
- ORS 477 Fire Protection of Forests and Vegetation
1.7.4 Federal Law and Policy

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

1.7.5 Mutual Aid Agreements

State Revised Statue (ORS 402.010 and 402.015) authorizes the state, counties, and cities to enter into cooperative assistance agreements for reciprocal emergency aid and resources. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.8 Emergency Powers

1.8.1 General

A local declaration by the WLEOG Policy Council based on the WLEOG Intergovernmental Agreement, local city codes, county ordinances, and Oregon Revised Statutes, allows for coordination and flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations to meet immediate needs based on internal policies for each WLEOG member agency.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreements.
- Implementing resource requests for county assistance to augment local resources and capabilities.
1.8.2 Local Disaster Declaration Process

Local emergency and public works personnel, volunteers, humanitarian organizations, and other private interest groups provide emergency assistance to protect the public's health and safety and to meet immediate human needs. Cities are responsible for the direction and control of their community’s resources during emergencies and for requesting additional resources. The declaration process starts locally and moves through the county as a result of an overwhelming incident to acquire State or Federal disaster assistance. The local jurisdiction that is affected by the incident will communicate the following information to the Lane County Emergency Manager:

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

The West Lane Emergency Operations Policy Council member agencies shall supply the EOC Manager with situational information regarding their agency’s operational and resource status for the declaration process. Any incorporated and/or unincorporated area that resides within the WLEOG area of service may develop a local disaster declaration and move it through to the County without contacting the WLEOG EOC, as is their right as a local municipality. The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changing situation. The following individuals are authorized designees to process and communicate a WLEOG local declaration to the County Emergency Manager:

- City of Florence City Manager
- Dunes City Administrator
- Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians Police Chief
- Any incorporated and/or unincorporated area that wishes to declare an emergency and/or disaster for their jurisdiction

1.9 Continuity of Operations

Each WLEOG member agency is responsible for pre-identifying staff patterns showing a line of succession in case of management absence to ensure the continuity of life sustaining and life saving operations. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. Executive staff will provide guidance and direction to staff regarding priorities for maintaining continuity of government, if applicable, as well as delivering essential services following an emergency or catastrophic incident.
1.9.1 Preservation of Vital Records

Where applicable, all WLEOG member agencies will identify and preserve vital records essential to executing emergency operations including: vital records inventory, current call down list, necessary keys and codes, list of primary and alternative facilities, and the WLEOG EOP.

Each member agency shall provide for the protection, accessibility, and recovery of the agency’s vital record systems and equipment. This data includes rights and interests records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impact the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency primary missions.

1.9.2 Designation of Essential Workers

Each WLEOG member agency executive shall develop and discuss with workers a departmental policy outlining the criticality of that employee's work under emergency conditions. Each employee shall be made aware of the agency’s needs and expectations during emergency conditions. Even though a specific job may not need to be done during emergencies, that employee may be reassigned to support emergency operations and, therefore, be designated as essential.

1.10 Administration and Logistics

1.10.1 Financial Management

When this plan is activated, the WLEOG member agencies will likely find it necessary to redirect funds to effectively respond to the incident. Each WLEOG member agency retains their autonomy to redirect and/or manage their agency’s funds at any given time regardless if the WLEOG Intergovernmental Agreement is activated. If, after assessment, the WLEOG Policy Council determines it is beneficial to redirect and/or co-mingle funds based on the severity of the incident it requires an unanimous vote of each WLEOG Policy Council members.

The WLEOG Finance Section Chief is responsible for coordinating with WLEOG member agencies finance administrators to ensure expenditures are processed and resources are tracked for reimbursement for the incident. WLEOG member agencies are responsible for tracking their own expenditures for resource tracking and reimbursement. The Finance Section Chief, following a WLEOG activation, will undertake the following measures and activities:

- Coordinate with WLEOG member agency’s finance administrators to ensure expenditure tracking.
- Execution and maintenance of documentation related to the purchase of equipment, services, and commodities by the WLEOG member agencies to meet the response and recovery needs of the community.
- Maintain, document, and track personnel overtime and compensatory time. Arrange and track travel accommodations for personnel deployed into the impact area.
• Process documents to ensure expeditious employment of additional response and recovery personnel to meet the staffing requirements of the incident.
• Ensure there is sufficient budget authority and funds to compensate for response costs.
• Identify and track all eligible federal costs incurred during and after the event for reimbursement by FEMA.

1.10.2 Legal Support and Liability Issues

The WLEOG member agency’s elected body and/or legal counsel will provide legal support before, during, and after an emergency. Advising the WLEOG Policy Council regarding the emergency powers of member agencies and necessary procedures for invocation of measures for the following:

• Implement wage, price, and rent controls
• Establish rationing of critical resources
• Establish curfews
• Restrict or deny access
• Specify routes of egress
• Limit or restrict use of water or other utilities
• Remove debris from publicly or privately owned property
• Advise the WLEOG Policy Council in determining the method to pursue critical objectives while minimizing potential exposure.
• Prepare and recommend local legislation to implement emergency powers when required.
• Advise WLEOG Policy Council and/or elected officials regarding record keeping requirements and other documentation necessary for exercising emergency powers.

Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the WLEOG member agencies.
2. **Situation and Planning Assumptions**

2.1 **Situation**

The primary goal of emergency management is to ensure readiness to respond and recover from the many consequences that can be generated by a disaster, whether natural, technological or man-made. The Lane County Hazard Mitigation Plan (2012), Section 3 (Hazard Assessment), contains a detailed risk assessment of the County’s hazards and vulnerabilities. Additionally, the Oregon Hazard Mitigation Plan (2015) specifically defines the Cascadia Subduction Zone (CSZ) hazard and risk assessment for coastal Lane County area. The Lane County and the Oregon Hazard Mitigation Plans are the chief hazard assessment used for local disaster planning and are considered to be the primary references for the hazard section of the WLEOG EOP.

Due to western Lane County’s unique coastal geography, the area is vulnerable to many natural hazards, including earthquakes, tsunamis, drought, flooding, high velocity wind, snow and ice, wildfires, and landslides. West Lane is vulnerable to freezing temperatures, coastal erosion, and biological hazard(s); which will have a direct impact on the local economy and the tourism industries. Technological hazard are those that are a direct result of the failure of a man-made system or the exposure of a population to a hazardous material. The West Lane area is vulnerable to hazardous material incidents, mass communication failure, major power disruptions, coastal oil spills, and critical infrastructure disruption failure, amongst others. Finally, man-made hazards include terrorist attacks, including single or multiple armed shooters as well as cyber attacks against the local government, WLEOG member agencies, and businesses.

2.1.1 **Coastal Hazards**

*Coastal Hazards:* The West Lane coastal area is increasingly threatened by wave-induced erosion, wave run-up and overtopping, wind-blown sand, and coastal landslides. Development in low-lying areas subject to erosion or adjacent to estuaries is of particular concern to the area.

*Drought:* The region is affected by drought to a lesser extent than other areas in the state. While uncommon, when they do occur they can be problematic—impacting community water supplies and creating forest conditions conducive to wildfire.

*Earthquakes and Tsunamis:* Three types of earthquakes affect coastal Lane: shallow crustal events, deep intra-plate events within the sub-ducing Juan de Fuca plate, and the offshore Cascadia fault. The Cascadia Subduction Zone (CSZ) is the primary earthquake hazard for coastal communities. The return rate for this type of catastrophic event is 530 years. The probability of such an event occurring in the next 50 years is 37-43%.

Tsunamis may take the form of distant or local events. The CSZ earthquake and local tsunami event have the potential to affect the entire coastline through severe ground shaking, liquefaction of fine-grained soils, landslides and flooding.

*Floods:* The West Lane area is impacted by riverine flooding, tsunami flooding, and ocean flooding from high tides and wind-driven waves. Low lying areas adjacent to bays or the ocean are more susceptible to
flooding, which can be intensified by high tides. Western Lane coastal areas are considered vulnerable to riverine flood damage because the area is more densely populated and has more of the region’s infrastructure. Local highways are susceptible to wave action because of their location and geology.  

**Landslides:** Landslides can occur throughout the county, though more tend to occur in areas with steeper slopes, weaker geology, and higher annual precipitation. High incidences of landslides occur along the coast and coastal range mountains. Rain-induced landslides can occur during winter months; and earthquakes can trigger landslides at any time. Highway 101, principal roadways, and rail lines are exposed to landslides. Landslides have the potential to cause injuries and fatalities along these transportation systems. Landslides can also sever transportation systems, causing temporary but significant economic damage regionally and beyond.  

**Volcanic Activity:** Though the volcanic Cascade Range is outside the region, there is some risk that volcanic ash fall, lahars, and mudflows may impact communities within West Lane following a volcanic event.  

**Wildfires:** Though cool moist weather makes the West Lane area less susceptible to wildfire than some other areas in the state, some of the largest fires have occurred in coastal communities. Wildfire events typically take place in late summer. Areas with high levels of dry vegetation (gorse, timber, etc.) are most susceptible to wildfire.  

**Windstorms:** In general, winds generated offshore and traveling inland in a northeasterly direction can create windstorms on the coast. Windstorms affect the region annually, especially between October and March. They can impact the West Lane area’s building structure, utilities, tree-lined roads, transmission lines, residential parcels, and transportation systems along open areas such as the coastline, and grasslands.  

**Winter Storms:** Colder weather, snow, ice, sleet, higher precipitation, and high winds can impact West Lane annually. Heavy ice can down trees causing widespread power outages and road closures that can isolate communities.  

**Climate Change:** Oregon Emergency Management research shows that sea levels and wave heights along the Oregon Coast are rising and are expected to increase coastal erosion and coastal flooding. In addition, climate models project warmer drier summers and a decline in mean summer precipitation for Oregon. Coupled with projected decreases in mountain snowpack due to warmer winter temperatures, the region is expected to be affected by an increased incidence of drought and wildfire. Furthermore, flooding and landslides are projected to occur more frequently throughout western Oregon. West Lane coastal regions can expect greater risk of flooding in certain basins including an increased incidence of magnitude and return intervals. Landslides in western Oregon are strongly correlated with rainfall, so increased rainfall in particular in extreme events will likely trigger increased landslides. While winter storms and windstorms affect the western coastal areas, there is insufficient research about changes in the likelihood of the incidence of either due to changing climate conditions in the Pacific Northwest.
2.1.2 Geographic Profile

Lane County is one of only two counties in Oregon that reaches from the Pacific Coast to the crest of the Cascades. Lane County is located in western Oregon and covers about 4,554 square miles. The geography, topography, climate, and other natural attributes such as vegetation vary markedly through the county.

Map 2: Map of Lane County, Oregon

The Coast Region is in the western portion of Lane County and is characterized by rocky beaches, sand dunes and other coastal features. Stretching along Oregon’s Pacific border, this coastal region is known for wet winters, relatively dry summers and mild temperatures throughout the year.

This region is the only portion of Lane County subject to coastal hazards such as storm surge flooding and tsunamis. Occasional strong winds strike the area, usually in advance of winter storms. Wind speeds can exceed hurricane force, and in rare cases have caused significant damage to structures or vegetation. Damage is most likely to occur at exposed coastal locations, but it may extend into inland valleys as well. Such events are typically short-lived, lasting less than one day.

Normal annual precipitation is between 65 to 90 inches. The highest monthly precipitation values for the coast occur in the winter months of November, December, and January. Freezing temperatures at the coast are rare. The months of July, August, and September tend to be the warmest, but average summer temperatures are only about 15 degrees above the coldest months January-March.
The Coast Range stretches the full length of the state and is heavily forested with peaks ranging from 2,000 to 5,500 feet above sea level. This area experiences heavy rainfall as a result of moist air masses moving off the Pacific Ocean onto land, especially during the winter months. Spots high on the west slopes of the range may get over 100 inches of rain annually. Snowfall in the Coast Range is minimal, usually only one to three inches annually.

The West Lane Emergency Operations Group (WLEOG) Intergovernmental Agreement defines the area of services as the Western Lane Ambulance Service District boundaries. The Western Lane Ambulance District covers 900 square miles and is comprised of incorporated and unincorporated areas.

The WLEOG areas of service are geographical bounded as illustrated in Table 4.

<table>
<thead>
<tr>
<th>BOUNDARY</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Boundary</td>
<td>Hwy 101 at MP 173.0</td>
</tr>
<tr>
<td>Southern Boundary</td>
<td>Hwy 101 at MP 198.5</td>
</tr>
<tr>
<td>Northeastern Boundary</td>
<td>Hwy 36 at MP 23</td>
</tr>
<tr>
<td>Eastern Boundary</td>
<td>Hwy 126 at MP 29.0</td>
</tr>
<tr>
<td>Southeastern Boundary</td>
<td>Siuslaw River Road prior to Burntwood Creek</td>
</tr>
<tr>
<td>Western Boundary</td>
<td>Pacific Ocean</td>
</tr>
<tr>
<td>Mutual Aid Boundary</td>
<td>Hwy 101 to Yachats from MP 173 to MP 169</td>
</tr>
</tbody>
</table>

2.1.3 Demographic Profile

Based on the 2014 U.S. Census Estimation Survey the population of Lane County was 358,337. Historically, 80% of the burden following a disaster falls on the public of which a disproportionate is placed upon vulnerable populations. For emergency planning purposes, children, elderly adults, the disabled, people whose primary language is not English, and low-income residents are considered vulnerable populations.

Approximately 19% of the population is under the age of 18, with 5% under the age of 5 years of age. Conversely approximately 16.8% of the total population is 65 years or older. The Census revealed that approximately 3% of the populations within the county speak English less than “very well,” and 15% of the total civilian non-institutionalized population are considered to be disabled. Approximately 11% of all families and 19% of the total population had incomes below the poverty level in the past year.

Based on the WLEOG IGA area of service member agencies will coordinate, manage, and respond to emergencies and disasters in the following incorporated and unincorporated areas. There are approximately 20,000 people who reside in the WLEOG area of service.
INCORPORATED CITIES:

City of Florence: Is a city in Lane County located 60 miles west of the City of Eugene. Florence is located on the Oregon Coast at the mouth of the Siuslaw River. According to the 2014 Population Estimation Census, the city has a total area of 5.87 square miles, 5.30 square miles is land and 0.57 square miles is water. Florence is the largest city in West Lane with an estimated population of 8,466 residents, approximately 1,597 inhabitants per square mile. Approximately one third of Florence’s population consists of retirees. Florence is comprised of 4,226 households and 2,374 families, according to the 2010 Census data. There are approximately 5,103 housing units at an average density of 962.8 per square mile.

Dunes City: Is a city in Lane County located 7.5 miles south of the City of Florence. Dunes City has a total area of 3.47 square miles of which 2.70 square miles is land and 0.77 square miles is water. According to the 2014 Population Estimation Census approximately 1,327 people reside in Dunes City. There are approximately 609 households with an average household size of 2.11. There are approximately 845 total housing units in which 1,105 are owner occupied and 85 are renter occupied.

UNINCORPORATED CITIES:

Mapleton: Is located on Oregon Route 126 and the Siuslaw River, approximately 14 miles west of the City of Florence. Mapleton has a total area of 1.17 square miles. According to the 2012 Population Growth Census approximately 943 people reside in Mapleton.

Swisshome: Is located on Oregon Route 36 and the Siuslaw River, approximately 8.2 miles west of Mapleton. According to the 2012 Population Growth Census approximately 399 people reside in Swisshome.

Dead Wood: Is located on Oregon Route 36 in the Oregon Coast Range approximately 12.8 miles east of Mapleton.

Brickerville: Is located on the north bank of the Siuslaw River approximately three miles east of Mapleton, on Oregon Route 36.

Tide: Is located on Oregon Route 36 approximately 6 miles east of the Oregon Route 126 and Mapleton junction

Cushman: Is located on north bank of the Siuslaw River on Oregon Route 126, between Tiernan and Florence.

Tiernan: Is approximately five miles west of Mapleton on Oregon Route 126 near the Siuslaw River and within the Siuslaw National Forest.

2.1.4 Economy

Historically the economy for coastal West Lane was logging, commercial fishing, and agriculture, however today tourism is the significant indicator. The average travel party along the Oregon Coast contained three people, and the majority of these trips originate from Oregon or California. Communities in the northern and central coast attract more tourists than the southern communities. Between 2011 and 2013, visitors mostly lodged in hotels, motels, campgrounds, or vacation homes, rather than in private
homes. The City of Florence features the Port of Siuslaw a busy marina and RV campground that plays a vital role by providing a mix of commercial, industrial, and recreational services. Dunes City is a destination coastal town with camping and beach activities. A majority of the unincorporated areas of West Lane depend on the business and tourism travel from Eugene to Florence. According to the Oregon Travel Report (2015) visitors to West Lane spent approximately $122.1 million dollars in 2014 on travel and overnight stays.¹

The West Lane area’s dependence on tourism leaves the area vulnerable to natural and man-made hazards. Difficulty locating or accounting for travelers increases their vulnerability in the event of a natural disaster. Furthermore, tourists are often unfamiliar with evacuation routes, communication outlets, or even the type of hazard that may occur. Targeting natural hazard outreach efforts to places where tourist visit will provide an increased awareness of hazards in the area and minimize the vulnerability to this group.

2.1.5 Transportation and Utilities

There are two primary modes of transportation in the region: highways and railroad. There are also many small airports scattered throughout the region that are used for passenger and freight service. Most of the population base is located along Highway 101 the primary coastal transportation route. Highway 101 runs north/south and is the only continuous passage for automobiles and trucks traveling along the Oregon Coast. Coastal communities are connected to the interior of the state by many routes.

The City of Florence operates a municipal airport (FAA LID: 6S2) and is located at 2001 Airport Way, Florence. The Airport features a 3,000-foot paved and lighted runway and self-serve fuel (100LL and Jet A) that is available 24 hours, 7 days a week. Florence Municipal Airport is identified, as an airport that supports primarily single-engine, general aviation aircraft, but is capable of accommodating smaller twin-engine general aviation aircraft.² The airport has approximately 24 conventional hangars located on the east side of the runway, 22 hangars are located north of the main apron and 2 larger hangars are located south of the apron.³ The Florence Airport includes a helicopter pad and services that can be used by medevac helicopter and other itinerant rotorcraft.

Natural hazards and emergency events disrupt automobile traffic, create gridlock, and shut down local transit systems, making evacuation and other emergency operations difficult. Localized flooding can render roads unusable. A severe winter storm or tsunami has the potential to disrupt the daily driving routine of thousands of people.

According to the Oregon Department of Transportation (ODOT) Seismic Lifeline Report, the region has high exposure to earthquakes, especially a Cascadia Subduction Zone event. A Cascadia Subduction Zone (CSZ) earthquake will be catastrophic to infrastructure along the West Lane coastal areas. Following a CSZ event, access to and from coastal communities will be limited along Highway 101, major roadways, and bridges. Railroads that support transport of freight and cargo and access to the Florence and/or Eugene Airport will also be compromised and will have implications statewide.

¹ Oregon Travel Impacts: 1991-2013, April 2015, Dean Runyan Associates
² 2007 Oregon Aviation System Plan, et al
³ Florence Municipal Airport Layout Plan, February 2010, et al
Currently, there are no power plants or major dams in the region, requiring energy to be transmitted long distances from other states and Canada. These energy conveyance systems are vulnerable to severe but infrequent natural hazards, such as a Cascadia Subduction Zone (CSZ) event. Natural gas is transported into the area via truck to private tanks. Older, centralized storm and wastewater infrastructure is also vulnerable to flood events.

The City of Florence serves the majority of their residents from a Dunal Aquifer and via the Clear Lake watershed provided by the Heceta People’s Water District. Water treatment facilities, such as Heceta, are vulnerable to seismic, flooding, and human caused events. Dunes City residents are dependent on private wells. Consequences due to an incident could result in pollution entering waterways and underground wells that supply the region with drinking water.

Most of the Oregon Coast’s oil and fuel pipelines are connected to main lines that run through the Willamette Valley. The infrastructure associated with power generation and transmission plays a critical role in supporting the regional economy, and is therefore crucial to consider during the natural hazard planning process. A network of electricity transmission lines, owned by Bonneville Power Administration and Pacific Power, runs through the region. Electric, oil, and fuel lines may be vulnerable to severe, but infrequent, natural hazards such as earthquakes. If these lines fail or are disrupted, the essential functions of the community can become severely impaired.

Telecommunications infrastructure includes television, telephone, broadband Internet, radio, and amateur radio (Ham radio). Landline telephone, mobile wireless telephone, and broadband providers serve the coastal region. Broadband technology (including mobile wireless) is provided in the region via five primary technologies: cable, digital subscriber line (DSL), fiber, fixed wireless, and mobile wireless. Internet service is becoming more readily available in the region with a greater number of providers and service types available within major communities and along major transportation corridors. Landline telephones are common throughout West Lane, however, residents in rural areas rely more heavily upon the service since they may not have cellular reception outside of major transportation corridors.

Beyond day-to-day operations, maintaining communications capabilities during disaster events and other emergency situations helps to keep residents and visitors safe by keeping them informed of the situation’s status, areas to avoid, and other critical information. Additionally, responders depend on telecommunications infrastructure to be routed to sites where they are needed. Wireless providers sometimes offer free emergency mobile phones to those impacted by disasters, which can aid in communication when landlines and broadband service are unavailable.

Physical infrastructure is critical for every day operations and is essential following a disaster. Lack, or poor condition, of infrastructure can negatively affect a community’s ability to cope, respond to, and recover from a hazard event. Ensuring diversity, redundancy and consistent maintenance creates system resiliency.

The effects of road, bridge, rail, and airport failures on the economy and residents could be devastating. Of special concern is the impact to Highway 101 and bridges following a Cascadia earthquake event and resulting tsunami. This infrastructure is at risk of damage, collapse, and blockage by landslides, flooding and debris.
2.1.6 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that support the security, health, and economic vitality of western Lane. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation, disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale. Critical Infrastructure, specifically the Florence City Hall, hospital, the Police Station, Fire Station 2, and the Public Work Department are especially vulnerable to seismic and tsunami hazards.

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

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

2.2 Assumptions

The following general operational and demographic assumptions apply to this plan.

2.2.1 Operational Assumptions

- All emergencies and disasters are local, however local governments may require county and/or state assistance.
- Emergency response personnel may be unable to or unavailable to report to work. Certain operations or services may be unavailable due to blocked access or damage to facilities.
- The most effective resources during emergencies and disasters are survivors. They are first on the scene and provide instant assistance to other survivors.
- There are “notice” (e.g., windstorm) and “no-notice” (e.g., Cascadia) events. Emergencies and disasters occur with or without warning.
- Emergencies and disasters will result in one or more of the following: injury and/or loss of life; damage or destruction to public and private property; disruption of utilities (electric, telephone and water); displacement of persons and families; disruption of local services (sanitation, EMS, fire and police); shortages of temporary or permanent housing; damage or destruction to public and private records; impacts on the environment; and social and economic disruption.
- Local governments will initiate actions to save lives and protect property.
• All or part of Lane County may be affected by the incident.
• Outside assistance will be available in most major emergency/disastersituations that affect west Lane. Although this plan defines procedures for coordinating such assistance, it is essential for the WLEOG to be prepared to carry out disaster response and short-term actions on an independent basis.
• Evacuation and sheltering may require regional coordination.
• West Lane is dependent on privately owned and operated critical infrastructure resources, including fuel and power utilities, to provide services. If inoperable or depleted, response and recovery efforts may be delayed.
• In the event of widespread power outages, essential facilities and services will need to operate at minimum load to continue services. Generators will be used so allocation of fuel to operate the generators will need to be prioritized.
• All residents may need to utilize their own resources and be self-sufficient following an emergency event for one week or more. Vulnerable populations will require additional resources to meet access and functional needs.
• A large-scale event will exceed the emergency response capabilities of the city and WLEOG member agencies. Additional resources will be required from the county and other states and/or the federal government to achieve an effective response. The EOC will facilitate the acquisition of additional resources to aid in the emergency response effort.
• Competing demands for resources may require the prioritization of scarce resources by the WLEOG Policy Council.
• There will not be a plan for every conceivable type of emergency event – rather, the WLEOG goal is to develop a capacity for resilience. Rather than preparing for very specific events or trying to predict every possible scenario, the objective of this all-hazards planning is for emergency responders to develop capabilities to adapt to the unexpected and respond quickly to mitigate the impacts of disruption.
• Control over WLEOG resources will remain with the member agencies even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
• Communication between WLEOG member agencies and county communication centers may be destroyed or rendered inoperable during a disaster.
• Each WLEOG member agency, along with eligible private, non-governmental and volunteer organizations will document and seek federal and state reimbursement, as appropriate, for expenses incurred during disaster operations.

2.2.2 Demographic Assumptions

The following demographic assumptions apply to this plan.

• The West Lane population resides in diverse communities along the coastal, urban, and rural areas. With the exception of the small inland-unincorporated areas, most of the West Lane population is located near the coast. Therefore, response, recovery, and mitigation activities must be tailored to the type of community impacted by the emergency or disaster.
• Western Lane attracts hundreds of thousands of tourists each year from all over the world. Visitors may speak numerous languages. The ability to communicate with non-English speaking and/or through American Sign Language persons may pose a challenge during a disaster.
• Achieving and maintaining effective community preparedness reduces the immediate demands on response organizations. This level of preparedness requires constant public awareness and education programs to ensure people take appropriate advance actions to reduce their vulnerability during at least the initial 72 hours following an emergency or disaster.
3. Roles and Responsibilities

This section provides an overview of the key functions and procedures that WLEOG partners and local agencies will accomplish during the mitigation, preparedness, response to, and recovery from an emergency. The EOP is built upon the idea that emergency response activities performed by public and private sector entities are closely aligned with day-to-day roles and responsibilities.

WLEOG member agencies are responsible for the development of response plans that guide internal operations during an emergency. Individual WLEOG agencies should also develop emergency response plans, standard operating procedures, continuity of operations plans, and other policies or procedures that address emergency operations in addition to this document.

3.1 WLEOG Emergency Management Coordination

For the purposes of this plan, the WLEOG emergency management structure is divided into three general groups, organized by function these are: (1) Overall Policy and Coordination; (2) Emergency Response and Incident Command; and (3) Mitigation and Preparedness. Mitigation and preparedness activities are directed by the WLEOG Chairperson and are fulfilled by monthly WLEOG planning meetings that are open to the public. Pre-incident WLEOG programs are coordinated between the WLEOG Chairperson and Emergency Management Coordinator. The WLEOG Policy Council manages policy and strategic planning pre and post incident. Identified Incident Command staff manages emergency response, control, and command of an incident. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the WLEOG emergency management structure.

Additionally, authority to act in the event of an emergency may already be delegated by ordinance or by practice for several of the WLEOG member agencies. As a result, the organizational structure for the WLEOG emergency management program can vary depending upon the location, size, and impact of the incident.

3.2 WLEOG Member Agencies

3.2.1 City of Florence

The City of Florence is the largest municipality in West Lane. City of Florence is governed by a City Council that sits a Mayor and four Councilors elected from the City at large. The Mayor serves for a term of two years, and Councilors serve a four-year term.

The City is managed by a City Manager and is comprised of the following departments:

- Administration
- Finance
- Municipal Court
- Planning and Building
- Police
• Public Works

The City of Florence is part of the Siuslaw Valley Fire and Rescue District as well as the Western Lane Ambulance District area of response. Peace Harbor Medical Center is the closest Hospital for residents and visitors.

3.2.2 Dunes City

Dunes City is an incorporated city in Lane County. Dunes City is governed by a City Council that is comprised of a seven-person board consisting of a mayor and six councilors. The Mayor is elected for a two-year term and councilors are elected on a rotating basis for four-year terms.

Dunes City is managed by a City Administrator and is organized by commissions that are populated by community members. Dunes City is part of the Siuslaw Valley Fire and Rescue District as well as the Western Lane Ambulance District area of response. Peace Harbor Medical Center is the closest Hospital for residents and visitors.

3.2.3 Siuslaw Valley Fire and Rescue District

The District provides emergency response to approximately 25,000 coastal Lane County residents. The district is staffed with 12 full-time employees, 18 part-time and approximately 60 volunteer firefighters. Some staff members are certified paramedics. The district supports eight fire stations throughout western Lane County and provides secondary emergency medical response, search and rescue; wildland search and rescue assistance for the Lane County Sheriff’s Office and marine / water rescue with a twin engine 25’ Zodiac boat, and hand powered watercraft such as kayaks.

3.2.4 Western Lane Ambulance District

The District Western Lane Ambulance Service provides medical services, emergency/non-emergency and inner facility transport to approximately 20,000 coastal Lane County residents. Western Lane Ambulance District operates 6 ambulances and provides services to the following areas:

• Florence
• Mapleton
• Dune City
• Swisshome
• Dead Wood
• Brickerville
• Tide
• Cushman
• Tiernan

3.2.5 PeaceHealth Peace Harbor Medical Center

Peace Harbor is apart of PeaceHealth a family of hospitals, clinics, doctors, and laboratories based in the Pacific Northwest. Peace Harbor Medical Center is located in Florence, Oregon. Peace Harbor Medical
Center has 21 licensed beds and employs approximately 484 people. Peace Harbor offers medical care, primary care, and laboratory services. There are five primary and specialty clinics in Florence, Oregon.

### 3.2.6 Port of Siuslaw Campground and Marina

The Port of Siuslaw Campground and Marina (The Port of Siuslaw) is a publicly chartered special district under the law (ORS 777) of the State of Oregon. Though immediately adjacent to the City of Florence along the banks of the Siuslaw River, the Port is a special government entity that is separate from the City of Florence or Lane County.

The Port of Siuslaw is governed by five elected Port Commissioners who oversee operational decisions and develop public policy for the Port. The Port Manager carries out these policy decisions. The Port interacts with all levels of government to abide by or forge new policy decisions.

The majority of the Port of Siuslaw’s operations are along the banks of the Siuslaw River immediately adjacent to the City of Florence, Oregon. These facilities include: commercial wharf, sport and commercial marinas, boat launch, industrial park and RV Campground. Additional facilities include a dock in Mapleton, Oregon.

The Port of Siuslaw is located approximately 50 miles (80 km.) south of Newport, Oregon and 50 miles (80 km.) north of Coos Bay, Oregon. It is the closest coastal port to the city of Eugene, Oregon that lies 62 miles (100 km.) and a 75-minute drive away.

The Port is 4.7 (7 km.) river miles from the Pacific Ocean and offers the commercial fishing boat close access to prime fishing and crabbing grounds. Sport fishing of crab, salmon, sturgeon and other fish is available on the ocean as well as in the Siuslaw River. Within the Port district there are 30 lakes for fishing and boating. Siltcoos and Woahink lakes are among the largest and best known lakes on the entire Oregon coast.

### 3.2.7 Confederated Tribes of Coos, Umpqua, and Siuslaw Indians Police Department

The Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI) Police Department, in cooperation with the Tribes and its members, provide protection of life and property, and enhance the quality of life for all who reside upon tribal lands.

The (CTCLUSI) Police Department primarily focuses law enforcement activities at the Three Rivers Casino and Resort. The Casino is situated near the north fork of the Siuslaw River, the casino resort is 1.5 miles from Ocean Dunes Golf Links, 1.5 miles from central Florence and 5.6 miles from Harbor Vista County Park.

### 3.2.8 Mapleton Fire Department

Provides fire protection, rescue and emergency medical services for the people of Mapleton.

### 3.3 WLEOG Policy Council

The WLEOG Policy Council is comprised of member agencies defined in the WLEOG Intergovernmental Agreement. The WLEOG Policy Council is the policymaking body that advises the Incident Commander.
(Command) and EOC Manager (coordination) on efforts directed towards strengthening response and recovery capabilities. The Council if called upon will also provide authorization and appropriation of resources for unmet needs and maintain emergency notification and warning systems. The Council approves strategic, response and work plans developed by the EOC and monitors individual WLEOG agency progress on work plan tasks towards achieving strategic goals. Council members are responsible for ensuring their agency’s commitments and responsibilities towards implementing the WLEOG emergency management program strategic goals and work plan.

Emergency responsibilities of the Council include:

- Responding to requests for policy decisions from the EOC and/or Joint Information Center (JIC).
- Liaising with other multi-agency coordination groups.
- Approving the Emergency Operations Action Plan
- Supporting Incident Command administrative needs
- Ensuring continuity of operation
- Determining which non-essential services should be curtailed and reassigning personnel to ensure continuity of essential services.
- Convening meetings of the WLEOG Policy Council and ensuring the implementation of recommendations for improving the WLEOG mitigation, readiness, response and recovery capabilities.
- Determining which, or if, authorities will be enacted (such as curfew, fuel rations etc.) through elected bodies such as City Councils, Special District Boards, and Hospital Boards.
- Signing emergency declarations and liaising with regional, state and federal elected officials.
- Providing visible leadership and convening regular media briefings to assure the public of ongoing response and recovery activities.
- Developing Recovery strategies for the West Lane area
- Coordinating situational awareness and resourcing with the County Emergency Manager

3.4 WLEOG Membership

The WLEOG Intergovernmental Agreement provides a monthly meeting for the group that is open to the public. The WLEOG IGA defines a member as a qualified governmental entity (i.e.: member agencies) who is authorized to meet and vote under the IGA. The mission of the WLEOG monthly meetings are to coordinate mitigation and preparedness programs as well as pre-incident operational activities that may impact response collaboration and/or the community.

An Associate Member of the WLEOG are those individuals who are nonvoting and who may attend all meetings and participate in activities of the Group.

3.4.1 WLEOG Emergency Management Coordinator

- The WLEOG Emergency Management Coordinator will ensure the group’s operational, logistical, and administrative needs are met during times of non-emergency.
- The Emergency Management Coordinator shall work in tandem with the WLEOG Policy Council and EOC Manager to ensure the emergency management needs of the Group are met.
• The Emergency Management Coordinator may act on behalf of the Group to carry out the daily operational, logistical, and administrative needs of the Group.
• The Emergency Management Coordinator shall obtain Group approval during a regular meeting for all policy level matters and purchases exceeding $3,000 dollars.
• The Emergency Management Coordinator shall be responsible for coordinating with the EOC Manager to ensure the Emergency Operations Center (EOC) is at optimal readiness.

3.5 Responsibilities by WLEOG Member Agency

All WLEOG member agencies, plus other government entities or individuals, who may perform specialized emergency functions, are a part of the WLEOG response structure. However, emergency response activities are directed under the authority of two primary groups as illustrated in Table 5.

The major responsibilities of each department and/or agency represented by the Incident Management Group include:

City of Florence

Florence Police Department

• Law Enforcement
• Warning Services
• Communications
• Evacuation
• Crowd control
• Crime scene investigations

Public Works

• Debris management
• Road and bridge damage assessment and repair
• Removal of roadway obstructions
• Fleet services
• GIS mapping
• Damage assessment
• Water, Wastewater, Stormwater, and Street Utility Infrastructure
• Structural assessment of buildings and infrastructure

Planning and Building Departments

• Recovery activities
• Sheltering
• Assessment & Taxation
• Structural Assessment of Buildings
City Administration

- Managing and coordinating WLEOG Emergency Operation Center (EOC) functions
- Public information
- Information systems
- Evacuation
- Sheltering and Food/Water coordination
- City Council coordination
- Recovery Activities

Dunes City

- City Council coordination
- Public information
- Evacuation
- Sheltering
- Coordinating food and water
- Recovery activities

Siuslaw Valley Fire and Rescue

- Fire response
- Water rescue
- Surface search and rescue
- Vehicle Extrication

Western Lane Ambulance District

- Emergency medical services
- Non-emergency patient transport
- Inner facility transports

Peace Harbor Medical Center

- Emergency medical care
- General surgery
- Laboratory services
- Temporary morgue services

Mapleton Fire Department

- Fire services

Confederated Tribes of Coos, Umpqua, and Siuslaw Indian Police Department

- Law Enforcement
- Evacuation
• Crowd control
• Crime scene investigations
• Food and water for casino visitors
• Sheltering for casino visitors

**WLEOG Policy Council**

• Coordinate Intergovernmental Agreement mission activities

### 3.5.1 WLEOG Responsibility by Emergency Support Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and public health, environmental health, and public works departments.

**Table 5: WLEOG Responsibilities by Emergency Support Function**

<table>
<thead>
<tr>
<th>ESF</th>
<th>SCOPE OF RESPONSIBILITIES</th>
<th>PRIMARY AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 1</td>
<td>• Aviation/Airspace management and control&lt;br&gt;• Transportation safety&lt;br&gt;• Restoration/recovery of transportation infrastructure&lt;br&gt;• Movement restrictions&lt;br&gt;• Damage and impact assessment</td>
<td>Florence Public Works</td>
</tr>
<tr>
<td>ESF 2</td>
<td>• Coordination with telecommunications and information technology industries&lt;br&gt;• Restoration and repair of telecommunications infrastructure&lt;br&gt;• Protection, restoration, and sustainment of cyber and information technology resources&lt;br&gt;• Oversight of communications within the response operations structure</td>
<td>Siuslaw Valley Fire and Rescue&lt;br&gt; Florence Police Department&lt;br&gt;Western Lane Ambulance District</td>
</tr>
<tr>
<td>ESF 3</td>
<td>• Infrastructure protection and emergency repair&lt;br&gt;• Infrastructure restoration&lt;br&gt;• Engineering services and construction management&lt;br&gt;• Emergency contracting support for life-saving/sustaining services</td>
<td>Florence Public Works</td>
</tr>
<tr>
<td>ESF 4</td>
<td>• Coordination of firefighting activities&lt;br&gt;• Support to wildland, rural, and urban firefighting operations</td>
<td>Siuslaw Valley Fire and Rescue</td>
</tr>
<tr>
<td>ESF</td>
<td>SCOPE OF RESPONSIBILITIES</td>
<td>PRIMARY AGENCY</td>
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<td>-----</td>
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<td>----------------</td>
</tr>
</tbody>
</table>
| **ESF 5 Information and Planning** | • Coordination of incident management and response efforts  
• Issuance of mission assignments for EOC  
• Resource and human capital management  
• Incident resource planning  
• Financial management | • City of Florence Administration  
• WLEOG Policy Council |
| **ESF 6 Mass Care** | • Mass care  
• Emergency assistance  
• Disaster housing  
• Human services | City of Florence Planning Department |
| **ESF 7 Resource Support** | • Comprehensive, incident logistics planning management, and sustainment of resource capabilities  
• Resource support for incident  
• Resource support for EOC (facility space, office equipment and supplies, contracting service etc.….) | • City of Florence Administration  
• WLEOG Policy Council |
| **ESF 8 Health and Medical** | • Public Health  
• Emergency medical services (EMS)  
• Mental health services | • Western Lane Ambulance District  
• PeaceHealth Medical Center  
• Lane County Public Health |
| **ESF 9 Search and Rescue** | • Life-saving assistance  
• Search and rescue operations | • Siuslaw Valley Fire and Rescue  
• Lane County Sheriff’s Office |
| **ESF 10 Hazardous Materials** | • Hazardous material (chemical, biological, radiological, nuclear, and high yield explosive) response  
• Environmental short and long term cleanup | • Siuslaw Valley Fire and Rescue  
• Oregon HazMat Team 2 |
| **ESF 11 Food and Water** | • Nutrition assistance  
• Food safety and security  
• Manage food and water scarcity | • City of Florence Administration  
• WLEOG Policy Council |
| **ESF 12 Energy** | • Energy infrastructure assessment, repair, and restoration  
• Energy industry utilities coordination  
• Energy forecast | Florence Public Works |
<table>
<thead>
<tr>
<th>ESF</th>
<th>SCOPE OF RESPONSIBILITIES</th>
<th>PRIMARY AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF 13</td>
<td>• Coordination support to state</td>
<td>• Florence Police Department</td>
</tr>
<tr>
<td>Military</td>
<td>• Technical assistance to the state</td>
<td>• Oregon Emergency Management</td>
</tr>
<tr>
<td>ESF 14</td>
<td>• Emergency public information and protective action guidance</td>
<td>• City of Florence Administration</td>
</tr>
<tr>
<td>Public</td>
<td>• Media and community relations</td>
<td>• Dunes City Administration</td>
</tr>
<tr>
<td>Information</td>
<td>• External political liaison</td>
<td></td>
</tr>
<tr>
<td>ESF 15</td>
<td>• Coordinate response and recovery efforts as related to volunteers (pre-assigned and convergent) and to ensure an expeditious response/recovery</td>
<td>• City of Florence Administration</td>
</tr>
<tr>
<td>Volunteer</td>
<td>• Coordinate the delivery of donated goods to the affected area</td>
<td>• Dunes City Administration</td>
</tr>
<tr>
<td>and Donations</td>
<td>• Overall management, coordination and prioritization of volunteer support and the distribution of donated resource to meet the needs</td>
<td>• WLEOG Policy Council</td>
</tr>
<tr>
<td>ESF 16</td>
<td>• Critical infrastructure and resource security</td>
<td>Florence Police Department</td>
</tr>
<tr>
<td>Law</td>
<td>• Security planning and technical resource assistance</td>
<td></td>
</tr>
<tr>
<td>Enforcement</td>
<td>• Public safety and security support for the community</td>
<td></td>
</tr>
<tr>
<td>ESF 17</td>
<td>• Coordinate response and recovery efforts for animal response coordination</td>
<td>• City of Florence Administration</td>
</tr>
<tr>
<td>Agriculture and Animal Protection</td>
<td>• Coordinate food safety, security, and support</td>
<td>• WLEOG Policy Council</td>
</tr>
<tr>
<td>ESF 18</td>
<td>• Coordinate the development of intermediate and long term economic impact statement for the affected area</td>
<td>• City of Florence Administration</td>
</tr>
<tr>
<td>Business and Industry</td>
<td>• Provide business recovery assistance to businesses of all sizes in all industry sectors through the network of local, state and regional partners</td>
<td>• WLEOG Policy Council</td>
</tr>
<tr>
<td></td>
<td>• Coordinate efforts to provide immediate assistance to employers and employees for affected business</td>
<td></td>
</tr>
</tbody>
</table>
3.6 County, State, and Federal Agencies

The WLEOG member agencies depend on certain agencies to manage and control hazard specific functions. Table 6 illustrates county, state, and federal agencies that are primary agencies for specific hazards.

Table 6: Government Agencies Responsibilities by Hazard Specific Function

<table>
<thead>
<tr>
<th>HAZARD</th>
<th>DEPARTMENT/AGENCY</th>
<th>FUNCTION</th>
</tr>
</thead>
</table>
| All Hazards          | Emergency Management            | • Disaster Declaration  
                       |                                                                 | • Resource Support |
| Hazardous material release | Oregon HazMat Team            | Detecting, identifying, and mitigating hazardous materials release. |
| Public Health incident | Lane County Public Health      | • Disease outbreak and control  
                       |                                                                 | • Contamination of food and water supply  
                       |                                                                 | • Public health issues triggered by other emergencies  
                       |                                                                 | • Strategic National Stockpile |
| Landslide            | Oregon Department of Transportation | • Mitigating immediate landslide threat.  
                       |                                                                 | • Re-constructing and repairing soil/ground movement hazard |
| Structural collapse  | State Search and Rescue Teams (Eugene) | Location, extrication, and initial medical stabilization of victims trapped ins structural collapse |
| Terrorist Attack     | Federal Bureau of Investigations | Investigate and identify individuals involved in the incident. |
| Debris on state land | Oregon Department of Forestry   | Debris removal on state forest lands |
4. Concept of Operations

4.1 General

This Plan is based upon the concept that the emergency functions for WLEOG member agencies involved in emergency management will generally parallel normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases; however, employees may be re-assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of the emergency. WLEOG member agencies acknowledge that a worker's first obligation is to the safety of his/her own family, and encourages each employee to undertake family preparedness to assure their safety during an emergency. As a part of their agency’s planning, department heads should identify functions critical to the continuity of services and emergency response and advise essential workers their responsibilities in an emergency or emergent situation.

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management all-hazards framework, which it is based on the principle that most responsibilities and functions performed during an emergency are not hazard-specific. This plan is flexible to use in all emergencies including unforeseen events and is designed to support the whole community in the following five mission areas.

Figure 1: WLEOG Emergency Management Mission Areas

- **Prevention**: To avoid, intervene, or stop an incident from occurring in order to protect lives and property.
- **Protection**: To reduce the vulnerability of critical infrastructure by deterring, mitigating or neutralizing terrorist attacks, major disasters, and other emergencies.
- **Mitigation**: To comprehensively reduce hazard related losses with the goal of ensuring the safety and security of citizens, infrastructure protection, and economic stability.
- **Response**: To address the short term and direct effects of an incident including immediate actions to save lives, protect property, and meet basic human needs.
- **Recovery**: To protect vital services, personnel, social and economic well being of persons and restore communities to pre-event or updated conditions.
4.3 Phases of Emergency

The WLEOG EOP is based on the premise that emergency functions for various departments and response agencies involved in emergency management will generally parallel normal day-to-day functions. An emergency will often unfold over time requiring varying functions and levels of operation depending on the type and severity of the situation. Emergency operations may be initiated during any one of the following four phases: Warning, Impact, Response, and Recovery.

4.3.1 Warning Phase

The Warning Phase is the period during which evaluation of all available information indicates that the impact of a serious emergency is highly likely or imminent. This period may be formally initiated over a period of time in slower developing emergencies (i.e. flood). If not already done, the EOC should be activated during this phase if valid warning is issued. Tasks common to all emergency agencies to be accomplished during this period include:

- Evaluate most probable consequences and resource needs based on the type and severity of the threat.
- Brief the County Emergency Manager on the current status of the situation and potential resource needs.
- Recall essential response personnel, if it can be done safely.
- Stage resources near hazard area if situation warrants and it can be done without further threat to resources.
- Send Emergency Support Function Coordinators and liaisons to the EOC and activate individual department operations centers or dispatch centers, as necessary.
- Initiate life saving measures (i.e. evacuation, shelter in place) as resources allow.
- Note that some emergencies occur suddenly and without advance warning (i.e. earthquake) and therefore there is no warning period for the occurrence of the event.

4.3.2 Impact Phase

The Impact Phase is the period during which an emergency is occurring that demands first responding agencies to re-direct and/or accumulate additional resources to effectively respond to the incident. Impact may occur with no notice and be of limited duration or may follow a period of predictable buildup and last for an extended period. The following are tasks common to responding during and following the impact phase:

- Implement immediate protective measures for emergency personnel and resources.
- Assess damage to the agency’s facility and equipment.
- Provide damage information regarding critical facility to the WLEOG EOC Manager to include in the Disaster Declaration.
- Request responder and/or employee to check in with supervisor or 9-1-1 Dispatch to assess status of personnel.
- Initiate response procedures
4.3.3 Response Phase

The Response Phase is the period immediately following the impact of a serious incident, during which all resources are committed to the protection of life and property. If not previously accomplished, the EOC shall be activated. Tasks for this phase include:

- Implement Incident Command System (ICS)
- Communicate with field personnel, individual departments, and the EOC to determine scope of emergency.
- Conduct field operations to save lives and protect property. Request mutual aid assistance, if required.
- Dispatch personnel to hazard area(s) to conduct cursory damage assessment. If the emergency is of great magnitude with mass casualties or threatened populations, contact EOC to determine resource priorities for unmet needs.
- Communicate with the EOC Manager the situation and resource needs.
- Analyze resource needs, request additional support from EOC.
- Initiate short-term recovery activities (shelter, debris removal, building safety inspections).
- Maintain accurate records of all costs associated with emergency response, including expenditures for personnel, supplies, and equipment.

4.3.4 Recovery Phase

The Recovery Phase period may begin simultaneously with response depending on the type and severity of the incident. Tasks common during the Recovery Phase include:

- Analyze long-term restoration/recovery options.
- Conduct detailed damage analysis.
- Document and report emergency related expenditures to support request for financial assistance.
- Assist in the dissemination of information relative to federal assistance programs.
- Effect long-term repairs including demolition, reconstruction, etc.
- Support business recovery activities.
- Support long term sheltering and mass care activities.
- Support community sponsored re-building projects.

4.4 Incident Response

4.4.1 Response Priorities

Response activities within the WLEOG area are undertaken immediately after an incident. WLEOG member agencies response priorities are defined in the following order of importance:

1. **Lifesaving**: Efforts to save lives and response operations that minimize risks to public health and safety
2. **Property**: Efforts to reduce impacts to critical infrastructure and minimize property damage.
3. **Environment**: Efforts to mitigate long-term impacts to the environment.
4. **Preserve**: Government
5. **Restore**: Essential Services

### 4.4.2 Initial Response

The WLEOG EOP is based on the premise that initial response for various departments and local agencies will generally parallel normal day-to-day functions. To the greatest extent possible, the same personnel and resources will be employed in both cases.

In response to a call for emergency assistance through 9-1-1 Dispatch the appropriate assignment of resources for police, fire and emergency medical services will be deployed to the scene. As soon as first response units from the lead agency arrive on-scene, the most qualified official will assume the position of Incident Commander and will continue serving in this capacity until a determination is made to transfer incident command to a more qualified official. Should the response require the close coordination of multiple WLEOG member agencies, the Incident Commander will make a determination to transition to a Unified Command. The WLEOG member agency with operational responsibility for the primary hazard will serve as the lead agency. A lead incident command agency has been determined for each hazard likely to impact West Lane and is outlined in Table 7 below. Some incidents may involve more than one hazard, but the one considered primary is the hazard posing the potential for causing the greatest harm. As an incident evolves the original hazard may be superseded by a different hazard or functional need, which may result in a transfer of lead agency / incident command from one agency to another.

<table>
<thead>
<tr>
<th>HAZARD</th>
<th>INCIDENT COMMAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrorism</td>
<td>UC (Unified Command)</td>
</tr>
<tr>
<td>Active Shooter</td>
<td>Florence Police Department</td>
</tr>
<tr>
<td></td>
<td>Western Lane Ambulance District</td>
</tr>
<tr>
<td></td>
<td>Siuslaw Valley Fire and Rescue</td>
</tr>
<tr>
<td>Hazardous Materials</td>
<td>UC - Fire and HazMat</td>
</tr>
<tr>
<td></td>
<td>Siuslaw Valley Fire and Rescue</td>
</tr>
<tr>
<td></td>
<td>Oregon HazMat Team #2</td>
</tr>
<tr>
<td>Earthquake</td>
<td>UC – Police, Fire, Medical Services</td>
</tr>
<tr>
<td></td>
<td>Florence Police Department</td>
</tr>
<tr>
<td></td>
<td>Siuslaw Valley Fire and Rescue</td>
</tr>
<tr>
<td></td>
<td>Western Lane Ambulance</td>
</tr>
<tr>
<td>Tsunami</td>
<td>UC – Police, Fire, Medical Services</td>
</tr>
<tr>
<td></td>
<td>Florence Police Department</td>
</tr>
<tr>
<td></td>
<td>Siuslaw Valley Fire and Rescue</td>
</tr>
<tr>
<td></td>
<td>Western Lane Ambulance</td>
</tr>
</tbody>
</table>
4.4.3 Response and Coordination Thresholds

Emergency incidents usually begin as routine calls for service. The lead response agency will determine and request additional assistance and resources as needed. The escalation of an incident may impact the WLEOG member agency’s ability to provide services, which may require a change in the operational level of the agency’s response and coordination.

The activation status of the Emergency Operations Center (EOC) and the operational level of the emergency management system do not necessarily reflect or indicate the operating status of the individual WLEOG member agency as a whole or any individual department. A WLEOG response will be activated if:

- More than two (2) WLEOG member agencies are responding to an incident.
- A WLEOG member agency requests WLEOG activation.
- An incident demands more resources than the responding agencies have on hand.
- The duration of the incident requires additional resources.
4.4.4 Incident Levels

Implementation of this plan, notification of Command Staff and WLEOG member agencies, and activation of the EOC shall be based on a determination of the severity of the incident. Consideration in determining the level of an emergency may include the level at which the population is at risk, resource availability, anticipated length of operations, property threatened, and concurrent or conflicting incidents that require additional resources. Determination of an emergency level in no way precludes the legal requirement of WLEOG member agencies based on agency procedures, city ordinances, statutes, and laws.

**LEVEL 4**: Routine mission specific operations achievable by a single agency response. Incident response does not exceed resource capacity.

**LEVEL 3**: Incident may include multiple agency response. Response capacity strained. Incident Commander (IC) is monitoring the situation for a possible WLEOG activation. WLEOG Policy Council notified.

**LEVEL 2**: Determined by the Incident Commander (IC) and may require multiple WLEOG member agencies coordination. The IC may activate the EOC on a limited basis to provide assistance with resource ordering and management of public information, enhanced communications and the ability to track an ongoing threat to the area or to assist other agencies and/or jurisdictions. Response capacity exceeded.

**LEVEL 1**: Triggered by the imminent threat to the area of widespread or severe damage, injury or loss of life or property resulting from any natural or human-caused event. Determined by the IC response requires a declaration of emergency and a full activation of the WLEOG EOC.

4.5 Alert and Warning

4.5.1 West Lane PSAP

West Lane County Public Safety Answering Point (PSAP) for 9-1-1 provides twenty-four hours a day, seven days a week public safety emergency dispatch service, and is the focal point for the 911 telephone system. Dispatching is handled by one to two radio console positions that operate 24 x 7 and dispatch Siuslaw Fire and Rescue, Western Lane Ambulance, the Tribal Police for the Confederated Tribes, Mapleton Fire, Swisshome-Deadwood Fire, and the Florence Police Department.

Additionally the Florence Police Department houses the West Lane County Public Safety Answering Point (PSAP) 911 Dispatch Center. This is where all 911 phones calls are received for the western region of Lane County. The mission of the 911 Public Safety Answering Point is to provide people in Western Lane County with access to public safety services and referral to social service agencies.

In the event of an Incident Information Statement only is received, no action is to be taken. In the event of a Watch, Advisory, or Warning is received based on a hazard Table 8 below illustrates the order in which 911 notifies personnel. Once notification has been made primary personnel will deploy to the EOC if activated.
Table 8: Primary Notifications

<table>
<thead>
<tr>
<th>STAFF</th>
<th>AGENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Chief</td>
<td>Florence Police Department, or Lieutenant</td>
</tr>
<tr>
<td>Fire District Chief</td>
<td>Siuslaw Valley Fire and Rescue, or Duty Chief</td>
</tr>
<tr>
<td>Director</td>
<td>Western Lane Ambulance District or Shift Supervisor</td>
</tr>
<tr>
<td>Police Chief</td>
<td>Confederated Tribes Police Department</td>
</tr>
</tbody>
</table>

After the initial notifications are made, the following person(s) are to be notified by 911 Communications:

| City Manager | Florence City Manager |

**EAS Warning**

The Incident Commander and/or EOC Manager will activate the EAS by contacting all broadcast stations to initiate a public broadcast message. If phones are down, a message may be hand delivered to the primary EAS station, KCFM/KCST located at 4480 Hwy 101, Florence, Oregon. Radio stations and TV stations will copy the message and interrupt regular programming for the broadcast.

If communications are down, the most logical source of communications will be the local ARES organization, which is able to provide portable and self-sustained Ham radio communication that can link critical sites such as the EOC, shelters, hospitals and others that may be needed. The EOC has an ARES/HAM station as well as mobile units.

**Community Emergency Notification System (CENS)**

The Incident Commander and/or EOC Manager will initiate a CENS message. CENS allows Public Safety Agencies in Lane County to identify an affected area and, if necessary, send a message that describes the situation and recommend protective actions residents should take. The CENS system will automatically call out to all landline and Alert Me registered cell telephone numbers within that geographic area and deliver the recorded message once a voice is heard.

**4.5.2 Incident Warning and Notification**

**Pre-evacuation Warning:** On slow-moving events, pre-evacuation notice should be given to affected residents if it appears that conditions may warrant such action. Residents and visitors should be given 30 minutes notice warning that they may have to evacuate. Consideration must be given to hospitals, nursing homes, elderly, handicapped, schools, licensed day care centers, and large gatherings.
**Evacuation Warning:** All warning modes will be utilized to direct the affected population to evacuate. Wherever possible, the warning should be given on a direct basis as well as through the media. The use of law enforcement and fire emergency vehicles moving through the affected area with sirens and public address is usually effective. However, if used, this procedure should be communicated to the public in advance so as to preclude public confusion concerning the use of these vehicles.

**Cascadia Evacuation:** Following the Cascadia event the populous will self evacuate to the identified Assembly Areas. If safe, law enforcement may provide evacuation assistance in areas that have been marginally damaged.

Target notification and door-to-door door notification should be considered, particularly in sparsely populated areas. Residential and health care institutions will be notified directly by the EOC or on-scene authorities. Law enforcement personnel, if available, will sweep the evacuated area to ensure all persons have been advised and have responded. Persons who refuse to follow evacuation instructions will be left alone until all who are willing to leave have been provided for; then, time permitting and it is safe for first responders to do so, further efforts will be made to persuade those who chose not to evacuate.

**Tsunami Siren**

In the event of an emergency, the following persons have authority to order the activation of the Tsunami Alarm siren:

- Chief of Police and/or designee
- Siuslaw Valley Fire District Chief and/or designee

**4.6 Incident Management**

**4.6.1 Activation**

When an emergency situation arises, and it is determined that the normal organization and functions of responding agencies are insufficient to effectively meet response requirements, the Incident Commander (IC) will brief the WLEOG Policy Council. The WLEOG Policy Council with direction from the IC shall implement the EOP as deemed appropriate for the situation. In addition, the WLEOG Policy Council may direct the EOC Manager to partially or fully activate and staff the EOC based on an emergency’s type, size, severity, and anticipated duration. An emergency declaration is not required in order to implement the EOP or activate the EOC partially or fully. Upon notification the EOC has been activated and/or an emergency has been declared, all involved WLEOG member agencies will implement their respective plans and procedures, and provide the EOC Manager with the following information:

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

Refer to Appendix A: Immediate Action Checklist in this document for further information on initial actions to be taken by the WLEOG Policy Council and/or EOC Manager upon implementation of all or part of this EOP.
Table 9: WLEOG Policy Council Activation Contact List

<table>
<thead>
<tr>
<th>STAFF</th>
<th>AGENCY</th>
<th>CONTACT NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Florence</td>
<td>Florence City Manager</td>
<td>(541) 902-2181</td>
</tr>
<tr>
<td>City of Florence</td>
<td>Florence Assistant to the City Manager</td>
<td>(541) 902-2182</td>
</tr>
<tr>
<td>Mapleton Fire Department</td>
<td>WLEOG Policy Council member</td>
<td>(541) 997-9614</td>
</tr>
<tr>
<td>Dunes City</td>
<td>City Administrator</td>
<td>(541) 997-3338</td>
</tr>
<tr>
<td>Dunes City</td>
<td>President of City Council</td>
<td>(541) 997-3338</td>
</tr>
<tr>
<td>Peace Harbor</td>
<td>WLEOG Policy Council Member</td>
<td>(541) 902-6710</td>
</tr>
<tr>
<td>Port of Siuslaw</td>
<td>WLEOG Policy Council Member</td>
<td>(541) 997-3426</td>
</tr>
<tr>
<td>Western Lane Ambulance</td>
<td>District Manager and/or On-Duty Supervisor</td>
<td>(541) 997-9614</td>
</tr>
<tr>
<td>Siuslaw Valley Fire &amp; Rescue</td>
<td>District Fire Chief</td>
<td>(541) 997-3212</td>
</tr>
<tr>
<td>Confederated Tribes Police Department</td>
<td>Police Chief</td>
<td>(541) 999-6011</td>
</tr>
</tbody>
</table>

**Activation During Work Hours**

An employee's first concern if a serious emergency occurs during work hours will be the welfare of their family. WLEOG member agencies shall develop a system to allow for the assignment of nonessential workers to check on the families of those employees critical to emergency operations that must remain on the job. Employees should be encouraged to provide accurate home addresses, phone numbers, and to discuss emergency preparedness and expectations with their families.

**Activation Outside Work Hours**

Automatic mobilization of essential workers is critical to emergency response. While it may be difficult to judge the overall impact of an emergency, employees should be equipped to monitor local media for reporting instructions. It is expected that employees will attempt to contact their department or receive information from their supervisors. If phones are not operable, employees should take actions to ensure their family's safety and then report to their normal job site as soon as it is safe and practical to do so. Employees should pay special attention to conditions encountered while traveling to their work site to provide situation status information to their supervisor. Volunteer based responding agencies should ensure their standard operating procedures regarding deployment following an incident is up to date.
4.7 Protective Measures

Based on the incident WLEOG may initiate protective measures, such as ordering evacuations and activating public shelters, including special needs shelters and pet-friendly shelters. The WLEOG, in concert with law enforcement, sheltering organizations, public information officers will coordinate evacuation. Evacuation guidance is as follows:

- The EOC will coordinate all large-scale evacuations.
- One-way evacuation operations (reverse-lane operations) will be implemented at the direction of the Florence Police Department.
- WLEOG will activate the EOC to support major evacuations when directed to do so by the Incident Commander and/or WLEOG Policy Council.
- If required to evacuate identified shelters will be opened to residents and visitors.

4.7.1 Cascadia Subduction Zone Tsunami Evacuation Overview

In the event of a Cascadia Subduction Zone Tsunami event it is expected that the community of Florence will self evacuate to the closest Assembly Area and then move to City identified shelter locations.

Table 10: Tsunami Evacuation Assembly Areas and Shelter Locations in Florence

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Event Center</td>
<td>Quince Street and 6th Street</td>
</tr>
<tr>
<td>Greentrees East Clubhouse</td>
<td>1600 Rhododendron Drive</td>
</tr>
<tr>
<td>Miller Park</td>
<td>18th Street and Oak Street</td>
</tr>
<tr>
<td>Three Rivers Casino</td>
<td>5647 Hwy 126</td>
</tr>
<tr>
<td>Grocery Outlet</td>
<td>2056 Hwy 101</td>
</tr>
<tr>
<td>Fred Meyer</td>
<td>4701 Hwy 101</td>
</tr>
<tr>
<td>Jerry’s Place</td>
<td>88274 Rhododendron Drive</td>
</tr>
<tr>
<td>Florence Unitarian Fellowship</td>
<td>87738 Hwy 101</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SHELTER AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siuslaw Elementary School</td>
<td>2221 Oak Street</td>
</tr>
<tr>
<td>Siuslaw Middle School</td>
<td>2525 Oak Street</td>
</tr>
<tr>
<td>Siuslaw High School</td>
<td>2975 Oak Street</td>
</tr>
<tr>
<td>Singing Pines Dog Park (Animal Shelter)</td>
<td>989 Spruce Street</td>
</tr>
</tbody>
</table>

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Map 3: City of Florence Tsunami Evacuation Map
Map 4: City of Florence Cascadia Tsunami Shelter Map
In the event of a Cascadia Subduction Zone Tsunami event it is expected that the community of Dunes City will self evacuate to the closest Assembly Area and then move to City identified shelter locations.

Table 11: Tsunami Assembly Area Location in Dunes City

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall</td>
<td>82877 Spruce Street</td>
</tr>
</tbody>
</table>

Map 5: Dunes City Tsunami Evacuation Map
4.7.2 Sheltering

The primary responsibility for sheltering the public is at the local government level, where emergency operations plans (EOPs) outline response activities to save lives and protect property, including sheltering activities. Shelter planning is done through an all-hazards process that includes discussions with community partners and the American Red Cross. Shelters receive inspections or consultations in lieu of inspections for proper handling and preparation of food and sanitation by local environmental health officials. In the event of an outbreak of disease among shelter occupants, or in the community, local public health and environmental health officials will be called upon to investigate and implement necessary measures to control the spread of disease within shelters. Local jurisdictions (building and fire department) may inspect shelters and kitchens for damage, structural integrity, life safety and occupancy loading.

The WLEOG EOC Manager shall coordinate with ESF # 6 Mass Care Coordinator who manages the Mass Care and Evacuation Unit, and the Florence Planning Department to ensure that designated facilities are ready to activate prior to an emergency or disaster.

Special Needs Sheltering

All shelters must meet physical and programmatic accessibility requirements as defined by the Americans with Disabilities. Special Needs Shelters provide a higher level of attendant care than general population shelters. To ensure consistency with state and national standards, guidelines and best practices, WLEOG recognizes the American Red Cross (ARC) 4496 Standards for Evacuation Shelter Selection.

Sheltering Pets or Service Animals

In collaboration with ESF #17 Agriculture and Animal Protection WLEOG is responsible for addressing strategies for the sheltering of persons and their pets. (See The Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308, October 6, 2006), an amendment to the Robert T. Stafford Disaster Relief and Emergency Act of 2006 (42 U.S.C.A. § 5196), which requires governmental jurisdictions to accommodate pets and service animals in the event of an emergency). A person who uses a service animal must be allowed to bring his or her service animal into a general population or special needs shelter and has the right to be accompanied by a service animal in all areas of a public accommodation. In developing these strategies, WLEOG considers the following:

- Locating pet-friendly shelters within buildings with restrooms, running water, and proper lighting.
- Allowing pet owners to interact with their animals and care for them.
- Ensuring animals are properly cared for during the emergency.

4.9 Response Operations

4.9.1 WLEOG Incident Command

The WLEOG Incident Command will conduct incident action planning, with meetings to determine tactical operations and the availability of resources. WLEOG Incident Command will also establish objectives, assigns missions to be completed by ESFs, and will establish unified operations, planning,
logistics, and finance and administration sections. ESF Coordinators will implement their specific emergency operations plans to activate resources and organize their response actions. The ESF Annexes contains additional detail on each ESF's response actions. If applicable, all WLEOG member agencies will activate their COOP to ensure the continuity of agency operations during the emergency.

4.9.2 Integration of ICS and the ESFs

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. Figure 2 below illustrates the integration.

Figure 2: ICS and Emergency Support Function Integration
### 4.9.3 Unified Command

It is important to have a unified command in all large-scale incidents involving multiple jurisdictions. Every effort must be made to prevent parallel, ad hoc, and disconnected operations from developing. Such operations will fragment response efforts, cause unnecessary competition for limited resources, and negatively impact the ability to support responders.

**Figure 3: Example of Unified Command for WLEOG Operations**

![Unified Command Diagram](image)

### 4.9.4 Area Command

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

- Sets overall incident-related priorities:
- De-conflicts incident management objectives with other ICS organizations and established policies.

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• Allocates critical resources according to incident-related priorities.
• Identifies critical resource needs and reports them to the EOCs.
• Conducts oversight of the response and recovery activities.
• Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
• Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

4.9.5 Multi-Agency Coordination

In the event that WLEOG is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination (MAC) group. Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form a MAC. Other names for a MAC include ‘multiagency committees’ and ‘emergency management committees.’ A MAC can provide coordinated decision-making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

4.10 Recovery Measures

4.10.1 Transition from Response to Recovery

Once the immediate response phase has been completed, WLEOG member agencies will transition from response to recovery to restore government function and community services. A transition from response to recovery may occur at different times and in different areas in West Lane.

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, water, clothing, and shelter). Once stability is achieved, WLEOG can concentrate on long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

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

4.10.2 Recovery Assistance Programs

The following are the primary categories of disaster aid available under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288.
Individual Assistance (IA)

Immediately after a disaster declaration, recovery operations will be coordinated first from the EOC, and then from the Recovery Branch. Affected residents and business owners registering for Individual Assistance will utilize a toll-free telephone number for their use. Disaster Recovery Centers (DRCs) are also opened where disaster victims can meet with program representatives and obtain information about available aid and the recovery process. Disaster aid to individuals generally falls into the following categories:

- **Disaster Housing** may be available for displaced persons whose residences were heavily damaged or destroyed. Funding can also be provided for housing repairs and replacement of damaged items to make homes habitable.

- **Disaster Grants** are available to help meet other disaster related needs and necessary expenses not covered by insurance and other aid programs. These may include replacement of personal property, transportation, medical, dental and funeral expenses.

- **Low-Interest Disaster Loans** are available after a disaster for homeowners and renters from the U.S. Small Business Administration (SBA) to cover uninsured property losses. SBA loans offer low-interest, fixed rate loans to disaster victims. The Loans may be for repair or replacement of homes, automobiles, clothing or other damaged personal property. Loans are also available to businesses for property loss and economic injury. The SBA also offers such loans to affected small businesses to help them recover from economic injury caused by the disaster. The state must meet eligibility requirements to qualify for SBA assistance and the President need not declare a Stafford Act disaster or emergency for a state to receive SBA loan assistance.

There are other forms of Individual Assistance programs that fall under the Robert T. Stafford Act. They include:

- Other Needs Assistance (ONA)
- Unemployment Assistance
- Food coupons and distribution of food commodities
- Relocation Assistance
- Legal Services
- Crisis Counseling Assistance and Training
- Community Disaster Loans

Public Assistance (PA)

Seven categories of public assistance have been established by FEMA to differentiate between the aid provided in the immediate aftermath of a disaster to save lives and property, and long-term assistance provided to help communities rebuild. The categories are as follows:

- Category A: Debris removal
- Category B: Emergency protective measures
- Category C: Roads and bridges
- Category D: Water control facilities
- Category E: Buildings and equipment
• Category F: Utilities
• Category G: Parks, recreational, and other

A presidential major disaster declaration initiates a process that begins with applicants filing a Request for Public Assistance at an applicant's briefing. These briefings are publicized through the media and notifications to county emergency management directors in accordance with 44 CFR Part 206, Subpart G & H. Additionally:

• Project worksheets (PW) are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities.
• The federal share for eligible reimbursement under a Stafford Act declaration shall be no less than seventy-five (75%) percent. The non-federal share is provided from a combination of local sources in accordance with policies established by the WLEOG and the county.
• The eligible sub-grantee recipient prior to the receipt of the federal funds shall provide any matching funds required under the federal Hazard Mitigation Assistance Grant Program in full.
• The state serves as the Grantee, and eligible applicants are Sub-grantees under the federal disaster assistance program. Contractual agreements with Oregon Emergency Management may be executed with applicants, with all reimbursements coming through the Incident Finance Section.
• The Governor and the State Legislature may authorize other assistance to a local government based upon a declared emergency.
5. Command and Control

5.1 General

WLEOG member agencies retain their autonomy and authority before, during, and after a WLEOG activation. The ultimate responsibility for command and control during a WLEOG activation lies within the member agencies, as a coordinating group comprised of first responding agencies, government entities, and special districts. The WLEOG Policy Council will maintain direction and control of the EOC, unless otherwise delegated. Emergency operations, both on-scene and in the EOC, will be conducted in a manner consistent with NIMS and will utilize ICS.

During a county declared disaster, control is not relinquished to the county and/or state authority, but remains with each WLEOG member agency for the duration of the event.

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Police Department and/or Fire District), which will assign an Incident Commander. The Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the Incident Commander will notify the EOC Manager and request activation of the EOC, as appropriate. The Incident Commander may also establish an Unified Command structure with responding agencies.

5.3 Emergency Operations Center

The purpose of the EOC is to support field operations by obtaining and providing resources, maintaining up-to-date information, coordinating activities, providing information to the public, and to bring chief decision makers together to coordinate their response to the incident. History has shown that effective, well-coordinated response to disaster situations are conducted best when all decision makers and emergency service chiefs are located in one place.

5.3.1 Emergency Operations Center Location

The WLEOG EOC is situated on the second floor of the Siuslaw Valley Fire and Rescue building located at 2625 Highway 101 North, Florence, Oregon. Although the EOC is used on a day-to-day basis as a conference and multi-use room, its use as an EOC takes precedence over all other uses. The EOC is designed to accommodate seventy-two (72) members of the EOC staff from public and private agencies in the West Lane area. The first floor of the Fire Station holds the conference room where the WLEOG Policy Council will be housed. An emergency generator has a two-week fuel supply for the EOC. Activation and set-up of the EOC can be accomplished within 10-15 minutes after the appropriate officials are in place. Key individuals can be contacted through the 911 Dispatch Center.

The Florence Police Department located at 900 Greenwood Street is the designated alternate EOC.
Figure 4: Emergency Operations Center Layout
5.3.2 Direction and Control

The EOC will be the meeting place for designated key officials to respond to an emergency. The WLEOG EOC will be divided into Operations and Support Coordination.

- EOC personnel and agencies may change throughout the course of an emergency. The usual emergency service agencies (police, fire, EMS,) will be actively involved at the site during the initial and post impact stages of an incident.
- During recovery, reconstruction, and renewal, these emergency services will be phased out of direct action and others will become the leading agencies.

The WLEOG EOC is activated and managed by the EOC Manager who reports to the Incident Commander. In some events, a Unified Command may be utilized in the EOC. Unified Command is an ICS management process that allows organizations and agencies with jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. Applying Unified Command in the EOC means that any combination of organizations may work cooperatively to manage the EOC activities. For example, the EOC Manager position may be filled by consensus among two or more members in the unified command if there is not enough resources to staff the position.

Depending on the size and type of incident, the Incident Commander(s) may use the EOC as the Incident Command Post. This does not necessarily change the operations of the EOC, but may require additional coordination on the part of the EOC staff to maximize the use of space and resources. If the ICP is set up at the EOC, many of the Command and General Staff functions for the EOC and the incident response structures could be combined (for example, Planning, Logistics, Finance, PIO, etc.)

5.3.3 Activation

The WLEOG EOC is activated when WLEOG member agencies need coordination and/or resource support. Activation may involve partial or full staffing, depending on the support required. The following list depicts the circumstances when the WLEOG EOC must be activated.

- A WLEOG member agency has activated its EOC and has requested WLEOG EOC activation to support its emergency operations.
- Two or more WLEOG member agencies have overwhelmed their resources.
- A WLEOG member agency require resources from outside its boundaries, except those resources used in normal day-to-day operations that are obtained through existing agreements such as fire/EMS or law enforcement mutual aid agreements.
- The County has declared a countywide emergency.
- A state of emergency is declared.

The five circumstances listed above require an automatic activation of the WLEOG EOC. Other than these circumstances, the activation of the WLEOG EOC must be authorized. The following WLEOG personnel are authorized to activate the EOC:

- Chief of Police, Florence
- Chief of Fire, Siuslaw Valley Fire & Rescue
5.3.4 Levels of Activation

In addition to the following activation levels, the WLEOG member agencies may find that activation of the EOC is not appropriate, yet monitoring of a developing situation is warranted. At that time, the Emergency Operations Center (EOC) Manager or designee will be the liaison with local and county emergency operations. This individual will be identified to those agencies affected by the developing situation. The EOC Manager or designee will also be the point of contact for Lane County for support or administrative activities if the EOC has been activated.

WLEOG has developed criteria to identify three levels of activation depending on the events/situations and duration of response.

**LEVEL ONE – Standby**

This is the lowest level of activation. The WLEOG Policy Council is notified by the EOC Manager of a situation that could develop into an emergency requiring partial or full activation of the EOC. The EOC Manager and selected staff collect data on the situation, release public information if needed, and call other WLEOG member agencies or needed stakeholders to the EOC if the situation escalates. It may also involve the final, wind-down stages of a larger event.

**LEVEL TWO – Partial activation**

The EOC is activated, but only some of the positions are filled. This may involve a smaller emergency that a limited number of responders can handle. It might involve the early stages of an expanding disaster, or it might involve the late stages of a response prior to deactivation of the EOC.

Level Two EOC activation is aligned with a Level 3 Response where 2 or more WLEOG member agencies are responding to an incident where the type and duration of the incident requires additional resource coordination.

**LEVEL THREE – Full activation**

Full activation occurs when the emergency requires the participation of the WLEOG member agencies and multiple outside agencies, performing the full range of emergency service functions. The EOC is activated, and all or most of the positions are filled. This involves an emergency requiring a response effort and/or resources above and beyond the WLEOG and/or the county’s capability.

5.3.5 Emergency Operations Center Staffing

The EOC will be activated as appropriate, and staffed to the extent and duration required. Any time law enforcement, fire, EMS, or public works responds to a request for emergency assistance, there is potential for EOC activations. The responder becomes the Incident Commander and is in charge of the incident until it has been resolved, or until he/she is relieved by a higher-ranking official from his/her agency or by an officer from the designated lead agency. The EOC staff will be broken into 6 main functional areas:
• WLEOG Policy Council
• Management Staff
• Operations Section
• Planning Section
• Logistics Section
• Finance/Administration Section

Agency Representatives will be asked to support ESF functions under one or more of these ICS Sections.

WLEOG Policy Council

The WLEOG Policy Council is comprised of executive representatives from each member agency as defined in the WLEOG Intergovernmental Agreement. This group is responsible for all major policy decisions and overall operations during an incident. This group does not have responsibility for directing incident response and should not be considered a stand-alone entity outside of command staff or operational mandates.

The WLEOG Policy Council is the policymaking body that advises the Incident Commander (response) and EOC Manager (coordination) on efforts directed towards strengthening mitigation, preparedness, response, and recovery capabilities. The Council if called upon will also provide authorization and appropriation of resources for unmet needs and maintain emergency notification and warning systems. The Council approves strategic, response and work plans developed by the EOC and monitors individual WLEOG agency progress on work plan tasks towards achieving strategic goals. Council members are responsible for ensuring their agency’s commitments and responsibilities towards implementing the WLEOG emergency management program strategic goals and work plan.

Emergency responsibilities of the Council include:

• Responding to requests for policy decisions from the EOC and/or JIC.
• Liaising with other multi-agency coordination groups.
• Approving the Emergency Operations Action Plan for the EOC.
• Supporting Incident Command administrative needs.
• Ensuring continuity of operation for their agencies.
• Determining which non-essential services should be curtailed and reassign personnel to ensure continuity of essential services.
• Convene WLEOG Policy Council meetings and ensuring the implementation of recommendations for improving mitigation, readiness, response and recovery capabilities.
• Determining which, or if, authorities will be enacted (such as curfew, fuel rations etc.) through elected bodies such as City Councils, Special District Boards, and Hospital Boards.
• Signing emergency declarations and liaising with regional, state and federal elected officials.
• Providing visible leadership and convening regular media briefings to assure the public of ongoing response and recovery activities.
• Developing Recovery strategies for the West Lane area
• Coordinating situational awareness and resourcing with the County Emergency Manager
EOC Management Staff:

EOC Manager:

The EOC Manager supports all operations and ensures that the facility and resources required for EOC support are provided. This position works closely with the Policy Council and ensures proper emergency and disaster declarations are enacted and documented. The EOC Manager will set up the EOC and activate it using the positions and personnel to support field operations and to accomplish the mission. The EOC Manager reports directly to the Incident Commander and supports the WLEOG Policy Council. The EOC Manager will fill the other ICS slots on an “as needed” basis.

Public Information Officer:

The Public Information Officer prepares and clears all press releases. The PIO should provide accurate information to the media on a timely basis from the EOC. The PIO ensures the EOC Information Hotline telephones are staffed and provide the public with the latest and most accurate information.

Liaison Officer:

The Liaison Officer will coordinate with other agencies in the EOC that are normally not a part of the EOC staff, such as volunteer organizations or the private sector to make sure they are incorporated into EOC organizational structure as appropriate.

Operations Section

The Operation Section is responsible for coordinating all jurisdictional operations in support of the emergency response.

Once the Emergency Operations Center has been activated, organizational and agency representatives will:

• Initially, check in with the on-scene Operations Chief immediately upon arrival at the EOC for an update on the situation and to confirm support assignments.
• Ensure that the Operations Section Chief is kept constantly informed of the situation, including major developments, decisions and requirements.
• Establish and Manage ESF Coordinators under the Operations Section.
• Manage incident resource acquisitions, typing, deployment, and demobilization process.
• Maintain coordination with other appropriate organizations/agencies in support of the Operations Section.
• Thoroughly brief incoming relief personnel and inform the Operations Chief of the changeover prior to departing. The briefing will include as a minimum, information on what has happened; problems encountered; actions pending; and, the location and phone number of the person being relieved.

Planning Section
The Planning Section is responsible for collecting, evaluating, and disseminating information, developing plans and situation reports in coordination with other functions, and for maintaining all EOC documentation.

- The Planning Section Chief prepares and distributes the Incident Action Plan.
- The Planning Section Chief will supply the EOC Manager with incident information collected for the Incident Action Plan to use in the EOC Action Plan.
- The Planning Section Chief may assist the EOC Manager with coordinating regular planning meetings with the WLEOG Policy Council.
- The Planning Section Chief facilitates information and situational coordination with Incident Command and WLEOG Policy Council.

**Logistics Section**

The Logistics Section is responsible for providing facilities, services, personnel, equipment, and materials to the EOC.

- Logistics Section Chief delivers resource requests to the appropriate ESF Coordinator.
- The Logistics Section Chief tracks resources.
- The Logistics Section Chief works closely with the Operations Section Chief and/or designee(s) to ensure all resource requests have been fulfilled.
- Logistics Section Chief monitors and tracks resource request and coordination.

**Finance Section**

The Finance Section is responsible for financial activities and other administrative aspects of the EOC not covered by other sections or units.

- The Finance Section Chief works closely with the Logistic Section Chief and the Operations Chief and/or designee(s) to ensure resource cost tracking.
- The Finance Section Chief coordinates with WLEOG member agencies to collect personnel timekeeping and resource expenditures for the incident.
- The Finance Section Chief will support WLEOG member agencies with incident data if needed to assist them in developing their reimbursement obligations.

**Branch Director(s)**

When activated Branch Directors will be under the direction of the Operations Section Chief. Branch Directors are responsible for the implementation of applicable operational functions, developing the Incident Action Plan (IAP) for their section, and managing Emergency Support Functions Coordinators under their prevue. The following Branches shall be activated if required:

- Emergency Services Branch (ESF 4, 8, 9, 10, 13, 16)
  - Fire Service Branch
  - Law Enforcement Branch
  - Medical Branch
- Infrastructure Branch (ESF 1, 2, 3, 12)
• Health and Human Services Branch (ESF 6, 11, 17)

5.3.6 EOC Planning and Coordination

To ensure Incident Command and the Emergency Operations Center move forward in a unified manner, there must be a clear understanding of the objectives, time frame used (operational period), and the overall organizational structure. The action planning process is a key element to identify the organization objectives/priorities and to ensure that the entire organization will be focused and acting as a unified, coordinated body.

The purpose of the EOC Action Plan is to develop an overall management plan. The EOC Action Plan differs from an Incident Action Plan (IAP) significantly. The IAP is oriented to tactical response and the EOC Action Plan is oriented to strategic management and resource support objectives. There is one EOC Action Plan for each Operational Period. The EOC Action Plan identifies measurable actions to be taken by the EOC during that Operations Period.

The Planning Section Chief is responsible for scheduling and leading the Planning Meeting and developing the Incident Action Plan (IAP). The EOC Manager is responsible for developing and distributing the EOC Action Plan. The following activities illustrates the process:

1. The Planning Section Chief and/or the Operations Section Chief present a brief on the current situation.
2. The Operations, Planning, Logistics, and Finance Chiefs provide briefs on their present situations and make recommendations on specific objectives for the next operational period.
3. The Operations Section will then address tactical actions for meeting the organizational objectives.
4. The EOC Manager after considering the recommendations from the various Section Chiefs and WLEOG Policy Council members will define the EOC organizational priorities for the next operational period (short-term) in the EOC Action Plan.
5. The Planning section captures (in writing) the incident objectives and strategies in the IAP and shares the information with the EOC Manager to include in the EOC Action Plan.
6. The Logistics section determines requirements for obtaining the needed personnel, supplies, and materials to support the Operations section in the pursuit of the organizational objectives.
7. The Finance section determines requirements for paying, documenting, and recovering the funds for personnel, supplies, and materials to support the Operations section in the pursuit of the organizational objectives.
8. The EOC Manager develops the EOC Action Plan
9. The WLEOG Policy Council (if available) reviews and approves the EOC Action Plan.
10. The EOC Manager distributes the EOC Action Plan
11. The Planning Section Chief distributes the Incident Action Plan.

5.4 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident
Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Figure 5: Resource Request Flow**

5.4.1 Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management systems should ensure all resource requests are typed for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.
6. Plan Development and Maintenance

6.1 Overall Approach to Plan Development

The EOP is developed with assistance and input from the WLEOG Policy Council, including disaster stakeholders, and private, volunteer and non-governmental organizations (NGOs) that have emergency management responsibilities. WLEOG is also responsible for coordinating any revision of the Basic Plan as well as the incident-specific annexes. Preparation and revision of the Emergency Support Function (ESF) Annex is the responsibility of the designated primary lead agency and their designated support agencies. Format and content guidance is established by the WLEOG and incorporated into all annexes and attachments as necessary. The City of Florence maintains the EOP and amends it to incorporate new concepts of operations, or information from lessons learned or developed through experience, events and/or training exercises.

6.2 Exercise and Plan Revisions

WLEOG and disaster partners should conduct regular exercises and drill to test the responsiveness and capability of the EOP. Each exercise should test all or critical portions of the EOP, including capabilities of equipment and the personnel to operate such equipment. Exercises should be coordinated with county, state, and other disaster stakeholder to ensure the EOP is evaluated and tested. Each exercise should be evaluated through interviews of the emergency organizations involved following the exercise and adopted into an After Action Report (AAR). Revision to the EOP will be made to the appropriate plans based on the AAR findings.

6.3 Plan Review

A review of the EOP is conducted annually in cooperation with WLEOG member agencies, volunteer groups and other associates. Changes in procedures, lessons learned from previous EOC activations, identification of improved capabilities, and deficiencies for corrective action guide may trigger necessary revisions to the plan. The EOP will be re-promulgated at a minimum of every five years to comply with state and federal requirements.

The EOC Manager is responsible for ensuring the Emergency Operations Plan (EOP) is kept current. The EOP review will include participation by WLEOG Policy Council, primary lead agencies, and other stakeholders responsible for activities in this EOP. This review will:

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

At all times, the EOP will be published and available online at http://wleog.org.
7. Legal Considerations

Each WLEOG member agency will utilize their own in-house legal council for all decisions that affect their agency. The WLEOG Policy Council may require a team of legal staff identified from each WLEOG member agency to assist the Council in the following manner:

- Designate an attorney to provide legal counsel to the WLEOG Policy Council
- Resolve legal conflicts prior to policy implementation
- Ensure proposed mitigation, response and recovery actions comply with city, special district, county, state, and federal laws, and do not expose WLEOG member agencies to risk.
- Recommend the timing of and supervision of any and all legal drafts of declarations, executive orders, and ordinance changes.

7.1 American Disabilities Act

The Americans with Disabilities Act (ADA) of 1990 is incorporated into emergency preparedness plans. This law prohibits discrimination on the basis of disability. A best practice used to effectively address the needs of persons with disabilities or access and functional needs in emergency preparedness plans is establishing a process to pre-identify resources which may be used to fulfill requests from these individuals for reasonable accommodations they may need in emergency situations.

Functional Needs Support Services (FNSS) are defined as services that enable children and adults with or without disabilities who have access and functional needs to maintain their health, safety, and independence in a general population shelter. This may include personal assistance services (PAS), durable medical equipment (DME), consumable medical supplies (CMS), and reasonable modification to common practices, policies and procedures. Individuals requiring FNSS may have sensory, physical, mental health, cognitive and/or intellectual disabilities affecting their capability to function independently without assistance. Additionally, the elderly, women in the late stages of pregnancy, and individuals requiring communication assistance and bariatric support may also benefit from FNSS.

On July 22, 2004, Executive Order 13347 was issued (Individuals with Disabilities in Emergency Preparedness), directing the federal government to work together with state, local and tribal governments, as well as private organizations, to appropriately address the safety and security needs of people with disabilities.

The state and all local governments will make every effort to comply with Title II of the Americans with Disabilities Act (ADA) and other applicable laws related to emergency and disaster-related programs, services and activities for individuals with disabilities, access and functional needs.
8. References

Federal

Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013.


FEMA Policy


State


Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011.

Oregon Administrative Rules (OAR) 104: Oregon Military Department.

Oregon Department of Aviation, Oregon Aviation Plan, 2007.


**County**

Lane County Emergency Operations Plan, 2012

Natural Hazard Mitigation Plan (2012)


Community Wildfire Protection Plan (2008)

**Other**


Florence Economic Development Plans, 2011

Florence Realization 2020 Comprehensive Plan, 2013


Siuslaw Valley Fire and Rescue Emergency Operations Plan, 2001

Appendix A: Immediate Action Checklist

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

1. **Receive alert of incident.**
   - Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public or other sources.
   - If you are the first person receiving notification of the incident and you are not a responder, call 9-1-1 and provide as much detail as possible.
   - Alerts to the public should be authorized by the IC and promoted by the Public Information Officer.
   - The EOC Manager will alert the WLEOG Policy Council by email and/or text message.

   *See ESF 2 - Communications of this plan for more information on alert and warning.*

2. **Determine need to implement the WLEOG EOP.**
   - The WLEOG Policy Council should determine, in coordination with the Incident Commander, what level of support is needed from the EOC for the incident. This may range from the EOC Manager on stand-by to full activation of the Emergency Operations Center.
   - Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated.

3. **Notify key personnel and response partners.**
   - The EOC Manager will notify key personnel to staff the Emergency Operations Center based on incident needs.
   - Notify appropriate emergency response agencies as well as the Lane County Emergency Manager.

4. **Activate the WLEOG Emergency Operations Center as appropriate.**
   - The WLEOG EOC will organize around the Incident Command System in managing the Emergency Operations Center.
   - Primary Emergency Operations Center Location:
     Siuslaw Valley Fire & Rescue
     2625 Highway 101 North
     Florence, Oregon 97439

5. **Establish communications with Incident Commander.**
   - Identify primary and back-up means to stay in contact with the Incident Commander and Safety Officer. The Incident Commander may assign a radio frequency for Emergency Operations Center to use to communicate with the scene.
6. Identify, in coordination with the Incident Commander, resource needs.

   • Protective action measures for employees responding to the incident.
   • Protective action measures, including evacuation and/or shelter-in-place.
   • Shelter and housing needs for displaced people.
   • Emergency public information and coordination with the media.
   • Provisions for Access and Functional Needs Populations, including unaccompanied children.
   • Provisions for animals in disaster.

7. Inform Oregon Emergency Response System (OERS) of Emergency Operations Center activation and request support as needed.

   • Call OERS: 800-452-0311
   • If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.

8. Declare a State of Emergency for the West Lane, as appropriate.

If the incident has threatened or threatens to overwhelm WLEOG resources to respond, WLEOG Policy Council and/or authorized personnel should move forward a declaration of emergency to the County Emergency Manager.

   • A declaration may be made by the authorized WLEOG personnel
   • The declaration should be submitted to OERS.

See Section 1.8 of this plan for information on the disaster declaration process. See Appendix B for a sample disaster declaration form.
Appendix B: Disaster Declaration Form

Disaster Emergency Declaration

Lane County, Oregon

Whereas, ______________________ located in Lane County, Oregon has been impacted by or is immediately threatened by a (natural/technological/national or state security).

Date:

Time:

Duration of Incident:

Hazard:

Situation Assessment:

Now, therefore, we, the ______________________, declare that a local disaster emergency exists in the County and that we hereby invoke and declare those portions of the __________ area which are applicable to the conditions and have caused the issuance of this proclamation, to be in full force and effect in and for the exercise of all necessary emergency authority for protection of the lives and property of the people of this area and the restoration of local government with a minimum of interruption.

This Declaration was approved by the ______________________ at a regular meeting held on ____________, conducted in accordance with __________ code or at an emergency meeting of the ______________________, which complied with the city and/or all Law requirements for such an emergency meeting.

Reference is hereby made to all appropriate laws, statutes, ordinances, and applicable resolutions.

This Declaration of Local Disaster Emergency shall remain effect for _____ days. In witness, whereof, we have hereunto set our hand this __________ day of ______________________, 20____.

__________________________.  ____________________________
Signature    Title
Appendix C: Acronyms and Glossary

Acronyms

AAR  After Action Report
ADA  Americans with Disabilities Act
CENS  Community Emergency Notification System
CERT  Community Emergency Response Teams
CIKR  Critical Infrastructure and Key Resources
COOP  Continuity of Operations
DSHS  Department of Social and Health Services
EAS  National Emergency Alert System
ECC  Emergency Coordination Center
EMO  Emergency Management Organization
EMP  State of Oregon Emergency Management Plan
EMS  Emergency Medical Services
EOC  Emergency Operations Center
EOP  Emergency Operations Plan
ESF  Emergency Support Function
FEMA  Federal Emergency Management Agency
HazMat  Hazardous Materials
HSEEP  Homeland Security Exercise and Evaluation Program
IA  Incident Annex
IAP  Incident Action Plan
ICS  Incident Command System
IGA  Intergovernmental Agreement
IDA  Initial damage assessment
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>JIC</td>
<td>Joint Information Center</td>
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<td>JIS</td>
<td>Joint Information System</td>
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<tr>
<td>MAC</td>
<td>Multi-Agency Coordination</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>NIMS</td>
<td>National Incident Management System</td>
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<td>NOAA</td>
<td>National Oceanic and Atmospheric Administration</td>
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<td>NRF</td>
<td>National Response Framework</td>
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<td>NSS</td>
<td>National Shelter System</td>
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<td>ODOT</td>
<td>Oregon Department of Transportation</td>
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<td>OEM</td>
<td>Office of Emergency Management</td>
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<td>OERS</td>
<td>Oregon Emergency Response Service</td>
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<td>ORS</td>
<td>Oregon Revised Statutes</td>
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<td>ORWARN</td>
<td>Oregon Water/Wastewater Agency Response Network</td>
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<tr>
<td>OSP</td>
<td>Oregon State Police</td>
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<tr>
<td>OTFC</td>
<td>Oregon Terrorism Network Fusion Center</td>
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<tr>
<td>PDA</td>
<td>Preliminary Damage Assistance</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
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<tr>
<td>Red Cross</td>
<td>American Red Cross</td>
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<tr>
<td>SA</td>
<td>Support Annex</td>
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<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>State</td>
<td>State of Oregon (governing body)</td>
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<tr>
<td>TITAN</td>
<td>Oregon Terrorism Information Threat Assessment Network</td>
</tr>
<tr>
<td>USDA</td>
<td>United States Department of Agriculture</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Administration</td>
</tr>
<tr>
<td>VOIP</td>
<td>Voice-Over-Internet Protocol</td>
</tr>
<tr>
<td>WLEOG</td>
<td>West Lane Emergency Operations Group</td>
</tr>
</tbody>
</table>
**Glossary**

*The Glossary of Terms below includes terms that were used in this plan as well as standard Emergency Management concepts to allow the reader to better understand the terms discussed in the plan.

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

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

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

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

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

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

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

**Allocated Resource:** Resource dispatched to an incident.

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

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

**Assigned Resource:** Resource checked in and assigned work tasks on an incident.
**Assignment**: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

**Assistant**: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

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

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

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

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

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

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

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

**Community Emergency Notification System (CENS)**: Critical emergency situation information is relayed through a recorded message to the public via cell phone based on a geographic area.

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

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

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

**Chief**: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).
**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

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

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

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

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

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

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

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

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

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

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

**Coordinate:** To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.
Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Emergency Operations Center (EOC) Manager:** The EOC Manager supports EOC coordination and ensures that the facility and resources required for EOC support are provided. This position works closely with the Policy Council and ensures that proper emergency and disaster declarations are enacted and documented. The EOC Manager will set up the EOC and activate it using the positions and personnel to support field operations and to accomplish the mission.

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

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

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

**Event:** See Planned Event.

**Federal:** Pertaining to the Federal Government of the United States of America.

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

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

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

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief,
Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

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

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

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

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

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

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

**Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Letter of Expectation:** See Delegation of Authority.

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

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

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

**Logistics:** The process and procedure for providing resources and other services to support incident management.
Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

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

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

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

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

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

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

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

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.
**Mutual Aid Agreement or Assistance Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

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

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

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

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. NGOs are not created by government entities, 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. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims.

Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

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

**Operational Period:** The time scheduled for executing a given set of operation action, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

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

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

**Personal Responsibility:** The obligation to be accountable for one's actions.
**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

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

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

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

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

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

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

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

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

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

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

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

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

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

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

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

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

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

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

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

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

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

**Retrograde:** To return resources back to their original location.

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

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

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

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

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

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

**Staging Area:** Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.
Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

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


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

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

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

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

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

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

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

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

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

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

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.
**Technology Standards:** Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

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

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

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

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

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

**Type:** An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

**Unified Approach:** The integration of resource management, communications and information management, and command and management in order to form an effective system.

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

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

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

**Unit Leader:** The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.
Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

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

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

West Lane Emergency Operations Group: Comprised of member agencies that activate through an Intergovernmental Agreement to prepare, protect, respond to, and assist in the recovery in West Lane.

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EMERGENCY SUPPORT FUNCTIONS
9. Emergency Support Function Annexes

Emergency Support Functions (ESF) provide the structure for coordinating interagency support for city, county, state and federal response to an emergency or disaster. They are mechanisms for grouping functions most frequently used to provide state and federal support to local jurisdictions for declared states of emergencies in accordance with Oregon Revised Statute 401.

The Incident Command System is flexible in assignment of ESF and other stakeholder resources according to their capabilities, tasks, and requirements to augment and support the state and federal response to incidents in a collaborative manner.

While ESFs are typically assigned to specific agencies within the Emergency Operations Center (EOC), resources may be assigned anywhere within the incident command structure. The primary and support agencies for an ESF work in conjunction with Operations and Logistics Sections to ensure appropriate planning and execution of missions occur.

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9.1 Activation

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

9.2 ESF Responsible Agencies

Each ESF Coordinator identifies the coordinating, primary and support agencies pertinent to the ESF. Several ESFs incorporate multiple functions, with primary agencies designated for each ESF to ensure seamless integration of and transition between preparedness, response and recovery activities. ESFs with multiple primary agencies may designate an ESF coordinating agency for the purposes of pre-incident planning and coordination of primary and supporting agency efforts throughout the emergency or disaster. The following is a discussion of the roles and responsibilities of the ESF coordinating, primary and support agencies.

9.3 Coordinating Agency

An ESF coordinating agency is the entity with management oversight for a particular ESF. The role of the ESF coordinating agency is carried out through a collaborative approach as agreed upon collectively by the designated primary agencies and, as appropriate, support agencies. Responsibilities of the ESF coordinating agency include:

- Coordination before, during and after an emergency or disaster, including pre-incident planning and coordination.
- Maintain ongoing contact with ESF primary and support agencies.
- Conduct periodic ESF meetings and conference calls.
- Coordinate efforts with corresponding private-sector organizations.
- Coordinate ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate.

9.4 Primary Agencies

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission. When an ESF is activated in response to an emergency or disaster, a primary agency is responsible for:
• Supporting the ESF coordinating agency and the other primary and support agencies.
• Facilitate WLEOG, county and state support within their functional area for affected jurisdictions.
• Provide staff for the operations functions at the Emergency Operations Center (EOC).
• Notify and request assistance from support agencies.
• Manage mission assignments and coordinate with support agencies, as well as appropriate local, county, and state officials, operations centers, and agencies.
• Work with appropriate private-sector organizations to maximize use of all available resources.
  Support and keep other ESFs and organizational elements informed of ESF operational priorities and activities through the EOC.
• Conduct situational and periodic readiness assessments.
• Coordinate contracts and procurement of goods and services through Logistics and Administration/Finance Sections.
• Ensure financial and property accountability for ESF activities.
• Plan for short- and long-term response and recovery operations.
• Maintain trained personnel to support the Emergency Support Function.

9.5 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for:

Participate in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

• Assist in the conduct of situational assessments.
• Furnish available personnel, equipment or other resource support as requested by the EOC or the ESF primary agency(s).
• Provide input to periodic readiness assessments.
• Maintain trained personnel to support inter-jurisdictional and interagency emergency response and support teams.

9.6 Training Recommendations

To ensure ESF Primary departments, ESF Coordinators, and support agencies understand their roles responsibilities, current issues/limitations of the ESF, and efficient collaboration a rigorous training/meeting schedule should be established and maintained. Scheduling multi-jurisdictional collaborative ESF Branch meetings should be discussed, although, it may be more applicable for each jurisdiction’s ESF Branches to meet separately throughout the year. It is recommended that an annual multi-jurisdictional exercise is scheduled and an Improvement Plan is implemented.

9.7 Emergency Support Functions (ESF)
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<tr>
<th>ESF</th>
<th>COORDINATOR</th>
<th>PRIMARY AGENCY</th>
<th>EMAIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESF #1 Transportation</td>
<td>Mark Durbin</td>
<td>City of Florence</td>
<td><a href="mailto:mark.durbin@ci.florence.or.us">mark.durbin@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #2 Communications</td>
<td>Marvin Tippler</td>
<td>Siuslaw Fire and Rescue</td>
<td><a href="mailto:marvin@svfr.org">marvin@svfr.org</a></td>
</tr>
<tr>
<td>ESF #3 Public Works</td>
<td>Mark Durbin</td>
<td>City of Florence</td>
<td><a href="mailto:mark.durbin@ci.florence.or.us">mark.durbin@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #4 Firefighting</td>
<td>Jim Langborg</td>
<td>Siuslaw Fire and Rescue</td>
<td><a href="mailto:jlangborg@svfr.org">jlangborg@svfr.org</a></td>
</tr>
<tr>
<td>ESF #5 Information and Planning</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #6 Mass Care</td>
<td>Wendy Farley-Campbell</td>
<td>City of Florence</td>
<td><a href="mailto:wendy.farleycampbell@ci.florence.or.us">wendy.farleycampbell@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #7 Resource Support</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #8 Health and Medical</td>
<td>Charlie York</td>
<td>Western Lane Ambulance</td>
<td><a href="mailto:Charles@wlambulance.com">Charles@wlambulance.com</a></td>
</tr>
<tr>
<td>ESF #8 Health and Medical</td>
<td>Selene Jaramillo</td>
<td>Lane County Public Health</td>
<td><a href="mailto:Selene.JARAMILLO@co.lane.or.us">Selene.JARAMILLO@co.lane.or.us</a></td>
</tr>
<tr>
<td>ESF #9 Search and Rescue</td>
<td>Jim Langborg</td>
<td>Siuslaw Fire and Rescue</td>
<td><a href="mailto:jlangborg@svfr.org">jlangborg@svfr.org</a></td>
</tr>
<tr>
<td>ESF #10 Hazardous Materials</td>
<td>Jim Langborg</td>
<td>Siuslaw Fire and Rescue</td>
<td><a href="mailto:jlangborg@svfr.org">jlangborg@svfr.org</a></td>
</tr>
<tr>
<td>ESF #11 Food and Water</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #11 Food and Water</td>
<td>Norma Barton</td>
<td>Food Share</td>
<td><a href="mailto:nbarton@florencefoodshare.org">nbarton@florencefoodshare.org</a></td>
</tr>
<tr>
<td>ESF #12 Energy</td>
<td>Mark Durbin</td>
<td>City of Florence</td>
<td><a href="mailto:mark.durbin@ci.florence.or.us">mark.durbin@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #13 Military Support</td>
<td>Matt Marheine</td>
<td>Oregon Emergency Management</td>
<td><a href="mailto:matt.marheine@state.or.us">matt.marheine@state.or.us</a></td>
</tr>
<tr>
<td>ESF #14 Public Information</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #15 Volunteer</td>
<td>Frank Nulty</td>
<td>CERT</td>
<td><a href="mailto:certsvfr@gmail.com">certsvfr@gmail.com</a></td>
</tr>
<tr>
<td>ESF #15 Donations</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #16 Law Enforcement</td>
<td>Brandon Ott</td>
<td>City of Florence</td>
<td><a href="mailto:Brandon.ott@ci.florence.or.us">Brandon.ott@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #17 Agriculture and Animal Protection</td>
<td>Megan Messmer</td>
<td>City of Florence</td>
<td><a href="mailto:megan.messmer@ci.florence.or.us">megan.messmer@ci.florence.or.us</a></td>
</tr>
<tr>
<td>ESF #18 Business and Industry</td>
<td>Cal Applebee</td>
<td>Chamber of Commerce</td>
<td><a href="mailto:cal@florencechamber.com">cal@florencechamber.com</a></td>
</tr>
<tr>
<td>ESF #18 Business and Industry</td>
<td>Richard Dreiling</td>
<td>Port of Siuslaw</td>
<td><a href="mailto:Richard@portofsiuslaw.com">Richard@portofsiuslaw.com</a></td>
</tr>
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Emergency Support Function #1 - Transportation

Primary Agency

City of Florence Public Works

- Road Division
- Airport
- Engineering
- Maintenance
- Administration/Finance

Support Agencies

Oregon Department of Transportation
Lane County Public Works Road Department
Private Sector

1. Purpose and Scope

1.1 Purpose

The purpose of this Emergency Support Function (ESF) is to provide and maintain a transportation infrastructure for the support of response and recovery missions following an emergency or a major disaster as well as the minimum transportation needs of the general public.

The success of this effort requires the coordination, pooling, and networking of both available and obtainable transportation resources provided by state and federal agencies, local government entities, voluntary organizations, or other providers.

The term “available” refers to existing resources within the inventory or control of the City or participating county and state agencies as well as other entities that can be used for the event.

The term “obtainable” means other necessary resources that have to be acquired through contract, lease, purchase, mutual aid agreements, or otherwise from outside the inventory or control of participating agencies. These resources may be in such forms as facilities, personnel, equipment, materials, supplies, consulting services, easements, rights-of-way, technical assistance, or others.
1.2 Scope

ESF #1 is designed and structured to provide transportation emergency management and resource support to assist in domestic event and incident management. Activities within the scope of ESF #1 functions include:

- Coordinates, establishes, and maintains the transportation capabilities among appropriate agencies/entities necessary to meet WLEOG member agencies operational requirements in preparing for, responding to, and recovering from emergencies and disasters.
- Processing and coordinating requests for transportation support.
- Reporting damage to transportation infrastructure as a result of an incident.
- Coordinating the restoration and recovery of the transportation infrastructure.
- Support evacuation efforts of persons from threatened or immediate danger.
- Monitoring, control, and coordination of vehicular traffic flow.
- Provision of infrastructure status reports for all modes of transportation.
- Multi-modal logistical transportation of evacuees, personnel, equipment, and materials and supplies.
- Provision of maps for all modes of transportation.
- Identification of obstructions and damage to the multi-modal transportation infrastructure, as well as general impact assessment for the state damage assessment report.
- Prioritization and initiation of emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the multi-modal transportation infrastructure.

2. Policies and Agreements

Primary responsibility for management of incidents involving transportation normally rests with the local, county, state and private sector, which own and operate the majority of the areas transportation resources. Policies and agreements between the City of Florence, WLEOG member agencies, and transportation stakeholders will ensure the ability to sustain transportation services, mitigate adverse economic impacts, meet societal needs, and move emergency relief personnel and commodities will hinge on effective transportation decisions at all levels. Unnecessary reductions or restrictions to transportation will directly impact the effectiveness of all prevention, preparedness, response, recovery, and mitigation efforts.

To efficiently and effectively perform the duties, responsibilities and activities reserved to ESF #1, the primary and supporting agencies will ensure that the following policies, guidelines and principles are demonstrated:

- Transportation planning will employ the most effective means of transporting resources, including commercial transportation capacity.
- Transportation planning will recognize state and local plans used to control movement of relief personnel, equipment, and supplies, as well as state and local-established priorities for determining precedence of movement.
Facilitated coordination between federal, state, district/regional, local and private entities.

Movements of local and contracted personnel, equipment, and supplies are managed through the coordination and prioritization of shipments. To facilitate the prompt deployment of resources, priorities for various incidents are developed and maintained through a collaborative process led by Florence Public Works Department, Lane County Road Department, and Oregon Department of Transportation (ODOT) prior to an incident to facilitate the prompt deployment of resources. ESF #1 Coordinator is responsible for compiling, submitting, and updating information for inclusion in the ESF #1 prioritized shipments.

Florence Public Works Department, Lane County Road Department, and ODOT will share and coordinate activities through timely and relevant situational awareness and threat information reports.

Supporting agencies will collaborate in the provision of relevant situational awareness and threat information reports.

Ensure that ESF #1 and its supporting agencies have designated personnel assigned to other ESFs in the EOC, as needed, or to their respective agency emergency operations centers;

Ensure that personnel are available to receive, assess and respond to transportation resource requests tasked by the EOC.

Proactively assess and routinely develop action plans for submission to ESF #5 to meet the short and long-term transportation needs of the threatened and/or impacted area(s);

Routinely prepare and submit Situation Reports (SITREP) to ESF #5;

Meet transportation resource requests through available or obtainable resources of support function agencies, including resources that are available through mutual-aid agreements, compacts, and/or the Federal Emergency Management Agency (FEMA);

Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable, and

Evaluate damage to infrastructure and conduct impact assessment in the threatened and/or impacted area and, as appropriate, task personnel for response and recovery work.

3. **Concept of Operations**

3.1 **General**

ESF #1 assistance for mission assignments for transportation support is tasked by the EOC Infrastructure Branch to ESF #1 for action;

ESF #1 communications are established, maintained and coordinated with ESF #5 (Planning & Intel) to facilitate the expeditious and accurate exchange of information necessary to conduct mission management activities;

ESF #1 receipt and reporting of assessment and status information is coordinated with ESF #5 (Planning & Intel), ESF #7 (Resource Management), Operations Section Chief, and Infrastructure Branch Director. The WLEOG Policy Council and EOC Manager will receive a copy of the assessment.
• ESF #1 provides a structure for managing and coordinating the complex operations of the transportation system. This includes:
  o Coordination of evacuation and re-entry efforts;
  o Coordination of resource deployment into and out of the event or incident area;
  o Coordination of transportation recovery, restoration, safety and security;
  o Coordination of Maintenance of Transportation (MOT) efforts; and
  o Coordination of the movement, or restricting of the movement, of individuals, personnel and goods as necessary.

• ESF #1 resources are provided through the EOC when activated, and coordinated through the Operation Section.

• ESF #1 may obtain resources through member agency contractors, vendors, and suppliers. Resources may also be obtained from local, state, regional, national, and public and private associations or groups.

• ESF #1 resources may be used to:
  o Provide transportation support to other ESFs;
  o Provide information and support to entities conducting evacuation and re-entry efforts;
  o Monitor, control, and coordinate all modes of transportation;
  o Provide infrastructure status reports for all modes of transportation;
  o Provide multi-modal logistical support for the transportation of evacuees, responders, resources and survivors returning to impacted areas;
  o Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable, to include the identification of alternative routes;
  o Provide transportation maps, charts and electronic geospatial information;
  o Identify, assess, and prioritize repairs of damage sustained to the multi-modal transportation infrastructure;
  o Prioritize and initiate emergency work to clear debris and obstructions from, and make emergency repairs to, the multi-modal transportation infrastructure.
  o Facilitate and coordinate the Overweight and Over Dimensional expedited permitting process.
  o Facilitate and coordinate the provisions for extended hours of operation for commercial operators for materials necessary to respond to the event or incident.

Initial Actions

Immediately upon notification of a threat, event, or incident, consideration is given by ESF #1 toward:

• Providing appropriate representation at the WLEOG Emergency Operations Center (EOC).
• Initiating relevant damage assessment reporting to Infrastructure Branch Director.
• Implementing plans to ensure adequate resource support.
• Implementing protective measures to manage and contain the event or incident to lessen potential impact regarding life safety, preservation of property and the environment, and mitigation against further damage.

Continuing Actions

Upon an activation of the EOC, consideration is given by ESF #1 toward:

• Coordination of the acquisition of transportation services to fulfill 1) informational, 2) mission related, and 3) financial and administrative assignments in support of Incident Command and all ESFs when required.
• Coordination of support to the appropriate state, local, and tribal entities regarding the movement of people and goods to, from, and within the impacted area(s), and provides information regarding issues such as movement restrictions, critical facilities closures, and evacuations.
• Coordination of the administrative support of individuals involved in emergency transportation operations and for managing all financial transactions undertaken through mission assignments to ESF #1.
• Coordination of appropriate operating administrations on the implementation of specific authorities providing immediate assistance, such as air traffic control, long-term recovery of the transportation infrastructure, and any authorized mitigation efforts to lessen the effects of future incidents.

3.2 Organization

The City of Florence Public Works Department is the primary, or lead, agency for ESF #1, and will staff the ESF #1 Coordinator. ESF #1 Coordinator will report directly to the Infrastructure Branch Director who in turn, reports to the Operations Section Chief. The Incident Commander will re-assign ESF #1 to a different Branch if needed.

The ESF #1 Coordinator will report directly to the Infrastructure Branch Director, and will be part of the Operations Section organizational structure. The duties, responsibilities and activities include ensuring:

• Coordination of the ESF #1 activities in the EOC during periods of activation.
• Development and maintenance of the ESF #1 duty roster and schedule.
• Coordination of the 1) information management, 2) mission management, and 3) administrative and financial management processes related to ESF #1.
• Personnel will have access to their respective primary and supporting agency's available and obtainable transportation resources.
• Acquisition, deployment, and demobilization of ESF #1 Transportation resources.
• All personnel efficiently and effectively participate in the evaluation and mission assignment of transportation resource requests.
• All personnel support the development of SITREPs and action plans for ESF #5 during activations.
• All personnel participate and support the development of ESF #1 After Action Reports (AARs) following the deactivation of the event or incident by Incident Command.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Preparedness

• Participate in the review and revision of the ESF #1 – Transportation Annex to the WLEOG Emergency Operations Plan, and related ESF #1 documents and materials.
• Attend and participate in ESF #1 conference calls, webinars, meetings, conferences, training sessions, and exercises. Develop and maintain manual and automated templates, documents and listings.
• Agency emergency points of contact and Subject Matter Experts (SME) that are assigned or otherwise available to ESF #1.
• Points of contact for agency, contractor and vendor obtainable transportation resources;
• Websites and other electronic resources identified to assist all supporting agencies.
• Support EOC briefings, situation reports, and/or action plans.
• Maintenance of records for time worked and costs incurred by ESF #1 agencies and personnel during an event or incident.
• Evaluation of the probability and time period of the response and recovery phases for the event.

Response

• Evaluate and task multi-modal transportation requests to the appropriate supporting agency.
• Support the Infrastructure Branch, ESF #3 Public Works, ESF #5, ESF #12 Energy, Debris Management Branch, Rapid Response Team, Damage Assessment Teams.
• Support requests and directives leading to, and resulting from, Presidential and Gubernatorial Executive Orders and Declarations and requests for federal assistance.
• Generate information to be included in Branch and ESF briefings, situation reports, and/or action plans.
• Assign and schedule sufficient ESF #1 support staff to cover an activation of the EOC for an extended period of time.
• Make contact with ESF #1 County, State, and Federal counterparts in the threatened or impacted area according to established procedures.
• Maintain appropriate records of work schedules and costs incurred by ESF #1 agencies during an event.
• Evaluate the probability and time period of the recovery phase for the event. If a recovery phase is probable, begin pre-planning for recovery actions.
• Anticipate, evaluate, and respond to all requests for air operations assistance, if the Florence Airport is in use for response and recovery activities, pursuant to established procedures.
• Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable.
• Prepare and maintain maps for all modes of transportation.

Recovery

• Evaluate and task the transportation support requests for impacted areas.
• Generate information to be included in EOC briefings, situation reports, and/or action plans.
• Support the establishment of staging areas, distribution sites, Joint Information Center, the deployment of strike teams, mutual aid teams, and other local, state, and federal recovery facilities and emergency workers in the impacted area.
• Coordinate with County, State, and FEMA ESF #1 personnel.
• Assign and schedule appropriate recovery personnel to cover an activation of the EOC, as needed, throughout the recovery phase.
• Maintain appropriate records of work schedules and costs incurred by ESF #1 agencies during an event.
• Seek information concerning the projected date the EOC will deactivate.
• Anticipate, evaluate, and respond to all requests for Temporary Flight Restrictions if resources are traveling according to established procedures.
• Participate with the FEMA Evacuation Liaison Team (ELT), if requested.
• Monitor the status of the port, transportation structures, airports, navigable waterways, and railway systems.
• Plan, prepare for and assist with the movement of emergency relief personnel and commodities.
• Evaluate damage to infrastructure and conduct impact assessment in the threatened and/or impacted area as appropriate and task personnel for response and recovery work.
• Update temporary alternative transportation solutions that have been implemented when systems or infrastructure are damaged or unavailable as system is restored.
• Prepare and maintain maps for all modes of transportation.

3.4 Direction and Control

All management decisions regarding resourcing ESF #1 Transportation response are made by the Operations Section Chief and/or Infrastructure Branch Director if applicable.

In accordance with a mission assignment from Emergency Support Function 1, and further mission tasking by the Incident Commander, each support organization assisting Emergency Support Function #1
will retain administrative control over its own resources and personnel but will be under the operational control of the ESF.

3.5 Activation and Notifications

Activation of individual Emergency Support Function (ESF) is based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. The EOC Manager may request the appropriate Section Chief and/or Branch Director to notify the Primary Agency contact and request the ESF Coordinator deploy to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable Section Chief will notify ESF Coordinators assigned to their Section to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Transportation and Evacuation Considerations

The Incident Commander based on advice of appropriate advisory agencies and subject matter experts will determine the area of evacuation. Major transportation and evacuation routes may be impacted based on the emergency or disaster. In the case of hazardous materials incidents/accidents, evacuation information is available in the U.S. Department of Transportation North American Emergency Response Guidebook, Oregon Emergency Management (OEM), 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 general public defines the evacuation area in terms clearly understandable and that this information is provided to the lead Public Information Officer (PIO) for rapid dissemination.
The primary transportation mode during evacuations is anticipated to be in private vehicles. Actual evacuation movement efforts will be conducted by the law enforcement agencies. Law enforcement officials will select evacuation routes 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. Designated Public Works Department road staff will provide traffic control devices such as signs and barricades.

3.7 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
• Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel shortage will become critical for response operations.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane County isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

Florence Public Works Department

The Florence Public Works and Lane County Public Works 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 incident command staff of the 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 for the following duties:

• Coordinate all ESF #1 administrative, management, planning, training, preparedness, response, recovery, and mitigation/redevelopment activities.
• Assign personnel, Public Works Auxiliary Staff, and ODOT SMEs, to the ESF #1 duty roster and schedule in the EOC.
• Provide all available and obtainable transportation resource support for the ESF #1 mission to include:
  • Transportation equipment and facilities lists;
  • Vehicular traffic management and control signs and devices of various types;
  • Vehicular traffic flow data and information from permanent and temporary monitoring sites;
  • Suspend and clear all construction and maintenance zones in a timely manner in anticipation of a notice of an evacuation order or as a protective measure in forecasted impacted areas;
  • Support the activation of evacuation plan(s) in a timely manner after notice of an evacuation order;
  • Provide public transit and resources with point of contact data by city and county;
  • Provide public and private airfield, heliport, seaplane base, and hospital heliport data such as location, elevation, marine navigation aids, runways, and owner-operator points of contact;
  • Provide railroad transportation systems data and points of contact;
  • Provide port data such as location, marine navigation aids, docking and cargo capability, and owner-operator points of contact;
  • Provide utilities data with coordination of ESF #12, and other support agencies;
  • Provide the EOC, including deployed personnel, maps for all modes of transportation;
  • Identify temporary alternative transportation solutions that have been implemented when systems or infrastructure are damaged or unavailable and update as system is restored.
  • Provide staffing and resources necessary to conduct impact assessment of the impacted area, and;
  • Provide multi-modal transportation engineering, technical, and specialty support and coordination.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Lane County Public Works Road Division

The Road Maintenance Manager shall be responsible for coordination of emergency services requested by the Department command structure. In the absence of the Road Maintenance Manager, a designated Acting Road Maintenance Manager shall be responsible. Services may include:

• Protection of roads and bridges and restoration to a safe and usable condition.
• Structural evaluation of bridges and overpasses for safety. Closure of any unsafe facilities.
• Assistance with removal of unsafe or collapsed buildings.
• Traffic control.
• Removal of roadway obstructions and reopening roads for emergency vehicles.
• Provision of equipment and operators for rescue operations.
• Coordination with private service providers.
• Liaison with public utilities.
• Respond to reports of hazardous materials spills with staff trained as first responders.
• Update of Lane County website for road closures.

**Oregon Department of Transportation**

• Coordinate all transportation related missions in support of the state Emergency Operations Plan.
• Work with other agencies as needed to determine the usable portions of the state transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
• Work with local road authorities and the Federal Highway Administration (FHWA) to implement the Federal-Aid Highway Emergency Relief (ER) program for federal-aid highways in Oregon.
• Coordinate and control emergency highway traffic regulation in conjunction with the OSP, OMD, and the FHWA.
• Maintain liaison with the Oregon Chapter of the Association of General Contractors and construction and equipment rental companies.
• Work with the Oregon AERO in regard to aviation related response activities, including the use of state owned airports.
• Conduct aerial reconnaissance and photographic missions, as requested, provided resources are available.
• Provide transportation-related public information and mapping support to the Governor’s Office, the Oregon ECC, or the lead state response agency, in addition to the public information and mapping support work done within ODOT, during response and recovery activities.
• Coordinate with the U.S. Department of Transportation Region 10 Regional Emergency Transportation Coordinator (RETCO) or designee, to obtain federal transportation support.

### 4.3 Incident Command and Transportation Coordination

Provide all available and obtainable transportation resources for the support of ESF #1 missions. The other seventeen (17) ESF Coordinators will assist ESF #1 by providing:

• Notification of the availability of buses, trucks, trailers, aircraft, boats, vans, and cars for transportation missions.
• Notification of the availability of repair, service, refueling, parking, storage, and staging facilities, equipment, and personnel for the modes of transportation listed above.
• Notification of the availability of vehicular traffic management and control signs and devices for transportation missions.
• Notification of any known vehicular traffic flow information, highway, road, and street closure or obstruction information, and the availability of any transportation related engineering, technical, and specialty support or assistance.
4.4 Resource Management

The Florence Public Works Department supports ESF #1 Transportation, ESF #3 Public Works, and ESF #12 Energy. The Florence Public Works Director and/or designee will identify an ESF Coordinator to manage all three Emergency Support Functions during pre and post incident activities. When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

5. Financial Management

All requests for communication services must originate through the appropriate Branch Director or the Logistics Section Chief if the Branch Director has not been appointed. Once a resource has been
requested and tasked, the ESF Coordinator will initiate action. The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

**Documentation of Incurred Costs**

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

6. **Supporting Documents**

- National Response Framework, ESF 1 – Transportation
- County and State Agency ESF 1 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- ODOT Emergency Operations Plan (EOP)
- ODOT First Responder Guide to Highway Incident Response
- ODOT Employee and Family Disaster Preparedness Guide
- Florence Transportation System Plan, 2012
- Lane County Transportation System plan, 2004
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Emergency Support Function #2 - Communications

Primary Agencies

Florence Police Department
Siuslaw Valley Fire and Rescue
Western Lane Ambulance District

Support Agencies:

West Lane County Public Safety Answering Point (PSAP) 911
City of Florence
Central Lane 9-1-1
Private Sector

1. Purpose and Scope

1.1 Purpose

The purpose of this Emergency Support Function (ESF) is to provide a functional communications network to support West Lane during response and recovery activities related to an emergency or major disaster. The communication network supports the effective collection and transfer of information and data to and from all intended recipients in a timely and accurate manner.

The success of ESF #2 requires the coordination, pooling, and networking of both “available” and “obtainable” communications resources provided by city, county, state, and federal agencies, volunteer organizations, corporations, or other telecommunications providers.

The term “available” refers to resources within the existing inventory or control of participating agencies that can be used for the event. The term “obtainable” refers to resources to be acquired through mutual aid agreements, contract, lease, or purchase.

1.2 Scope

The West Lane County Public Safety Answering Point for 9-1-1 provides twenty-four hours a day, seven days a week public safety emergency dispatch service, and is the focal point for the 911 telephone system for the western region of Lane County. Dispatching is handled by one to two radio console positions that
operate 24 x 7 and dispatch Siuslaw Fire and Rescue, Western Lane Ambulance, the Tribal Police for the Confederated Tribes, Mapleton Fire, Swisshome-Deadwood Fire, and the Florence Police Department.

ESF #2 coordinates the restoration of the public communications infrastructure and public safety communications systems and first responder networks. ESF #2 supports West Lane PSAP in procuring and coordinating communications services following an emergency or disaster.

2. Policies and Agreements

Primary responsibility for management of incidents involving daily telecommunication normally rests with the city as well as county, state and private sector, which own and operate the majority of the areas telecommunication resources. Policies and agreements between the city, county, and telecommunication partners will ensure the ability to sustain communication services, mitigate adverse economic impacts, meet societal needs, and ensure interoperability during response activities. Unnecessary reductions or restrictions to telecommunication systems will directly impact the effectiveness of all prevention, preparedness, response, recovery, and mitigation efforts.

3. Concept of Operations

3.1 General

Under the leadership of the Siuslaw Valley Fire and Rescue District and in cooperation with the Florence Police Department and West Lane County Public Safety Answering Point (PSAP) 911 representatives from each of the primary, support and voluntary agencies will staff the EOC when appropriate. The role of the primary agency will be to focus coordination and ensure the management of combined agency efforts.

3.2 Organization

ESF #2 Coordinator will report directly to the Infrastructure Branch Director who in turn, reports to the Operations Section Chief, if communications systems are damaged. ESF #2 Coordinator may report to the Emergency Services Branch Director if communications systems are in working order, but radio resources are needed. The Incident Commander will re-assign ESF #2 to a different Branch if needed.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives
General

- Monitor the Northwest Weather Service for the latest weather report for the area, including present conditions, the 24 hour forecast, and the long-range forecast.
- Assess the need for mobile or transportable communications equipment.
- Assess the need for, and obtain telecommunications industry support as required.
- Prioritize the deployment of services based on available resources and critical needs.
- Work to resolve all conflicts regarding communications resource allocation requests.
- Determine from local county/city authorities the location of possible secondary response locations in the disaster area, e.g., logistical staging areas, feed sites, tent cities, medical stations, satellite Disaster Field Offices, etc.
- Obtain the exact location of any proposed forward state emergency response team.
- Obtain information from ESF #1 (Transportation) and ESF #16 (Law Enforcement) regarding road, rail, and air transportation conditions and whether ESF #1 can move mobile communications systems into the area.
- Prepare and process reports using established procedures focusing specific attention to the production of after action reports that will be crucial for future review of ESF activities and procedures.
- Coordinate State/Federal communications support to all governmental, quasi-governmental, and volunteer agencies as required.
- Coordinate ESF #2 needs and repair time frames with the County PSAP, State ECC, Federal Emergency Management Agency (FEMA), the Department of Defense (DOD), and the National Communications System (NCS) if required.
- Develop and promulgate information collection guidelines and procedures to enhance assessment, allocation, and reallocation of telecommunications industry assets.

Preparedness

- Identify communications facilities, equipment, and personnel located in, and outside, the affected area that could be made available to support response and recovery efforts.
- Assess the need for and obtain telecommunications industry support as required.
- Assess needs to pre-stage communications assets for rapid deployment into the affected area.
- Alert and/or contact all support agencies of ESF #2 and telecommunications industry as necessary.
- Develop scheduling for ESF #2 dedicated staff to the EOC for technical Support as necessary.

Response

- Monitors the status of situations that may develop into a major incident to determine that adequate telecommunications services are provided to support response operations.
• Coordinates communications resources (equipment, services, and personnel) and assets that may be available from a variety of sources (i.e., local, county, state agencies, voluntary groups, the telecommunications industry, and federal government agencies).

• Coordinates and identifies connectivity issues to Internet Service Providers to restore services that would enable use of internal e-government communication services.

• Coordinates communications facilities, equipment and personnel located nearest to the affected area(s) that could be made available to support recovery efforts.

• Coordinate the acquisition and deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area.

• Prioritizes the deployment of services based on available resources and critical needs.

• Accumulate damage information obtained from assessment teams (i.e. Telecommunication Field Assessment Team), the telecommunications industry, and other local/county/state agencies and report that information through to the EOC.

• Support recovery efforts to restore communication connectivity.

• The ESF #2 Coordinator will prepare an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

Recovery

• Assess communications assets available to support a recovery mission(s). Other volunteer and local agencies with communications assets may be requested to contribute assets to the response effort. Industrial resources may also be considered for availability and effectiveness. Also, availability, operational condition, and duration of need must be considered. The logistical requirements necessary to obtain critical equipment will also be evaluated.

• Plan and prepare the notification systems to support the establishment of the Recovery Branch, staging areas, Points of Distribution sites, Joint Information Centers, the deployment of strike teams, mutual aid teams, and other local, State, and federal recovery facilities and emergency workers in the impacted area(s).

• Review, categorize, and compare damage information obtained from all the assessment teams, telecommunications industry, local county EOCs and other city/county/state agencies with industry and local government sources to insure that specific problems are clearly understood and agreed upon.

• Select the resource alternative or package most applicable and coordinate its deployment.

• Evaluate and task the transportation support requests for impacted areas. Coordinate access into the impacted areas(s) for restoration and recovery actions of the communications industry personnel.

• Generate in a timely manner, information to be included in EOC briefings, situation reports, action plans, internal and external state agency management and/or communications industry reports.
• Assign and schedule sufficient personnel to cover an activation of the EOC for an extended period of time.
• Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.
• Maintain appropriate records of work schedules and costs incurred by ESF #2 agencies during an event.
• Maintain appropriate tracking records of deployed communications equipment coordination through ESF #2 during event for billing and equipment retrieval.
• Seek information concerning the projected date the EOC will deactivate.

3.4 Direction and Control

All management decisions regarding resourcing ESF #2 Communication response are made by the Section Chief and/or Infrastructure Branch Director if applicable.

In accordance with a mission assignment for Emergency Support Function #2, and further mission tasking by the Incident Commander, each support organization assisting Emergency Support Function #2 will retain administrative control over its own resources and personnel but will be under the operational control of the Incident Command staff.

3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. The EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
• The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify the designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Communication Points

Communications points are locations made available to the public to gain information about an emergency or to request assistance; these may be switchboards, ad hoc call centers, etc. In the event of an emergency, it is important that timely, standard information be provided to all communications points.

The Incident Public Information Officer will provide all communications points with a standard statement about the incident, and provide updates as the incident evolves. Should the demand and volume of information required exceed the Public Information Office’s capacity, the Public Information Officer will establish a Joint Information Center (JIC) with a phone bank for public non-emergency calls, media center and Public Information Officer (PIO) working room. In addition, the JIC will be opened and staffed if two or more agencies become involved in the emergency and based on the scope of the incident. Due regard will be given to the agency of initial or primary jurisdiction. The center may be moved or re-established when warranted.

All information about specific on-scene operations must be approved by the on-scene Incident Commander before being released. The Public Information Officer will release general information about the scope of the emergency and actions being taken.

Public Safety Answering Points (PSAPs)

PSAPs are the answering points operating within the County under the Enhanced 911 system. These centers receive emergency calls from the public based on the location from which the call is being made. These centers dispatch first response personnel and/or take appropriate action to handle the call. Because there are multiple PSAPs, it is sometimes necessary to transfer calls between PSAPs to get all necessary resources dispatched. PSAPs operating in Lane County and the agencies within Lane County for which they dispatch include:

Primary PSAPs

• **Eastern Lane 9-1-1 (Oakridge)** 24-Hour Emergency - (541) 782-2211 Law Enforcement: Oakridge PD  
  Fire: Hazeldell Fire, Oakridge Fire, Westfir Fire

• **Central Lane Communications (Eugene)** 24-Hour Emergency – (541) 344-2211 Law Enforcement: Eugene PD, Fire: Blue River Fire District, Coburg Fire District, Dexter Fire District, Emergency Action Services, Eugene Fire and EMS Department, Goshen Fire District, Lake Creek Fire District, Lane County Fire District #1, Lane Rural Fire District, Lorane Fire District Lowell Fire District, McKenzie Fire District, Mohawk Valley Fire District, Pleasant Hill Fire District, Santa Clara Fire District, South Lane Fire/Rescue, Springfield Fire and Life Safety and Upper McKenzie Fire District
• **Florence Police Department** (Florence) 24-Hour Emergency – (541) 997-2623 Law Enforcement: Florence PD. Fire: Siuslaw Valley Fire & Rescue, Western Lane Ambulance, Swisshome/Deadwood RFPD and Mapleton RFPD

• **South Lane County 9-1-1** (Cottage Grove) 24-Hour Emergency – (541) 942-2464 Law Enforcement: Cottage Grove PD Fire: South Lane Fire & Rescue

The West Lane PSAP alternative location is the Siuslaw Valley Fire and Rescue building located at 2625 Highway 101, Florence, Oregon 97439.

### 3.7 Catastrophic Incident Operations Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
- Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
- Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
- Fuel shortage will become critical for response operations.
- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving west Lane County isolated.
- Resources would need to come from inland sources and/or farther east which will take time.

### 4. Roles and Responsibilities

#### 4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

Siuslaw Valley Fire and Rescue District with coordination from the Florence Police Department, and West Lane PSAP will coordinate resources with other county and state agencies as well as communication entities that support emergency communications response and recovery efforts.

**Siuslaw Valley Fire and Rescue**

- Maintain a reliable communications capability that permits communications between local, county, state and Federal governments to support a disaster operation.
- Monitor status of West Lane communication infrastructure during or following any disaster.
- Coordinate and assign resources necessary to respond to an incident that impacts the communications infrastructure.
• When necessary, coordinate provision of a temporary or interim communications capability as required.
• The ESF #2 Coordinator will conduct periodic maintenance and equipment systems checks on all communications equipment in the EOC.
• Coordinate and organize the ARES/RACES capabilities within the EOC.
• Deploy and direct the ARES/RACES group during activations.
• Serve as the liaison to the utilities and coordinate efforts for the response and restoration of impacted communications infrastructure during an incident or event.

Florence Police Department

• Ensure West Lane PSAP is operational.
• Ensure interoperability for first responder is the West Lane PSAP area.
• Assist West Lane PSAP if dispatch must relocate to the Siuslaw Valley Fire and Rescue building.
• Coordinate with ESF #4, ESF #8, and ESF #16 to ensure communication resources are available if needed.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

West Lane

West Lane ARES/RACES will assist in the provision of communications by providing volunteer personnel and resources to establish radio links between the EOC and other agencies.

County Government

• To the extent possible, the Sheriff’s Office will make available the necessary equipment to facilitate communication with all public emergency services agencies within the County.
• Emergency communications with neighboring jurisdictions, higher authority, public officials, private and volunteer resource providers will be coordinated from the EOC.
• The County will maintain a phone bank capability in Conference Room RIS A to gather damage information and take requests for assistance from the public, provide rumor control, and manage media inquiries.
• The Sheriff’s Office has a mobile Command Bus that is equipped to provide limited communications capability. The Bus contains programmable VHF & UHF base radios with LCSO and other local agency frequencies including SAR, fire and amateur radio. It also has two Computer-Aided Dispatch (CAD) terminals, landline, cellular and satellite phones and television reception capabilities. The Bus is equipped to tow its own designated 10 kW generator.
State Government

- The County EOC will maintain capability to communicate with Oregon Emergency Management.
- Oregon Emergency Management will maintain the capability to communicate with other local, state and federal agencies.
- OSP has a mobile command/communications van that may be available to augment emergency communications. The van contains State Police frequencies, programmable high band, UHF, CB and HAM radios, Oregon Police Emergency Network, SAR frequencies, and cellular phones.
- County operations forces will utilize any available state communications systems to communicate with State agencies with which they normally work (i.e. State Fire, ODOT, OSP).

Federal Government

In a major emergency, federal resources may be utilized to set up communications. These may include equipment from the National Interagency Fire Center in Boise ID or the Federal Emergency Management Agency in Bothell WA. Access to such equipment requires a request to Oregon Emergency Management through County Emergency Management.

4.3 Resource Management

Siuslaw Valley Fire and Rescue District (SVFR) and the Florence Police Department equally support the ESF #2 Communication Coordinator. The ESF 2 Coordinator can be chosen from the Fire District or the Police Department staff.

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.
5. Financial Management

All requests for communication services must originate through the appropriate Branch Director or the Logistics Section Chief if the Branch Director has not been appointed. Once a resource has been requested and tasked, the ESF Coordinator will initiate action. The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and
laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

6. Supporting Documents

- National Response Framework, ESF 2 – Communications
- County and State Agency ESF 2 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- Oregon Emergency Management State 911 Program
- Lane County Emergency Operations Plan, 2012
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EMERGENCY SUPPORT FUNCTION 3 –
PUBLIC WORKS
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Emergency Support Function #3 – Public Works

Primary Agency
City of Florence Public Works
   • Road Division
   • Airport
   • Engineering
   • Maintenance
   • Administration/Finance

Support Agencies
Lane County Public Works
Oregon Department of Transportation
U.S. Army Corps of Engineers (USACE)
Private Sector

1. Purpose and Scope

1.1 Purpose
The purpose of Emergency Support Function #3 is to provide, in a coordinated manner, the resources (human, technical, equipment, facility, materials and supplies) to support emergency public works and engineering needs during an emergency/disaster situation.

1.2 Scope
ESF #3 is structured to provide public works and engineering-related support that include post-incident assessments of public works and infrastructure; executing emergency contract support for life-saving and life-sustaining services; contracts for construction management and inspection, contracts for the emergency repair of local transportation systems, water and wastewater treatment facilities, emergency power, and other related support to assist the West Lane partners in meeting goals related to lifesaving and life-sustaining actions, damage mitigation and assessment, and recovery activities following a major disaster or emergency.
2. Policies and Agreements

Upon activation of the EOC, in response to an event or incident impacting the state, the ESF #3 primary and supporting agencies will assign personnel to the EOC. ESF #3 is designed and structured to respond and report directly to the Infrastructure Branch Director, who in turn, reports to the Operations Section Chief. To efficiently and effectively perform the duties, responsibilities and activities reserved for ESF #3, the following policies, guidelines and principles are demonstrated:

- Transportation planning will employ the most effective means of transporting resources, including commercial transportation capacity.
- Transportation planning will recognize local plans used to control movement of relief personnel, equipment, and supplies, as well as state and local-established priorities for determining precedence of movement.
- Facilitated coordination between local, county, state, and private entities.
- Movements of contracted personnel, equipment, and supplies are managed through the coordination and prioritization of shipments. To facilitate the prompt deployment of resources, priorities for various incidents are developed and maintained through a collaborative process led by the City of Florence Public Works Department prior to an incident to facilitate the prompt deployment of resources. Each ESF agency is responsible for compiling, submitting, and updating information for inclusion in the ESF #3 prioritized shipments.
- Florence Public Works Department and the County Public Works Department will share and communicate through timely and relevant situational awareness and threat information reports.
- Supporting agencies will collaborate in the provision of relevant situational awareness and threat information reports.
- Ensure that ESF #3 and its supporting agencies have designated personnel assigned to other ESFs in the EOC, as needed, or to their respective agency emergency operations centers;
- Ensure that personnel are available to receive, assess and respond to transportation resource requests tasked by Incident Command and/or EOC.
- Proactively assess and routinely develop action plans for submission to ESF #5 to meet the short and long-term transportation needs of the threatened and/or impacted area(s);
- Routinely prepare and submit Situation Reports (SITREP) to ESF #5;
- Meet transportation resource requests through available or obtainable resources of support function agencies, including resources that are available through mutual-aid agreements, compacts, and/or the Federal Emergency Management Agency (FEMA);
- Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged or unavailable, and;
- Evaluate damage to infrastructure and conduct impact assessment in the threatened and/or impacted area and, as appropriate, task personnel for response and recovery work.

3. Concept of Operations

3.1 General
The Public Works function provides resources and expertise for emergency response during disasters and other emergency events. The Public Works Department will serve as lead agency for operation, protection and restoration of the road system. It will serve in a support role, and provide assistance to other agencies and Departments, for response to non-road emergency activities.

Major responsibilities of the Public Works Department during disaster events include: operation of the road system, traffic control systems, debris removal, maintenance of fleet vehicles and emergency generators, mobile radio system maintenance, structural evaluation of infrastructure, solid waste management and damage assessment including evaluation of hazardous buildings. The Public Works Department may provide support for heavy rescue operations and may play a key role in establishing multipurpose staging areas.

3.2 Organization

ESF #3 will be managed utilizing the NIMS Incident Command System (ICS). Florence Public Works is the primary, or lead, agency for ESF #3, and will staff the EOC with their identified ESF #3 Coordinator. The duties, responsibilities and activities include ensuring:

- Coordination of the activities in the EOC during periods of activation;
- Development and maintenance of the ESF #3 duty schedule;
- Coordination of the information management, mission management, administrative and financial management processes;
- All personnel have access to their respective primary and supporting agency's available and obtainable public works resources;
- The committed and uncommitted status of such resources is continuously tracked during an activation;
- All personnel participate in the evaluation and mission assignment of public works resource requests, and;
- All personnel support the development of situation reports and action plans for ESF 5 during activations.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Preparedness
• During this phase, prepare plans, procedures, and checklists to serve as guides in an emergency. Prepare and maintain resource lists. Conduct exercises to improve the coordination of staff.
• Debris Management plans should include information about population size, critical facilities, transportation conveyance systems, alternative transportation routes, and debris collection sites.
• If a situation such as an earthquake, fire, tsunami warning, floods or an approaching storm, review and update documents, check transportation routes and resource lists, and alert transportation and debris removal suppliers.
• Develop mutual aid agreements and secure agreements with contractors where needed.
• Provide emergency operations training and exercise(s) for staff and ensure management and supervising staff receives basic Incident Command System training.
• Utilize small emergency events, e.g., minor flooding, wind or snow storms to prepare for larger disaster events; conduct after-event briefings; modify systems and processes based on debriefing information.
• Train personnel in use of equipment and emergency procedures.
• Ensure reference documents and forms, ICS manuals and maps are kept at Public Works for use during emergencies.
• Ensure equipment is maintained in good repair; secure equipment in safe locations when event is predicted.
• Ensure cones, barricades, stop signs, and other regulatory signs, emergency equipment, and supplies are available. Ensure materials and supplies such as sand bags are adequately stockpiled.
• Maintain emergency generators, conduct scheduled tests and make sure emergency portable generators at other facilities as appropriate.
• Develop and maintain standard operating procedures for Public Works emergency operations.
• Ensure the Public Works annex and the Debris Management annex of the WLEOG Emergency Operations Plan are updated as necessary.
• Prepare and maintain GIS data layers to assist in emergency response and documentation.

Response

In addition to continuing public works activities, assist with debris removal or push away to ensure primary transportation routes remain clear. Support debris clearance for transportation routes to provide for clear routes for evacuees.

Activities may include:

• Assess damage to the transportation conveyance systems
• Debris management
• Clearing primary transportation routes
• Assess damage to the wastewater and water systems
• Assess damage critical infrastructure.
• Use the public works checklists as guides.
• Placing barricades at dangerous locations
• Assisting with evacuation

Recovery

After the initial shock of the disaster has passed, the all divisions within Public Works will be involved in the recovery process.

• Restore Public Works systems
• Continue to remove, store, destroy debris from the site to the collection sites
• Later, when time allows, review your actions and update plan as needed.

3.4 Direction and Control

Public Works response activities will be coordinated from the Florence Public Works Complex at 1440 S McCurdy Road during major emergency or disaster events. All response activities will be managed under the Incident Command System (ICS). Public Works response activities will be coordinated from the Public Works complex. During earthquake events, weather related events and volcanic activity the Public Works Department would be the lead agency and responsible for the Incident Command function.

The Public Works Director or his/her designee will assign staff to respond following an incident. During an extended event requiring 24/7 operations, the Public Works Department will likely operate on a 12-hour on/12-hour off basis. All vacations and leave requests will be cancelled.

The Public Works Department will track and document all emergency response activities. Documentation and tracking will be done in a manner consistent with guidelines outlined in the Federal Emergency Management Agency (FEMA), Public Assistance Policy Digest and Applicant Handbook. Use of these guidelines is intended to ensure maximum federal reimbursement for any federally declared disaster.

Life, safety and human welfare issues will determine the allocation of Public Works resources for competing demands. High priorities for Public Works resources are:

• Operation of the arterial and collector road system for purpose of emergency response for ambulance, law enforcement, fire and search and rescue vehicles.
• Debris removal operations that aid in emergency response.
• Maintenance of fleet vehicles critical to emergency response.
• Maintenance of the mobile radio communication system.
• Assistance to search and rescue operations.
• Operation of building facilities critical to emergency response such as the Emergency Operations Center, field command posts, fleet operations, etc.
• Damage assessment and structural analysis of critical infrastructure and buildings.

3.5 Activation and Notifications
Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The EOC Manager and or agency representative responsible for the ESF will notify the ESF Coordinator of the EOC activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
- Coordination and communication with public works agencies and responders will be limited and could present a challenge to an organized response;
- Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
- Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
- Fuel shortage will become critical for response operations.
- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving west Lane County isolated.
- Resources would need to come from inland sources and/or farther east which will take time.
4. **Roles and Responsibilities**

4.1 **Primary Agency**

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

**Florence Public Works Department**

The Public Works Director will support the incident response, the WLEOG Policy Council and will assign department emergency management personnel to participate in the EOC. The Florence City Manager will determine if the Florence Public Works Department will support response activities outside of the Florence city boundary. Emergency responsibilities of Florence Public Works include:

- Communicating the Initial Damage Report to the City Manager.
- Clearing primary routes of debris
- Conducting and coordinating the damage assessment of essential facilities and other structures within the impacted areas.
- Providing technical and permitting assistance to property owners and businesses in making needed repairs to damaged properties and/or their demolition;
- Maintaining a permitting system to track the repair and/or demolition of damaged structures.
- Issuing demolition permits to maintain accurate records of building inventories, and properly documenting and inspecting structures that are removed due to extensive damage.
- Providing assistance in stabilizing damaged structures and debris danger areas.
- Performing damage assessment on the airport, parks, stormwater systems, and wastewater facilities.

**Road Division**

The Florence Road Department’s role in maintaining clear transportation routes encompasses response to any hazard that could impair and impede transportation such as landslides, tsunami debris, earthquake debris, floods, snow and ice and ash fall from volcanic eruptions. Routine operations include management of transportation dispatch and the transportation operations center for monitoring traffic conditions.

Emergency responsibilities of the Florence Road Department include:

- Serving as the lead response department for snow and ice, flood, landslide/erosion, tsunami and earthquake debris, and volcanic eruption incidents and establishing incident/unified command as appropriate for other hazards.
- Performing damage assessment of transportation infrastructure:
  - Emergency transportation routes (ETRs), bridges and overpasses.
  - Arterial roads, collectors and local streets.
- Designating those sections of streets, roads and bridge structures that are unsafe for vehicular or pedestrian traffic and requiring closure.
  - Providing emergency signage and barricades.
  - Repairs and maintaining streets, sewers, sidewalks, bridge structures, and critical facilities and overseeing the restoration of damaged infrastructure.
  - Conducting removal of roadway obstructions such as snow, ice and slides and assisting with debris clearance for primary emergency transportation routes and ingress/egress to critical facilities.
  - Implementing flood protection measures when property is threatened and providing flood-fighting resources (sand piles and sand bags) to the community.
  - Maintaining traffic signals and control devices, road signs and operating traffic variable messaging board system.
  - Assisting with traffic control and evacuation efforts and limiting or preventing access to evacuated or hazardous areas through barricade placement.
  - Prioritizing restoration needs of transportation infrastructure and conducting transportation infrastructure restoration.
  - Coordinating with the Police Department to direct and control traffic and access control points.
  - Coordinating with Florence Public Transit and other regional or local transportation systems to establish alternate modes of mass transit.
  - Reassigning personnel and resources as required for emergency response and recovery.

Airport

The Florence Municipal Airport features a 3,000 foot paved lighted runway and self serve fuel station for 100LL and Jet A. The Florence Airport does not have tower and limited air to ground communication system. The airport would be used following an emergency and/or disaster for:
  - Civil Air Patrol (CAP)
  - Helicopter landing zone
  - Aviation drop shipments of resources
  - Storage for drop shipments of resources
  - Staging area for response

Planning Division

Emergency responsibilities of the Planning Department include:
  - Coordinating debris management efforts with local and regional partners.
  - Assuring that response and recovery efforts facilitate community sustainability efforts and are in alignment with land use laws and zoning requirements.
  - Reassigning personnel and resources as required for emergency response and recovery.
  - Re-define the Right of Way Permitting regulation following mass debris removal and cleanup.

Parks Division
Emergency responsibilities of Parks include:

- Providing facility support to first responders – assessing use of Parks facilities for locating incident command posts, bases, camps, helispots, staging areas and/or rest and recovery areas.
- Assessing facilities and coordinating with the EOC to determine whether sites may be used for staging, points of distribution, evacuation, and mass care sites, or alternate city facilities.
- Where Parks facilities are adjacent to hospitals and as appropriate, working with public health officials to provide triage area outside hospital emergency rooms.
- Providing a framework for coordinating and utilizing emergent park volunteers.
- Performing damage assessment on parks facilities.
- Conducting disaster debris clean up and management of parks sites.
- Reassigning personnel and resources for emergency response and recovery.

**Water Division**

Emergency responsibilities include:

- Overseeing the finance, operation, maintenance and improvement of the City's water distribution system.
- Serving as the lead response department for water contamination and local water system failures and establishing incident/unified command as appropriate for other hazards.
- Performing damage assessment of water system infrastructure (treatment plants, reservoirs, hydrants, mains, and distribution lines). Prioritizing restoration needs of water infrastructure and conducting water infrastructure restoration.
- Coordinating with the local and regional water providers to ensure potable water supply.
- Reassigning personnel and resources as required for emergency response and recovery.

**Wastewater Division**

City of Florence Wastewater Division provides residents with wastewater collection and treatment, sewer management.

- Emergency responsibilities include:
  - Conducting damage assessments of wastewater infrastructure.
  - Providing flood safety information to affected property owners.
  - Restoring services for wastewater treatment facilities and pump stations.
  - Coordinating with ODOT regarding the restoration of sanitary and storm water sewer operations.
  - Reassigning personnel and resources as required for emergency response and recovery.

**Stormwater Division**

- Emergency responsibilities include:
  - Conduct damage assessment on the stormwater structures and facilities
  - Repairs damage to the stormwater collection, conveyance, storage system
• Develop mitigation activities to ensure for a resilient stormwater system
• Support debris removal activities

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Lane County Public Works

• Operation of the arterial and collector road system for purpose of emergency response for ambulance, law enforcement, fire and search and rescue vehicles.
• Damage assessment.
• Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public’s health and safety.
• Identification and labeling of uninhabitable/unsafe structures.
• Coordination of the closure and repair of transportation infrastructure.
• Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
• Coordination with utility restoration operations (power, gas, telecommunications).
• Identify, restore, and repair city owned infrastructure.

Oregon Department of Transportation

• Coordinate all transportation-related missions in support of the state Emergency Operations Plan.
• Work with other agencies as needed to determine the usable portions of the state transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
• Work with local road authorities and the Federal Highway Administration (FHWA) to implement the Federal-Aid Highway Emergency Relief (ER) program for federal-aid highways in Oregon.
• Coordinate and control emergency highway traffic regulation in conjunction with the Oregon State Police and Oregon Emergency Management.
• Maintain liaison with the Oregon Chapter of the Association of General Contractors and construction and equipment rental companies.
• Work with the Oregon AERO in regard to aviation-related response activities, including the use of state owned airports.
• Conduct aerial reconnaissance and photographic missions, as requested, provided resources are available.
• Provide transportation-related public information and mapping support to the Governor’s Office, the Oregon ECC, or the lead state response agency, in addition to the public information and mapping support work done within ODOT, during response and recovery activities.
• Coordinate with the U.S. Department of Transportation Region 10 Regional Emergency Transportation Coordinator (RETCO) or designee, to obtain federal transportation support.

**U.S. Army Corps of Engineers (USACE)**

ESF #3 USACE is the Lead for FEMA in Response Phase. In the event of a major disaster impacting the State of Oregon, USACE can provide support under the following authorities.

**Civil Authorities**

1. **PL 84-99 (Flood Control and Coastal Emergencies)**
   - Advance Measures (Imminent threat/unusual flooding, temporary in nature, protect life and property)
   - Floodlight (Save life and property, temporary in nature, Emergency Debris, Emergency Infrastructure)
   - Rehabilitation Program (Repair Flood Control Works and Beaches in the USACE Rehabilitation and Inspection Program)
   - Mitigate (Identify mitigation opportunities, Intergovernmental Task Force, i.e. Silver Jackets - System Wide Improvement Framework)

2. **Civil Works Authorities (USACE Flood Control Works)**
   - Reservoir Operations
   - Lock and Dam Operations

3. **Stafford Act - USACE can be Mission Assigned by FEMA to support the State in the following areas if the State requires assistance.**
   - Temporary Emergency Power
   - Debris Removal
   - Drinking Water
   - Temporary Roofing
   - Urban Search and Rescue (structural assessments)
   - Coastal PDAs
   - Other tasking as needed.

USACE will also provide an LNO familiar with these authorities and capabilities to the State EOC to explain capabilities and coordinate these efforts.

**4.3 Resource Management**

The Florence Public Works Department supports ESF #1 Transportation, ESF #3 Public Works, and ESF #12 Energy. The Florence Public Works Director and/or designee will identify an ESF Coordinator to manage all three Emergency Support Functions during pre and post incident activities.
When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow

Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for...
equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. Supporting Documents

- National Response Framework, ESF 3 – Public Works and Engineering
- County and State Agency ESF 3 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- Oregon Department of Transportation Emergency Operations Plan
- Lane County Emergency Operations Plan, 2012
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Emergency Support Function #4 – Firefighting

Primary Agency
Siuslaw Valley Fire and Rescue District

Support Agencies:
Oregon Fire Marshal’s Office
Oregon Department of Forestry
Western Lane Ambulance District

1. Purpose and Scope

1.1 Purpose
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.

These major fires may result from, or occur coincidentally with a catastrophic natural, technological, man-made disaster, or act of terrorism.

1.2 Scope
Priority is given to 1) life safety (firefighters and the public), and 2) protecting property and the environment, in that order.

If an emergency or disaster overwhelms the Siuslaw Valley Fire & Rescue (SVFR) District ESF #4 will be activated to support and assist fire response.

Based on the Multi-Jurisdictional WLEOG EOP concept of sole jurisdiction authority until such time as resource sharing is beneficial the following is a list of the (SVFR) prime directive activities:

- Management and suppression of wildland fires.
- Management and suppression of vehicle fires.
- Management and suppression of structure fires
- Urban search and rescue. Suislaw Fire District does not have large extrication and debris removal equipment, but does have the ability for limited urban search and rescue operations. Urban
Search and Rescue resources would be requested from the county and state. The closest Urban Search and Rescue Unit is the City of Eugene.

- Rural and/or wildland Search and Rescue. Suislaw Fire District has limited search and rescue resources. The closest Search and Rescue Unit is Lane County Sheriff’s Offices located in the City of Eugene.
- Water rescue operations
- Vehicle rescue operations

2. Policies and Authorities

2.1 Policies

Siuslaw Valley Fire & Rescue is a special district that has entered into an Intergovernmental Agreement (IGA) with the partners of West Lane Emergency Operations Group (WLEOG). The WLEOG IGA states that partners will provide assistance in preparedness, response, and recovery activities based on the partner agency’s prime directives.

2.2 Authorities

Emergency Conflagration Act

1. The Oregon Fire Service Mobilization Plan shall be governed and administered under the authority of the Emergency Conflagration Act as set forth in ORS 476.510 to 476.610 and 476.990(4).
2. State of Emergency Fire services may also be mobilized under powers of the governor, and the governor's direction through the provisions of ORS 401.165. The Office of Emergency Management has the authority to establish priorities for the assignment and use of resources on a statewide basis in cases of emergency ORS 401.062.

Intergovernmental Cooperation

1. ORS 190 gives local government entities authority to enter into agreements with other local governments. The statute prescribes for fees, authority and agreements with state government (See ORS 190.003 to ORS 190.265).
2. ORS 190.410 to 190.478 provides for both local entities and the state to cooperate with and enter into agreements with other state governments.
3. ORS 190.480 to 190.490 gives state agencies the authority to cooperate with other nations and agencies of other nations.

Structural Collapse

401.930 Assignment by Governor of local resources under direction of State Fire Marshal.

1. The Governor may assign and make available for use and duty in any county, city or district, under the direction and command of the State Fire Marshal or a designee of the State Fire
Marshal, any personnel or equipment resources of a county, city or district for the purpose of responding to the structural collapse, or the threat of imminent structural collapse, of a fixture to real property. This section does not authorize the Governor to assign and make available the firefighting resources of a fire district that possesses only one self-propelled pumping unit.

2. The Governor may assign and make available local resources under this section without declaring a state of emergency and without regard to the criteria established in ORS 401.032 for assuming authority or responsibility for responding to an event. The State Fire Marshal, or a designee of the State Fire Marshal, may direct and command the use of the local resources made available by the Governor under this section regardless of whether the county, city or district to which the resources are made available has declared a state of emergency under ORS 401.309.

3. Concept of Operations

3.1 General

Firefighting involves managing and coordinating firefighting support to local governments and district stakeholders for the detection and suppression of fires, as well as mobilizing and providing personnel, equipment, and supplies in support of fire response. When activated, ESF #4 will coordinate and support firefighting activities from the Emergency Operations Center (EOC).

3.2 Organization

The Siuslaw Valley Fire and Rescue District is the primary agency for ESF #4. Supporting the Fire District will be the Oregon State Fire Marshal's Office as well as the Oregon Department of Forestry, during wildland fires resulting from or occurring coincidentally with a significant disaster condition or event. Representatives from primary and support agencies may be present in the Emergency Operations Center (EOC) on a 24-hour basis. ESF #4 Coordinator will respond directly to the Emergency Services Branch Director who reports to the Operations Section Chief.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operations Objectives

Strategic objectives for all fire incidents are as follows:

- Protect emergency responders.
- Protect lives.
- Stabilization of incident.
• Minimize property loss.
• Protect the environment.
• Restoration of critical operations and services.

Responding fire agencies will operate in conformance with the National Incident Management System (NIMS) Incident Command System (ICS) as adopted by the Oregon State Fire Marshall and the Oregon Fire Chiefs Association for the operation of the Oregon Fire Service Plan.

Incident management shall include record keeping functions to document all activities performed, as appropriate.

The standard operating procedures of the agency with jurisdiction will be used as a guide in emergency response situations. The Incident Commander may determine it necessary to use the standard operating procedures of another agency in some situations.

Coordinated actions will be taken to provide necessary personnel and equipment to local areas and mutual aid departments and if necessary under the Oregon State Emergency Conflagration Act (ORS 476.510 to 476.610 and 476.990[4]), to contain the fire as well as to provide back-up protection for other responsible areas.

3.4 Direction and Control

Siuslaw Valley Fire and Rescue District is the primary agency for this ESF. If an emergency or disaster overwhelms the Siuslaw Valley Fire & Rescue (SVFR) District ESF #4 will be activated to support and assist fire response.

3.5 Activation and Notifications

The District Fire Chief will activate ESF #4 Coordinator to the Emergency Operations Center (EOC) based on the scope and magnitude of the emergency or disaster. The District Fire Chief will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The Fire District Chief will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. The District Fire Chief may request the EOC Manager to notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
• The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The ESF Coordinator’s Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Accessible and usable roadway networks;
• ODF can protect urban / wild land interface only, not trained to provide support for structural firefighting.
• Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel shortage will become critical for response operations.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane County isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.
Siuslaw Valley Fire and Rescue District

- Management and suppression of wildland fires.
- Management and suppression of vehicle fires.
- Management and suppression of structure fires
- Urban search and rescue. Suislaw Fire District does not have large extrication and debris removal equipment, but does have the ability for limited urban search and rescue operations. Urban Search and Rescue resources would be requested from the county and state. The closest Urban Search and Rescue Unit is the City of Eugene.
- Rural and/or wildland Search and Rescue. Suislaw Fire District has limited search and rescue resources. The closest Search and Rescue Unit is Lane County Sheriff’s Offices located in the City of Eugene.
- Water rescue operations
- Vehicle rescue operations

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Lane County

The Western Lane/Western Douglas Fire Defense Board and the Lane Fire Defense Board have developed agreements and plans for mutual aid support for events that deplete the resources of an individual agency.

Lane County fire fighting and rescue operations will remain under the supervision of their own officers working in conjunction with Lane County Mutual-Aid Agreements.

Fire fighting agencies within Lane County are organized into two separate fire defense boards for the purpose of mutual aid.

- Lane Fire Defense Board
- Western Lane/Western Douglas Fire Defense Board

To maintain fire operations within the Lane Fire Defense Board jurisdiction and ensure the orderly continuation of leadership in an emergency situation the following order of succession is established:

- Chief/President of the Lane Fire Defense Board
- Co-Chief/Vice President of the Lane Fire Defense Board
- Secretary/Treasurer of the Lane Fire Defense Board
• Eugene Fire Deputy Chief, Field Operations Division
• Eugene Fire District Chief

To maintain fire operations within the Western Lane/Western Douglas Fire Defense Board jurisdiction and ensure the orderly continuation of leadership in an emergency situation the following order of succession is established:

• Siuslaw Valley Fire and Rescue Chief
• Reedsport Fire Chief
• Eugene Fire Deputy Chief, Field Operations Division

Office of the State Fire Marshal (OSFM)

OSFM manages and coordinates Oregon’s firefighting activities. This function is accomplished by mobilizing firefighting resources in support of State, Federal, and local wildland, rural and urban firefighting agencies.

The mission of the OSFM is to protect life, property and the environment from fire, and hazardous materials.

As described in the State Fire Service Plan, the OSFM may coordinate and direct the activities of all structural firefighting resources of the state through the organization of state and county fire defense boards and their respective mutual aid agreements.

• OSFM is responsible for planning and implementing response by structural firefighting forces called up by the Governor under the “Conflagration Act” (ORS 476.510 to 476-610).
• OSFM coordinates and directs three Type 2 all-risk incident management teams and advanced communication equipment. The teams are staffed with local fire officers and OSFM employees.
• OSFM is a member of the Pacific Northwest Wildfire Coordination Group and serves as Oregon State Police fire prevention and control liaison with state and federal fire protection agencies, including ODF, US Forest Service and the Bureau of Land Management.
• OSFM operates an Agency Response Center within the State ECC on an “as needed” basis.

Assets

• Three Incident Management Teams for coordination, which include certified safety officers;
• Three type 1 USAR trailers in the State: Clackamas, Salem, Eugene. Personnel resources come from local fire departments;
• 13 HAZMAT trucks and personnel in the State – regionally deployed. Trucks include hand pumps that can be used to hand pump gas. West Lane HAZMAT Team 2 are located in Eugene;
• HAZMAT and SAR teams are trained to the national standard;
• All specialized responders are required to bring enough personal food and water for 72 hours;
• 13 Deputy Fire Marshals throughout the State.
• Three communications trailers (small 4 X 6 box trailers). Communication trailers include:
  programmable base station, mobile repeaters, and generators;
• One truck capable of hauling trailers;
• Cache of 150 interoperable / programmable portable handheld radios.

Capabilities

• Responsible for rapid deployment of components of the State USAR response system to provide
  specialized lifesaving assistance to State, local and other authorities when appropriate;
• All search and rescue equipment is in containers that can be flown into an impacted areas;
• Conduct and coordinate light to heavy urban search and rescue;
• OSFM coordinates and directs the training, equipment and use of the State’s structural collapse
  resources. Oregon USAR Task Force 1 is staffed by local firefighters organized under a State
  agreement and member-elected governance board;
• Oregon Task Force 1 (OR-TF1) assists in structural collapse and technical rescue incidents
  Statewide, at the request of the Governor. Covering multiple jurisdictions, the team is organized
  geographically in north and south regional response teams;
• OR-TF1 is capable of providing full incident support, up to a Type I Collapse Search and Rescue
  (National Incident Management compliant). Oregon Task Force 1 maybe included in mobilization
  of State Regional Hazardous Materials Response Team, or the State Fire Marshal's Incident
  Management Team;
• Inspection of hospitals and care facilities to ensure that they meet the ‘life safety’ code;
• Providing local communications between responders and IMT’s;
• Transportation of communication trailers to impacted areas;
• Capable of continuity of operations without power / computers.

Oregon Department of Forestry

• Devise and use environmentally sound and economically efficient strategies that minimize the
  total cost to protect Oregon's timber and other forest values from loss caused by wildland fire.
• Works in conjunction as a fire protection agency with the Oregon State Fire Marshal’s office and
  other agencies as needed.
• Under ORS 477.005 it is declared to be public policy that ODF is responsible for the preservation
  of forests and the conservation of the forest resources.
• ODF operates within a complete and coordinated system of federal, state and local fire
  jurisdictional partners to meet its primary mission of protecting forest resources, second only to
  saving lives. Structural protection, though indirect, shall not inhibit protection of forest resources.
• Through the Fire Mobilization Plan, ODF is capable of mobilizing a substantial response to
  emergencies including incident management teams, public information personnel, radio systems,
  communications trailers, kitchens, shower units, and other support services.
• ODF supports three, thirty-three person Type 1 incident management teams. The teams are
  staffed with ODF employees across the state plus one Fire Service - structural liaison for each
  team.
4.3 Resource Management

SVFR additionally supports ESF #9 Search and Rescue and ESF #10 Hazardous Materials. SVFR will manage resources for ESF #4 and collaborate with resources from Lane County Sheriff’s Office for ESF #9, and the Oregon HazMat personnel for ESF #10 activities.

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow

1. **RESPONSE**
   - Resource request sent to the Logistics Section Chief using ICS 213RR form

2. **EOC**
   - Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.

3. **EOC**
   - Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.

4. **Applicable Section Chief and/or Branch Director**
   - Manages all resources from acquisition, deployment, and demobilization through appropriate ESF.

5. **Finance Section Chief**
   - Works closely with the Section Chiefs to ensure cost effective resourcing.
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

All disaster respondents, city/county or otherwise, who assist due to requests from the ESF #4, must submit their preliminary reimbursement request to the Finance Section Chief within 15 business days of stand down orders. The final request must include the following:

- **Salaries** - Provide a schedule for all employees, the time they worked, their pay rate and matching rate, separating regular time from overtime;
- **Travel** - Provide copies of the travel vouchers you have paid due to disaster response. The Finance Section Chief must certify travel vouchers as true expenditures; and
- **Equipment** - Provide a detailed description of the equipment used to assist, detailing the type and size, pump size and horsepower, where the equipment was used, number of hours per piece, per day, and type of work each piece performed.

6. Supporting Documents

- National Response Framework, ESF 4 – Firefighting
- County and State Agency ESF 4 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- County Community Wildfire Protection Plans
- Master Cooperative Fire Protection Agreement
- State Fire Service Mobilization Plan
- “Conflagration Act” (ORS 476.510 to 476-610)
- Siuslaw Valley Fire and Rescue Operations Plan, 2001
- Lane County Community Wildfire Protection Plan, 2010
Appendix A: Emergency Support Function Organization Chart
Appendix B: Emergency Operations Center Layout

[Image of a floor plan of the Emergency Operations Center with labeled areas for various departments and functions.]
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Emergency Support Function #5 – Information and Planning

Primary Agency
WLEOG Policy Council
Incident Planning Section

Support Agencies:
Lane County Sheriff’s Office
Oregon Emergency Management

1. Purpose and Scope

1.1 Purpose

Emergency Support Function (ESF) #5 collects, analyzes, processes, and disseminates information about a potential or actual incident and conducts planning activities to facilitate the overall activities in providing assistance to the whole community.

1.2 Scope

- ESF #5 coordinates the development of overall incident situational awareness and the development of WLEOG plans to manage and support incident activities. Departments and agencies participate in the planning processes coordinated by the planning entity at the Emergency Operations Center.
- ESF #5 activities include functions that are critical to support and facilitate multiagency planning and coordination for operations involving incidents requiring WLEOG coordination. This includes crisis and incident action planning; information collection, analysis, and management; and other support as required.
- ESF #5 is organized in accordance with the National Incident Management System (NIMS). ESF #5 supports the general staff functions at the Incident Command Post and the Emergency Operations Center.

ESF #5 Coordinator may serve as the EOC Manager if needed. ESF #5 will identify resources for alert, activation, and subsequent deployment for quick and effective response and will operate as the liaison to the county EOC and state ECC.
2. Policies and Agreements

Primary responsibility for management of incidents involving ESF #5 resides in the WLEOG Emergency Operations Plan.

3. Concept of Operations

3.1 General

The primary function of ESF #5 is to serve as a clearinghouse for event information, facilitate the development of action plans, develop approaches, and devise solutions for future response operations. This is accomplished through the collection, processing, analysis, and dissemination of information and using the information to forecast activities related to the response operation. Essential information may be collected from sources such as other Emergency Support Functions, Incident Command, EOC Liaisons, and county EOC. ESF #5 also provides meteorological information, spatial analysis through Geographical Information Systems (GIS), technical assistance, technical reports, and information displays for the EOC and Incident Command, if requested. Additionally, ESF #5 is responsible for coordinating situational awareness and common operating picture activities to the EOC and Incident Command.

3.2 Organization

ESF #5 Coordinator reports to the Planning Section Chief. If staffing is not available the EOC Manager will staff this position until a replacement can be identified and deployed to the EOC. The ESF #5 Coordinator is responsible for four functional units: Situation Unit, Documentation Unit, Future Planning Unit (in collaboration with the Planning Section Chief), and Technical Services Unit.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Preparedness

- Maintain a trained staff to fulfill tasks associated with ESF #5 Planning Section operations.
- Maintain and regularly update ESF #5 plans and procedures, necessary computer data and programs, maps, critical facility information, evacuation studies, demographics, critical West Lane data, etc.
• Periodically, evaluate systems, processes, and methodologies in an effort to anticipate operational requirements and types of response information that may be needed by Incident Command and response partners.
• Orient other ESF personnel to the support that ESF #5 can provide.

Response

• Upon notification, immediately staff the Emergency Operations Center.
• Establish a duty roster and telephone lists.
• Set up status displays, obtain data/studies and electronic files, and initiate the planning and reporting processes.
• Develop and disseminate meteorological forecasts.
• Anticipate types of response information that Incident Command and its partners will require.
• Coordinate collected data with the Public Information Officer.
• Initiate and maintain event/incident information on the WLEOG website.
• Coordinate information gathering with key personnel in the field.
• Conduct and monitor WLEOG Policy Council conference calls and develop summary reports for those calls.
• Provide information in support of Incident Command, local, county, state, and federal agencies, and volunteer organizations.
• If requested the EOC Manager facilitates planning meetings to develop the EOC Action Plan.
• Maintain situational awareness.
• Establish contact with local governments, county departments, and state ECC
• Plan and coordinate impact assessment assets and incorporate the results of the assessments into the Incident common operating picture.
• Develop and disseminate Damage Assessment Reports, Situation Reports, and other reports to the Planning Section Chief.

Recovery

• Collect and process information concerning recovery activities while the response phase of the disaster is ongoing.
• Coordinate with county, state, and federal government partners to develop and disseminate Incident Action Plans Situation Reports, and other information.
• Develop spatial analysis of recovery operations.
• Anticipate other types of recovery information Incident Command and its partners will require.
• Compile information to support recovery activities.

3.4 Direction and Control

All actions taken by ESF #5 will be guided by and coordinated with the Planning Section Chief. The Planning Section has the authority to assign personnel, allocate, resources, and expend funds to meet the
responsibilities outlined for ESF #5 to complete assigned missions. ESF #5 will provide the following actions:

- Immediately implement requests or directives of Incident Command leadership through the Planning Section Chief in an efficient and effective manner.
- Provides support, as required to EOC coordination.
- Collect and verify information from known and reliable sources.
- Consolidate key information into reports and other materials, describe and document overall response activities, and keep appropriate authorities informed of the status of overall event operations.
- Maintain displays of key information such as meeting/briefing and reporting schedules, maps, charts, status boards, and electronic data.
- Establish a pattern of information flow in support of the action planning process initiated by the WLEOG Policy Council.

3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #5 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges
• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

West Lane Emergency Operations Group

• Identify and train ESF #5 Coordinator.
• Conduct exercises and knowledge evaluation drills for the ESF #5 Coordinator
• Ensure ESF #5 has the resources needed to complete the mission objectives.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

County, State, and Federal Agencies

These agencies will coordinate with ESF #5 to ensure for a comprehensive common operating picture. When requested, these agencies provide personnel and equipment for EOC and field operations.

4.3 Resource Management
When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Request Flow**

1. Resource request sent to the Logistics Section Chief using ICS 213RR form.
2. Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.
3. Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.
4. Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.
5. Finance Section Chief works closely with the Section Chiefs to ensure cost effective resourcing.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for
equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. **Financial Management**

ESF #5 will coordinate approval of all expenditures with the Planning Section Chief who will ensure documentation of expenditures are developed and disseminated to the Finance Section Chief.

**Documentation of Incurred Costs**

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

- National Response Framework, ESF 5
- Lane County and State Agency ESF 5 Annexes
• State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
Appendix A: Emergency Support Functions Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch

ESF 14 Public Information

ESF 18 Business & Industry

Liaison Officer

OPERATIONS SECTION

Emergency Services Branch

ESF 4 Firefighting

ESF 8 Health and Medical Services

ESF 9 Search and Rescue

ESF 10 Hazardous Materials

ESF 13 Military

ESF 18 Law Enforcement

Infrastructure Branch

ESF 1 Transportation

ESF 2 Communications

ESF 3 Public Works

ESF 12 Energy

Health & Human Services Branch

ESF 5 Information and Planning

ESF 6 Mass Care

ESF 11 Food and Water

ESF 17 Animal & Agriculture

PLANNING SECTION

FINANCE SECTION

LOGISTICS SECTION

ESF 7 Resource Management

ESF 15 Volunteers & Donations

7/08/2015 S. Burr

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EMERGENCY SUPPORT FUNCTION 6 –
MASS CARE
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Emergency Support Function #6 – Mass Care

Primary Agency

City of Florence

Dunes City

Support Agencies

City of Florence Police Department
Lane County Sheriff’s Office – Emergency Management
Lane County Public Health
Florence Food Share
Non-governmental organizations and Faith Based Charities
Private Sector

1. Purpose and Scope

1.1 Purpose

The purpose Emergency Support Function (ESF) #6 is to coordinate WLEOG efforts to provide sheltering and temporary housing; feeding, family reunification, and other human needs following a catastrophic event or other significant disaster requiring mass care assistance for the public. The American Red Cross Disaster Services including Welfare activities will also be coordinated through this ESF.

1.2 Scope

Initial response activities will focus on meeting urgent needs of disaster victims on a mass care basis. Initial recovery efforts may commence as response activities are taking place. As recovery operations are introduced, close coordination will be required between WLEOG partners and support agencies responsible for recovery operations and voluntary organizations providing recovery assistance, including the following activities:

- **Mass Care**: Congregate sheltering, feeding, distribution of emergency supplies, and reunification of children with their parent(s)/legal guardians and adults with their families.
- **Emergency Assistance**: Non-congregate and transitional sheltering; support to individuals with disabilities and others with access and functional needs in congregate facilities; support to children in disasters; and support to mass evacuations.
• **Human Services**: Includes coordination of select programs to assist disaster survivors. These programs include the Strategic National Stockpile (CDC), Federal Disaster Supplemental Nutrition Assistance Program (DSNAP), disaster unemployment, temporary disaster employment and case management.

2. **Policies and Agreements**

The WLEOG IGA stipulates that WLEOG member agencies will conduct overarching response and recovery activities in the area of response (i.e.: West Lane).

ESF #6 will coordinate services with impacted population and communities without regard to race, color, religion, nationality, sex, age, disability, limited English proficiency, or economic status.

Services for persons with disabilities and functional needs will be integrated into all aspects of ESF #6 operations. Service animals shall remain with the persons to whom they are assigned throughout every stage of disaster assistance.

3. **Concept of Operations**

3.1 **General**

The City of Florence and Dunes City government in cooperation with the American Red Cross provide trained staff to perform ESF #6 activities in accordance with the ESF #6 Annex during the preparation, response and recovery phases of a disaster.

ESF #6 Primary and Support Agencies conduct their activities at the Emergency Operations Center and applicable field sites in accordance with the ESF #6 Annex.

When needed and as appropriate, ESF #6 coordinates with other ESF Coordinators, branches and functions who are part of the Mass Care response to include: ESF #7 Resource Support, ESF #8, Health & Medical, ESF #11, Food and Water, ESF #15, Volunteers & Donations, and ESF #17, Animal Issues.

When required, ESF #6 coordinates closely with Lane County, in its role of County ESF #6 and #8, to provide mass care and public heath resources to assist and augment mass care capabilities.

Initial response activities will focus on safety and the immediate needs of the survivors. Recovery efforts are initiated concurrently with response activities. Capabilities and resources of the private sector are incorporated into ESF #6 activities.

3.2 **Organization**

When activated, representatives from ESF #6 Primary and Support agencies report to the Emergency Operations Center. ESF #6 will coordinate Mass Care and Emergency Assistance with Lane County, local American Red Cross, Salvation Army and other Non-governmental Organizations that will mobilize
and respond in accordance with their organizational missions. If following a Cascadia Subduction Zone event the ESF #6 will immediately mobilize mass care objectives.

ESF #6 Coordinator manages the Mass Care and Evacuation Unit and is comprised of the following entities:

- City of Florence Planning Department
- Peace Harbor Hospital Liaison
- Florence Food Share
- American Red Cross liaison
- ESF #8 Health and Medical Coordinator (Lane County Public Health)
- ESF #11 Food and Water Coordinator
- ESF #15 Volunteers and Donations
- ESF #17 Agriculture and Animal Protection Coordinator

The Mass Care and Evacuation Unit’s responsibilities are coordinating resources in response to requests for support for shelter and feeding operations, and provision of basic first aid at designated sites. The ESF #6 Coordinator will facilitate all planning meetings for the Mass Care and Evacuation Unit and ensure resource request are filled to ensure Mass Care missions.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix D in this document for further clarification.)

ESF #6 is responsible for identifying the locations, status and populations of active shelter in West Lane, to include shelters for persons with medical needs and pet friendly shelters within the first 3-6 hours. ARC Liaisons will provide reports on ARC shelter activities. Reports regarding non-ARC shelter activities will primarily be tracked and reported by the local jurisdictions where the shelters are operating. FEMA also has a national shelter database called the National Shelter System (NSS).

### 3.3 Operational Objectives

ESF #6 encompasses the following objectives:

**Coordinate ESF #6 Activities**

- Immediately assess Mass Care needs and coordinate request resources from county/state agencies.
- Maintain a constant evaluation of mass care and emergency assistance capabilities and available support resources.
• Integrate and report the actions of response organizations for all incidents.

Support Feeding Operations

• Immediately assess, in coordination with responsible agencies, the feeding requirements and shortfalls.
• Activate a multi-agency feeding task force to coordinate local and county feeding support within 3-6 hours of determination of need.
• Coordinate the establishment and support of a targeted mass care and feeding infrastructure in the affected area.

Support Transition to Long Term Feeding

• Coordinate the implementation of Disaster Supplemental Assistance Program (DSNAP) in eligible jurisdictions.
• Coordinate the implementation of targeted household disaster feeding, if required.
• Coordinate the demobilization of the mass care and feeding infrastructure in the affected area.

Support Shelter Operations

• Immediately assess, in coordination with shelter providers, the shelter requirements and shortfalls.
• Activate a multi-agency sheltering task force to coordinate shelter support within 3-6 hours of determination of need.
• Establish priorities, provide guidance, request additional resources, and monitor shelter operations.
• Immediately assess, in coordination with shelter providers, the requirements for functional need support services for shelter residents
• Coordinate daily with shelter providers.

Support transition of shelter residents

• Support transition of general population shelter residents to temporary or permanent housing
• Support Special Needs shelter residents in temporary or permanent housing.
• Coordinate daily with shelter providers.
• Transition shelter task force responsibilities to Recovery.

Support Distribution of Emergency Supplies Operations

• Immediately assess, in coordination with responsible agencies, the distribution of emergency supplies requirements and shortfalls.
• Activate a multi-agency distribution of emergency supplies task force to coordinate distribution of emergency supplies support within 3-6 hours of determination of need.
• Coordinate the establishment and support of a targeted distribution of emergency supplies infrastructure in the affected area.

Support Mass Evacuation

• Prior to the initiation of an evacuation, assess the requirements for mass care support, along evacuation routes and at assembly areas.
• Coordinate with responsible organizations in the local community, county, state, inter-state, or nation for the delivery of mass care support and tracking of evacuated individuals.

Support Family Reunification Services

• Assess the requirements for family reunification services and activate reunification services for individuals within the local and adjacent communities.
• Activate a multi-agency reunification task force to coordinate reunification support within 3-6 hours of determination of need.
• Coordinate daily with reunification resource providers.

Support Recovery Operations

• Provide mass care support to the Recovery Branch as required.
• Provide resources, if requested, to the Disaster Recovery Centers.
• Assess the requirements for disaster unemployment based on the need and activate this service for individuals within the affected areas.
• Assess the requirements for temporary disaster employment based on the need and activate this service for individuals within the affected areas.
• Assess the requirements for Disaster case management based on the need and support activation of this service for individuals within the affected areas.
• Disseminate cost for resources that were ordered and deployed to the Finance Section Chief to compile for the Incident Reimbursement Report.

3.4 Direction and Control

The City of Florence is the overall lead for ESF #6, including vulnerable populations. The City of Florence may activate the Mass Care and Evacuation Unit to support Mass Care response. Each jurisdiction in West Lane will be responsible for Mass Care for their residents and visitors. Overall resource management of Mass Care is the responsibility of the ESF #6 Coordinator. ESF #6 operates within the Health and Human Services Branch Director who reports to the Operations Section Chief.

3.5 Activation and Notification

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.
ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Lack of normal communication systems will impact the ability to call up personnel resources;
- Personnel resources living / working in the inundation areas will be compromised by the event;
- Unable to contact usual public sector contractors for support if normal communication systems are down;
- Accessible and usable roadway networks;
- Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
- Fuel will be critical to run shelters and for response operations. Fuel shortages will become critical for Mass Care within 24 hours.
- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving west Lane isolated.
- Mass Care resources would need to come from inland sources and/or farther east which will take time.

3.7 Mass Care and Evacuation Considerations

Evacuation
The City of Florence and Dunes City currently have in place identified assembly areas if the residents and visitors need to self-evacuate.

Based on the incident WLEOG may initiate protective measures, such as ordering evacuations and activating public shelters, including special needs shelters and pet-friendly shelters. The WLEOG, in concert with, law enforcement, sheltering organizations, public information officers will coordinate evacuation. Evacuation guidance is as follows:

- The Incident Commander(s) and/or Florence Police Chief will authorize an evacuation of the populous.
- The Florence Police Department is the lead agency that will manage the evacuation.
- The EOC will coordinate all large-scale evacuations.
- One-way evacuation operations (reverse-lane operations) will be implemented at the direction of the Florence Police Department.
- WLEOG will activate the EOC to support major evacuations when directed to do so by the WLEOG Policy Council.
- If required to evacuate identified shelters will be opened for residents and visitors.

**Tsunami Evacuation:**

In the event of a Cascadia Subduction Zone event it is expected that the community will self evacuate to the closest Assembly Areas.

**City of Florence**

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Event Center</td>
<td>Quince Street and 6th Street</td>
</tr>
<tr>
<td>Greentrees East Clubhouse</td>
<td>1600 Rhododendron Drive</td>
</tr>
<tr>
<td>Miller Park</td>
<td>18th Street and Oak Street</td>
</tr>
<tr>
<td>Three Rivers Casino</td>
<td>5647 Hwy 126</td>
</tr>
<tr>
<td>Grocery Outlet</td>
<td>2056 Hwy 101</td>
</tr>
<tr>
<td>SHELTER AREA</td>
<td>LOCATION</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Fred Meyer</td>
<td>4701 Hwy 101</td>
</tr>
<tr>
<td>Jerry’s Place</td>
<td>88274 Rhododendron Driver</td>
</tr>
<tr>
<td>Florence Unitarian Fellowship</td>
<td>87738 Hwy 101</td>
</tr>
<tr>
<td>Siuslaw Elementary School</td>
<td>2221 Oak Street</td>
</tr>
<tr>
<td>Siuslaw Middle School</td>
<td>2525 Oak Street</td>
</tr>
<tr>
<td>Siuslaw High School</td>
<td>2975 Oak Street</td>
</tr>
<tr>
<td>Singing Pines Dog Park (Animal Shelter)</td>
<td>989 Spruce Street</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dunes City Tsunami Evacuation Assembly Area Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSEMBLY AREA</td>
</tr>
<tr>
<td>City Hall</td>
</tr>
</tbody>
</table>

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

The City of Florence Planning Department is the overall lead for ESF #6, including vulnerable populations. Each jurisdiction in West Lane will be responsible for Mass Care for their residents and visitors. Overall resource management of Mass Care is the responsibility of the ESF #6 Coordinator.
Florence Police Department

- Has the overall responsibility and authority for warning the public.
- Has the overall responsibility and authority to evacuate the public
- Assist in notification of public officials and dissemination of warning to the public.
- Assign and/or provide support for the Public Information Officer and the EOC.
- Provide Law Enforcement assistance to other agencies during evacuation proceedings if necessary.
- Serve as the liaison between the EOC and the WLEOG Policy Council.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

COUNTRY

Lane County Emergency Management

Lane County Emergency Management will support Mass Care through the coordination of resource requests and deployment of critical county resources.

Lane County Public Health

Lane County Public Health and other mental health/counseling providers (i.e., Veteran’s Administration, hospitals, nursing homes, hospice, schools, correctional institutions, and private facilities) will most likely play a primary role in providing resources and services to support prolonged mental health care to victims, families, and the first responder community.

STATE AGENCIES

Department of Human Services/Oregon Health Authority

The Oregon Department of Human Services/Oregon Health Authority has the overall lead for the state ESF #6, including vulnerable populations. Under a Presidential Individual Assistance declaration, it may provide a State Individual Assistance Officer (State IAO). In addition to facilitating the activity of ESF #6 partners, DHS/OHA will activate certain activities related to children’s services, senior services, and disability services programs.

Oregon Housing and Community Services Department
Provides financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income Oregonians; leads the State Disaster Housing Task Force.

**ADJUNCT AGENCIES**

**American Red Cross**

In the event of a disaster or emergency the American Red Cross in the affected area responds following pre-determined procedures and using a structure of chapters, regions, and National Headquarters. The American Red Cross adheres to the Principles of Service Delivery and the Regulations of Disaster Response as outlined in the ARC Disaster Response Handbook.

The American Red Cross delivers disaster services through local chapters, regions or disaster relief operations supported by National Headquarters. Each component has a direct and interconnected accountability for ensuring disaster response.

Each American Red Cross Chapter should have plans, resources and an operational structure adequate to initiate response to a disaster in its jurisdiction.

The Disaster Relief Operation supports affected Chapters and the survivors by coordinating American Red Cross resources as needed. The immediate priorities are:

- Sheltering
- Conduct fixed and mobile feeding operations
- Staff local government emergency operations centers and contact and/or coordinate with local government and partner relief agencies
- Assess the impact of the disaster
- Conduct public affairs and disaster fundraising activities

Other American Red Cross Disaster Services include:

- Casework
- Health Services
- Mental Health Services
- Safe & Well Linking

The American Red Cross State Coordinating Team assigns a liaison to the Emergency Operations Center in order to coordinate the organization’s activities under the Health and Human Services Branch.

**Oregon Voluntary Organization Active in Disaster (VOAD)**

ORVOAD consists of voluntary organizations with disaster relief roles, which work in partnership with state, local, and tribal governments. Functions may include animal control, building repair, child care, clean up, clothing, communication, counseling, damage assessment, disaster welfare inquiry, financial
assistance, food, human relations, mass care, sheltering, transportation, volunteer staffing, and warehousing and bulk distribution. ORVOAD is a member of the larger family of state VOADS, under a national umbrella known as NVOAD (National Voluntary Organizations Active in Disaster). The American Red Cross and Oregon Food Bank, detailed as follows, are member agencies of ORVOAD.

**Oregon Food Bank**

Oregon Food Bank is the hub of a statewide network of twenty regional food banks across Oregon and Clark County, Washington, distributing food through 935 nonprofit agencies. During a disaster they distribute food through this network to affected areas.

**Southern Baptist Convention**

The Southern Baptist Convention is not a member of ORVOAD, but may play a key role in conjunction with ARC and Oregon Food Bank in feeding people affected by large disaster events. Like many voluntary agencies, this organization can tap into resources available to it nationally.

### 4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.
5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs
• All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
• Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
• All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
• All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

• National Response Framework, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
• ARC and FEMA National Shelter Systems (NSS)
• Multi-Agency Feeding Plan Template (draft dated January 2010)
• Feeding Task Force Guidance Document (draft dated January 2010)
• Oregon DHS Internal Operating Procedures
• Oregon Disaster Housing Strategy and Plan (under development)
• Oregon Individuals and Households Program, Other Needs Assistance Agreement with FEMA Region Ten
• Oregon Behavioral Health All Hazard Response Plan
• State of Oregon Animals in Disaster Plan
• Oregon Donations Management Plan (August 2001, currently being updated) – This is also Support Annex 4 to this plan.
• County and State Agency ESF 6 Annexes
• State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
• Disaster Supplemental Nutrition Assistance Program (DSNAP), 2014
• Lane County Emergency Operations Plan, 2012
Appendix A: City of Florence Tsunami Evacuation Map

If you feel the ground shake:
- Move immediately inland to higher ground
- Follow evacuation route signs
- Do not wait for an official warning

**MAP SYMBOLS**
- Evacuate from this area
- Outside Hazard Area
- Evacuation route
- Assembly area
- School
- Hospital
- City Hall
- Fire dept.
- Police
- Tsunami warning siren

*Notice*
The evacuation zone on this map was developed by the Oregon Department of Geology and Mineral Industries (DOGAMI) in consultation with local emergency officials. It is intended to represent a worst-case scenario for a local tsunami from an earthquake near the Oregon coast. The evacuation routes were developed by local emergency officials and reviewed by the Oregon Department of Emergency Management.

DOGAMI is publishing this brochure because the information furthers the mission of the Department. The map is intended for emergency response and should not be used for site-specific planning.
Appendix B: Dunes City Tsunami Evacuation Map
Appendix C: Florence Tsunami Evacuation and Shelter Map
Appendix D: Emergency Support Function Organization Chart
Appendix E: Emergency Operations Center Layout
EMERGENCY SUPPORT FUNCTION 7 – RESOURCE SUPPORT
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Emergency Support Function #7 – Resource Support

Primary Agency
WLEOG Policy Council
Incident Logistics Section

Support Agencies
Lane County Sheriff’s Office – Emergency Management
Oregon Emergency Management
Private and Non-Governmental Organizations
Public Sector

1. Purpose and Scope

1.1 Purpose

The purpose of Emergency Support Function #7 is to ensure that effective resource and logistical support is provided to West Lane prior to, during, and/or after a significant disaster such as a catastrophic, terrorist act, or other type events requiring massive resources.

1.2 Scope

ESF #7 is responsible for providing direct and active support to emergency response and recovery efforts where threatened or actual damage exceeds department or agency response capabilities. Additionally, ESF #7 is responsible for assisting in logistical planning and procurement in coordination with ESF #5.

2. Policies and Agreements

Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and private sector and/or other nongovernmental 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 to support this function include both medical and non-medical resources.

3. Concept of Operations

3.1 General

ESF #7 will coordinate all requests for assistance and communicate with the Logistics Section Chief to identify the appropriate action and resources to be used for both operational and non-operational activities. Once Resource Management assets have been identified to meet the request, the Logistics Section will assign the request to ESF #7 to accomplish the task. In some cases the Logistics Section Chief may assume the role of the ESF #7 Coordinator.

3.2 Organization

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

- Coordinate the provision of resources during a disaster. This includes emergency relief supplies and equipment, telecommunications, personnel, contracting services and transportation services required for immediate disaster response activities. It also provides logistical and resource support for requirements not specifically addressed in other ESFs.
- Assemble, update, and track available and committed resources involved in the incident.
- Monitor the financial costs of providing resources to include costs of providing support, purchasing or contracting goods and services, transportation, and above normal staffing.

3.4 Direction and Control

- When warning is available, ESF #7 shall notify the suppliers with whom agreements exist. The ESF #7 Coordinator will also verify the availability of resources and reserve any critical resources.
- ESF #7 Coordinator should attempt to fill the need with jurisdictional resources or resources for which agreements are in place. If the needed resource is on hand, the ESF #7 Coordinator contacts the supplier, confirms transportation responsibilities and provides necessary information (e.g., to pass checkpoints), notifies the resource requestor of the incoming resource (or of the need to pick it up) and its priority, and informs the Logistics Section Chief that action has been
taken on the request. If the needed resource is not listed among prearranged supplies the ESF Coordinator will solicit a donation request for the needed resource.

- When requests are of top priority for the jurisdiction, an expedited procurement or hiring process may be used, in coordination with the Finance Section Chief and legal advisor, if necessary.
- When top priority needs cannot be satisfied quickly through procurement and hiring, or when cost begins to outweigh time as a consideration, an appeal can be made through the PIO for donations of the goods or service in question.
- Resource request shall be acquired, deployed, and demobilized based on the ICS Logistics Section Chief guidelines.

### 3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #7 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

### 3.6 Catastrophic Incident Operational Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel shortages will become critical for Mass Care within 24 hours.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

West Lane Emergency Operations Group

• Identify and train ESF #7 Coordinator.
• Conduct exercises and knowledge evaluation drills for the ESF #7 Coordinator
• Ensure ESF #7 has the resources needed to complete the mission objectives.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Lane County Emergency Management

Lane County Emergency Management is responsible for coordinating and managing the county response to requests for assistance from local governments and requests to the State government.

Oregon Emergency Management (OEM)

OEM is responsible for coordinating and managing the states response to requests for assistance from local governments and requests to the Federal government when State assets are not available.
4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

The Finance Section Chief shall keep the Logistics Section Chief and ESF #7 Coordinator aware of their authorized budget, log and process transactions, track accounts, and secures access to more funding as necessary and feasible (e.g., ensuring jurisdictional access to cash donations, where law permits). The legal advisor shall keep them aware of their legal obligations – and also of any special powers granted by law to expedite their tasks.

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.
6. **Supporting Documents**

- County and State Agency ESF 7 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- Lane County Emergency Operations Plan, 2012
Appendix A: Emergency Support Function Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

ESF 14 Public Information

Liaison Officer

Recovery Branch

ESF 18 Business & Industry

OPERATIONS SECTION

PLANNING SECTION

LOGISTICS SECTION

FINANCE SECTION

Emergency Services Branch

Infrastructure Branch

Health & Human Services Branch

ESF 5 Information and Planning

ESF 7 Resource Management

ESF 14 Public Information

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Emergency Support Function #8 – Health and Medical

Primary Agencies
Western Lane Ambulance
Lane County Public Health

Support Agencies
Siuslaw Fire and Rescue District
City of Florence Police Department
City of Florence Public Works
Peace Harbor Hospital
Private and Non-Governmental Organizations

1. Purpose and Scope

1.1 Purpose

ESF #8 coordinates assistance to provide public health and medical care needs during a catastrophic disaster or incident and/or a developing potential health and medical situation in the West Lane area. The lead agency for this ESF is Western Lane Ambulance for Medical and Lane County Public Health.

1.2 Scope

ESF #8 coordinates with Western Lane Ambulance and Lane County Public Health to provide the following:

- Identify and meet the public health and medical needs of victims of a major disaster.
- Assess public health needs; public health surveillance; medical care personnel; medical equipment and supplies; patient evacuation; hospital care; safety and security of human drugs, biologies, medical devices, and veterinary drugs; food safety and security; agricultural safety and security; radiological/biological hazards; public health information; and potable water.
• Coordinate mental and behavioral health care through the Lane County Mental Health
• Identify and request Health/Medical Equipment and Supplies resources to meet the needs of West Lane area.
• Ensure coordinated situational awareness with county and state health departments.
• Conduct a West Lane wide assessment to define:
  o Impact of the incident of the public
  o Needs and priorities for immediate response actions
  o Resources available within the area
  o Pathways for expediting long-term recovery
  o Priority healthcare facilities for support
  o Coordinate and support stabilization of the public health and medical system in the impacted areas of West Lane.
  o Support sheltering of persons with medical and functional needs.

2. **Policies and Agreements**

Western Lane Ambulance will provide medical services to the residents and visitors of Western Lane County. Western Lane Ambulance may provide Critical Care Advanced Life Support services to transfer patients from Peace Harbor Hospital to larger Regional Medical Centers if resources allow following an overwhelming emergency or catastrophic event.

Lane County Public Health administrator may take any action, if an emergency endangering the public health occurs within the jurisdiction and:

- The circumstances of the emergency are such that the department or its director cannot take action in time to meet the emergency; and
- Delay in taking action to meet the emergency will increase the hazard to public health.

3. **Concept of Operations**

3.1 **General**

ESF #8 will operate under the following principles in order to implement the core missions. These principles serve as the general concept of operations for ESF #8 and are further described in supporting plans and procedures.

In addition, ESF #8 Annex maintains a standard operating procedure (SOP) that describes the processes for implementation of this appendix and supports all ESF #8 core missions. The processes established in the ESF #8 SOP are designed to:

- Implement appropriate incident management structure using Incident Command System principles to manage public health and medical functions in support of the incident.
• Ensure coordinated situational awareness at the local, county, state level.
• Identify, procure, deploy, and direct the use of public health and medical resources from local, county, state, interstate and federal entities to meet local mission needs.
• Coordinate directly with Lane County Public Health ESF #8.

3.2 Organization

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix D in this document for further clarification.)

Representatives from primary and support agencies may be present in the Emergency Operations Center (EOC) on a 24-hour basis. ESF #8 will respond directly to the Emergency Services Branch Director who reports to the Operations Section Chief.

3.3 Operational Objectives

The State ESF #8 core operation objectives are to:

• Support local assessment and identification of public health and medical needs in impacted areas and implement plans to address those needs.
• Coordinate and support stabilization of the public health and medical system in impacted areas.
• Support sheltering of persons with medical and functional needs.
• Monitor and coordinate resources to support care and movement of persons with medical and functional needs in impacted counties.
• Support monitoring, investigating and controlling potential or known threats and impacts to human health through surveillance, delivery of medical countermeasures and non-medical interventions.
• Support monitoring, investigating, and controlling potential or known threats to human health of environmental origin.
• Develop, disseminate and coordinate accurate and timely public health and medical information.
• Monitor need for and coordinate resources to support fatality management services.
• Monitor need for and coordinate resources to support disaster behavioral health services.
• Support responder safety and health needs.
• Provide public health and medical technical assistance and support.

Any actions that require resources to support Public Health will be facilitated by Lane County Public Health.
3.4 **Direction and Control**

Western Lane Ambulance District is the delegated authority for the Medical Service actions and is the local lead for ESF #8. The ESF #8 Coordinator determines the appropriate and necessary actions for resource request and assures they are implemented.

The ESF #8 command structure determines appropriate resources to meet mission needs. Each agency/organization retains administrative control over its resources deployed during the incident. ESF 8 has operational control of deployed resources to make assignments.

3.5 **Activation and Notifications**

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 **Catastrophic Incident Operational Challenges**

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Lack of normal communication systems will impact the ability to call up personnel resources;
- Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel shortages will become critical for Medical services within 24 hours.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane isolated.
• Medical resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

Western Lane Ambulance District in coordination with Siuslaw Valley Fire and Rescue District will respond as first response agencies for pre-hospital medical care, and provide transportation and inter-facility transports. Mass Casualty Incident (MCI) operations will normally be managed on-scene with resource requests handled by West Com or PSAP. The coordinating Public Safety Answering Point (PSAP) will notify City of Florence City Manager anytime MCI Protocol is implemented. City Manager may then contact EOC Manager to activate the EOC and contact the WLEOG Policy Council.

ESF #8 will activate to the EOC and coordinate resource support as requested by the on-scene Incident Commander and with Lane County Health and Human Services if needed.

Medical care for the injured will be provided at local hospitals or temporary treatment facilities. Direction and control of emergency operations at hospital facilities will be the responsibility of the facility managers and staff.

Western Lane Ambulance District will:

• Identify and train the ESF #8 Coordinator.
• Conduct exercises and knowledge evaluation drills for the ESF #8 Coordinator
• Ensure ESF #8 has the resources needed to complete health and medical mission objectives.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for
participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

**Florence Police Department**

- Provide security assistance, traffic and crowd control to medical facilities and to public health and medical field personnel upon request (see Law Enforcement Support Annex).
- Coordinate investigations of potentially deliberate health impacts (i.e.: terrorist act)
- Enforce mandatory health actions (i.e.: evacuations)

**Florence Public Works**

- Assure the availability of proper sewage disposal facilities and waste and refuse disposal practices
- Ensure barricades or traffic control resources are deployed if requested by the Incident Commander.

**Peace Harbor Medical Center**

- Implement internal and/or external hospital disaster plan and hospital Incident Command System.
- Establish contact with Incident Commander.
- Provide a liaison to the EOC Emergency Services Branch.
- Provide ongoing bed availability and status of resources on Hospital Capacity Web Site (HOSCAP) and other locations as requested. Establish and maintain field and inter-hospital medical communications
- Coordinate with EMS, other hospitals, and any medical response personnel at scene to ensure that casualties are transported to the appropriate medical facility. Distribute patients to and among hospitals both inside and outside the area based on severity and types of injuries, time and mode of transport, capability to treat, and bed capacity. Take into account special designations such as trauma centers and burn centers. Consider the use of clinics to treat less than acute illnesses and injuries. Coordinate with local emergency responders to isolate and decontaminate incoming patients, if needed, to avoid the spread of chemical or bacterial agents to other patients and staff.
- Coordinate with other hospitals and with EMS on the evacuation of patients from affected hospitals, if necessary. Evacuation provisions should specify where the patients are to be taken. Establish and staff a reception and support center at each hospital for the relatives and friends of disaster victims who may converge in search of loved ones.
- Provide patient identification information to the American Red Cross upon request.

**Lane County Health and Human Services**

- Lane County will coordinate the provision of public health and medical services in most impending or actual health emergencies affecting Lane County including:
• Disease outbreak and control, such as pandemic influenza or bioterrorism; Contamination of the food or water supply or other critical health hazard (e.g. chemical or radiological exposure); and Critical community health issues including those triggered by other emergencies.

American Red Cross

• Provide food for emergency medical workers, volunteers, and patients, if requested. In coordination with hospitals, aid stations, and field triage units, collect, receive, and report information about the status of victims.
• Assist in the notification of the next of kin of the injured and deceased. Assist with the reunification of the injured with their families.

Community Based Organizations (CBO) in support of Vulnerable Population

In an emergency, special consideration may be necessary to assure the health and safety of any persons unable to receive messages through mainstream media, persons unable to act on crucial messages and potentially life saving information, or persons who require specialized assistance relevant to their circumstances, capabilities, and available resources. Examples of such persons include seniors, children, disabled, homeless, non-English speakers, low-income or other persons who are otherwise in need of ongoing support.

Those who are most vulnerable will vary by the type and severity of the emergency. During a public health and medical emergency, reasonable effort will be made to identify groups of persons with conditions of vulnerability related to the type of emergency and to effectively address those conditions. Attention will be given to delivering messages and information that is accessible, meaningful, relevant, and culturally appropriate for the identified vulnerable populations.

To enhance the work of established responders, local Community Based Organizations (CBOs) will be requested to support the regional public health and medical services by providing emergency services consistent with their capabilities. Community-based organizations (CBOs) provide a direct link to the local communities and the vulnerable people that they serve. Cooperation between government and CBOs provides the best assurance of an inclusive response and recovery plan, one that serves all the people and addresses the community's desire for long-term recovery.

Before an emergency, the EOC in corporation with Lane County Health and Human Services will incorporate several strategies to improve the ability to effectively address the conditions of vulnerability during an emergency. Such actions will include:

• Including local stakeholders and volunteer groups and community based organizations in planning and training for emergencies.
• Preparing and maintaining culturally appropriate and relevant press releases, fact sheets, in advance, as much as possible.
• Identifying effective means for delivering information to vulnerable populations, as appropriate.
• Establishing relationships and agreements with support agencies to facilitate the dissemination of information to vulnerable populations.

4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

• Deploy resources according to the response priorities identified above.
• Distribute resources so that the most benefit is provided for the amount of resources expended.
• Activate mutual aid agreements as necessary to supplement local resources.
• When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow

- Resource request sent to the Logistics Section Chief using ICS 213RR form
- Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.
- Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.
- Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.
- Finance Section Chief works closely with the Section Chiefs to ensure cost effective resourcing.
Resource Typing

The EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. Supporting Documents

- National Response Framework, ESF 8 – Public Health and Medical Services
• County and State Agency ESF 8 Annexes
• State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
• Pandemic Influenza Emergency Management Plan
• Oregon Behavioral Health All Hazard Response Plan
• Lane County Public Health Annex, 2012
Appendix A: City of Florence Tsunami Evacuation Map

If you feel the ground shake:
• Move immediately inland to higher ground
• Follow evacuation route signs
• Do not wait for an official warning

MAP SYMBOLS
- EVACUATION ROUTE
- EVACUATE FROM THIS AREA
- OUTSIDE HAZARD AREA
- SCHOOL
- HOSPITAL
- CITY HALL
- FIRE DEPT.
- BRIDGE
- POLICE
- ASSEMBLY AREA
- TSUNAMI WARNING SIREN
- DOWNTOWN FLORENCE
- SIUSLAW RIVER
- PACIFIC OCEAN

NOTICE
The evacuation zone on this map was developed by the Oregon Department of Geology and Mineral Industries (DOGAMI) in consultation with local emergency officials. It is intended to represent a worst-case scenario for a local tsunami from an earthquake near the Oregon coast. The evacuation routes were developed by local emergency officials and reviewed by the Oregon Department of Emergency Management.

DOGAMI is publishing this brochure because the information furthers the mission of the Department. The map is intended for emergency response and should not be used for site-specific planning.

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Appendix B: Dunes City Tsunami Evacuation Map
Appendix C: Florence Tsunami Evacuation and Shelter Map
Appendix D: Emergency Support Function Organization Chart

![Organization Chart]

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Emergency Support Function #9 – Search and Rescue

Primary Agencies
Siuslaw Fire and Rescue
Lane County Sheriff’s Office

Support Agencies:
City of Florence Police Department
City of Florence Public Works Department
Oregon Emergency Management
Office of the State Fire Marshal
Oregon Military Department
Oregon Department of Transportation
American Red Cross

1. Purpose and Scope

1.1 Purpose
The purpose of ESF #9 is to coordinate SAR operations and resources during emergency response and recovery with the Lane County Sheriff’s Office ESF #9, law enforcement, and the fire district. Emergency Support Function #9 supports both Urban SAR and Wilderness SAR during actual or potential emergencies, and also addresses mass casualty and mass fatality incidents.

1.2 Scope
The scope of this function includes Urban SAR 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 the extrication of accident victims. Lane County Sheriff’s Office is the lead agency.
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. Siuslaw Valley Fire and Rescue District is trained for light search and rescue and would most likely require the assistance of the Lane County Sheriff’s Office Search and Rescue Team. Qualified search and rescue teams are predicated on Oregon Revised Statue 404.200.

**Structural Collapse**

401.930 Assignment by Governor of local resources under direction of State Fire Marshal.

1. The Governor may assign and make available for use and duty in any county, city or district, under the direction and command of the State Fire Marshal or a designee of the State Fire Marshal, any personnel or equipment resources of a county, city or district for the purpose of responding to the structural collapse, or the threat of imminent structural collapse, of a fixture to real property. This section does not authorize the Governor to assign and make available the firefighting resources of a fire district that possesses only one self-propelled pumping unit.

2. The Governor may assign and make available local resources under this section without declaring a state of emergency and without regard to the criteria established in ORS 401.032 for assuming authority or responsibility for responding to an event. The State Fire Marshal, or a designee of the State Fire Marshal, may direct and command the use of the local resources made available by the Governor under this section regardless of whether the county, city or district to which the resources are made available has declared a state of emergency under ORS 401.309.

3. **Concept of Operations**

3.1 **General**

WLEOG ESF #9 will be responsible for coordinating with the County ESF #9 to ensure timely response, organization, flexibility, and cooperation among the various agencies involved for an effective SAR operation. When activated ESF #9 will coordinate the following activities with the County ESF #9 for West Lane.

- Urban search and rescue (US&R) activities include, but are not limited to, locating, extricating, and providing immediate medical assistance to survivors trapped in collapsed structures.
- Non-urban search and rescue activities include, but are not limited to, emergency incidents that involve locating missing persons, locating boats that are lost at sea, locating downed aircraft, extrication if necessary, and treating any survivors upon their rescue.
- Wilderness Search and Rescue missions include, but are not limited to, locating overdue/missing boaters on inland bodies of water or rivers, locating overdue persons, or locating downed aircraft in wilderness areas with limited/restricted access, extrication when possible and treating any survivors upon their rescue.
3.2 Organization

The Siuslaw Valley Fire and Rescue District is the primary agency for ESF #4 Firefighting, ESF #9 Search and Rescue, and ESF #10 Hazardous Materials. Supporting the Fire District will be the Lane County Search and Rescue and the Oregon State Fire Marshal's Office as well as the Oregon Department of Forestry, during wildland fires resulting from or occurring coincidentally with a significant disaster condition or event. Representatives from primary and support agencies may be present in the Emergency Operations Center (EOC) on a 24-hour basis. ESF #9 will respond directly to the Emergency Services Branch Director who reports to the Operations Section Chief.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

**Urban Search and Rescue (USAR)** includes, but is not limited to, locating, extracting, and providing immediate emergency medical assistance to victims trapped in a collapsed structure. USAR is a highly technical field, requiring specialized equipment and training to such a degree that an event requiring USAR will almost automatically exceed local response capabilities and trigger deployment of one or more of Oregon teams and/or federal assistance.

**Overland Search and Rescue (OSAR)** may consist of a search of vacant structures, non-urban, and wilderness search and rescue activities which include, but are not limited to emergency incidents that involve locating downed aircraft and missing persons, extraction, and treating any victims upon rescue. The vast majority of these incidents are handled by county resources without the need for State assistance.

**Waterborne Search and Rescue** consist of searching navigable waterways, lakes, rivers for overdue boats, swimmers, kayakers, etc. Waterborne Search and Rescue is primarily conducted by watercraft and aircraft through the Lane County Sheriff’s Office.

**Aeronautical Search and Rescue** consists of searches of non-urban and wilderness areas that involve locating downed aircraft, extraction, and treatment of victims. Searches are conducted with ground and air assets with alerts and data provided by the Air Force Rescue & Coordination Center and the Federal Aviation Administration (FAA) through the state.

**Swift-water Rescue** is a technical rescue specialty that consists of rescuing stranded and/or trapped victims from water that is moving at speeds in excess of 1.5 kts. Swift-water operations can be conducted from the ground, with boats, and/or aerial assets. Lane County Sheriff’s Officers are trained and equipped to conduct swift-water rescue.
The ESF #9 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations. For additional information please see scope of work in this document as well as the Lane County Emergency Operations Plan ESF #9 Annex.

### 3.4 Direction and Control

Siuslaw Valley Fire and Rescue District is the primary agency for this ESF. If an emergency or disaster overwhelms the Siuslaw Valley Fire & Rescue (SVFR) District the ESF Coordinator will be activated to support and assist fire, search and rescue, and hazardous materials response.

### 3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #9 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

### 3.6 Catastrophic Incident Operational Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
• A catastrophic earthquake and resultant tsunami will result in vast numbers of persons being in life-threatening situations requiring prompt rescue and medical care;
• Since the first 72 hours are crucial to lessening the mortality rate, SAR must begin immediately;
• Depending upon the type and magnitude of the disaster, either urban, wildland, or both types of SAR, might be mandated;
• Local, State, and federal regional capabilities and resources will be overwhelmed by the magnitude of the incident;
• Aftershocks will cause a significant amount of additional damage during the response;
• Response resources in the impacted area will have limited capability to function and some impacted areas will be isolated;
• Resources outside of the impacted area will have extended response times due to significant impact to transportation infrastructure;
• Severe winter weather including rain, snow, and fog will hamper response operations;
• SAR personnel will potentially have to deal with extensive damage to buildings, roadways, public works, communications, and utilities. Secondary to the precipitous event, effects such as fires, explosions, flooding, and hazardous material releases may compound problems and threaten both survivors and rescue personnel;
• SAR teams will not arrive in impacted communities with enough time or resources to save lives in all collapsed structures;
• Initial search and rescue response will be a local effort, with priorities set by local government. ESF #1, ESF #4 and ESF #9 will coordinate to provide additional search and rescue teams and equipment into the Operational Areas as requested;
• Due to the anticipated damage from a strong earthquake, the FEMA USAR task forces will be needed to support the State’s search and rescue operations;
• It can be expected that search and rescue mutual aid within the affected areas will be sharply reduced. The widespread regional nature of the event will affect many jurisdictions simultaneously; therefore, search and rescue teams from throughout the State will be needed to provide search and rescue of persons trapped and injured due to collapsed buildings almost immediately;
• Inclement weather and limited visibility will hinder SAR operations;
• Coordination and direction of efforts, including volunteers, will be required;
• Damaged areas will have access restrictions and will not be readily accessible except, in some cases, by air or water;
• Secondary events or disasters will threaten survivors as well as SAR personnel;
• Survivors fleeing tsunami inundation zones will assemble in designated rally points;
• CERT teams will have limited ability to provide immediate search and rescue functions;

4. **Roles and Responsibilities**

4.1 **Primary Agency**
An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

**Siuslaw Valley Fire and Rescue District**

- Management and suppression of wildland fires.
- Management and suppression of vehicle fires.
- Management and suppression of structure fires
- Urban search and rescue. Suislaw Fire District does not have large extrication and debris removal equipment, but does have the ability for limited urban search and rescue operations. Urban Search and Rescue resources would be requested from the county and state. The closest Urban Search and Rescue Unit is the City of Eugene.
- Rural and/or wildland Search and Rescue. Suislaw Fire District has limited search and rescue resources. The closest Search and Rescue Unit is Lane County Sheriff’s Offices located in the City of Eugene.
- Water rescue operations
- Vehicle rescue operations

### 4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

**Florence Police Department**

- Ensure safety of personnel and facilities;
- Ensure safety of public, property and natural resources;
- Support County ESF #9 needs as directed by primary agency;
- Coordinate with primary agency for ESF #2 needs for assets and resources following incident;
- Assist in keeping roads open primarily roads and highways, for evacuation, emergency response and commerce;
- If all communications capabilities are lost – Officers are to report to office site to check in. If that is not a possibility they are to respond to the EOC to assist.
- Provide security assistance, traffic and crowd control to medical facilities and to public health and medical field personnel upon request (see Law Enforcement Support Annex).
- Coordinate investigations of potentially deliberate health impacts (i.e.: terrorist act)
- Enforce mandatory health actions (i.e.: evacuations)
Florence Public Works

- Assure the availability of proper sewage disposal facilities and waste and refuse disposal practices due to human remains.
- Ensure barricades or traffic control resources are deployed if requested by the Incident Commander.

Lane County Sheriff’s Office

The Lane County Sheriff's Search and Rescue program (SAR) responds to lost, injured or missing people that are in need of rescue and/or recovery from natural or technological danger within Lane County on a 24-hour basis as mandated by ORS 404.200.

This includes but is not limited to the recovery of deceased subjects, aircraft related beacon searches, support of criminal investigations with evidence searches, disaster response, and general logistic support of Sheriff's Office personnel.

Oregon Emergency Management

- OEM is the coordinating agency for wilderness SAR in Oregon for all events requiring Federal assets on behalf of the county sheriffs’ office. In addition, OEM is the coordinating agency for missing aircraft within its borders.
- Coordinate rapid deployment components to provide specialized lifesaving assistance to local authorities when activated for incidents.
- During a Federally declared disaster, OEM takes a supporting role to FEMA who coordinates Federal assets.

Office of the State Fire Marshal

Responsible for rapid deployment of components of the state USAR response system to provide specialized lifesaving assistance to State, Local and other authorities when appropriate.

OSFM coordinates and directs the training, equipment and use of the state’s structural collapse resources, Oregon USAR Task Force 1 is staffed by local firefighters organized under a state agreement and member-elected governance board.

Oregon Task Force 1 (OR-TF1) assists in structural collapse and technical rescue incidents statewide, at the request of the Governor. Covering multiple jurisdictions, the Team is organized geographically in north and south regional response teams.

OR-TF1 is capable of providing full incident support, up to a Type I Collapse Search and Rescue (National Incident Management compliant). Oregon Task Force 1 may be included in mobilization of State Regional Hazardous Materials Response Team, or the State Fire Marshal's Incident Management Team.
Assets

- Three Incident Management Teams for coordination, which include certified safety officers;
- Three type 1 USAR trailers in the State: Clackamas, Salem, Eugene. Personnel resources come from local fire departments;
- 13 HAZMAT trucks and personnel in the State – regionally deployed. Trucks include hand pumps that can be used to hand pump gas. West Lane HAZMAT Team 2 are located in Eugene;
- HAZMAT and SAR teams are trained to the national standard;
- All specialized responders are required to bring enough personal food and water for 72 hours;
- 13 Deputy Fire Marshals throughout the State.
- Three communications trailers (small 4 X 6 box trailers). Communication trailers include: programmable base station, mobile repeaters, and generators;
- One truck capable of hauling trailers;
- Cache of 150 interoperable / programmable portable handheld radios.

Capabilities

- Responsible for rapid deployment of components of the State USAR response system to provide specialized lifesaving assistance to State, local and other authorities when appropriate;
- All search and rescue equipment is in containers that can be flown into an impacted areas;
- Conduct and coordinate light to heavy urban search and rescue;
- OSFM coordinates and directs the training, equipment and use of the State’s structural collapse resources. Oregon USAR Task Force 1 is staffed by local firefighters organized under a State agreement and member-elected governance board;
- Oregon Task Force 1 (OR-TF1) assists in structural collapse and technical rescue incidents Statewide, at the request of the Governor. Covering multiple jurisdictions, the team is organized geographically in north and south regional response teams;
- OR-TF1 is capable of providing full incident support, up to a Type I Collapse Search and Rescue (National Incident Management compliant). Oregon Task Force 1 maybe included in mobilization of State Regional Hazardous Materials Response Team, or the State Fire Marshal's Incident Management Team;
- Inspection of hospitals and care facilities to ensure that they meet the ‘life safety’ code;
- Providing local communications between responders and IMT’s;
- Transportation of communication trailers to impacted areas;
- Capable of continuity of operations without power / computers.

Oregon Military Department

The Oregon National Guard may engage in immediate response lifesaving response actions for up to 72 hours for immediate assessment of surviving equipment and units.

Assets
• CERFP has one search and recovery, search and rescue company sized element (50 personnel), capable of USAR;
• 1-82 Cavalry out of Bend has had training and experience in assisting with wilderness search and rescue operations;
• UH-60 Blackhawk helicopters based in Salem;
• Medical evacuation capability.
• CH-47 heavy lift helicopters based in Pendleton;
• Heavy construction equipment and operators (bulldozers, backhoes, etc.) - no cranes.

Capabilities

• Urban search and rescue;
• Integrated or in support of incident commander and USAR Task Force #1 or #2;
• Aerial reconnaissance, transportation of personnel, operations and relief supplies and equipment via fixed wing and rotary aircraft;
• Debris clearance;
• Communications support to ESF #9 operations;
• Heavy construction equipment and operators (bulldozers, backhoes, etc.) - no cranes;
• Contracting assistance.

Oregon Department of Transportation

• Life and safety of responders and affected public;
• Determine and deploy available ODOT resources available for ESF #9 response;
• Support of OSFM through provision of qualified structural specialists to participate on the USAR Task Force and mechanic support for equipment cache trailer maintenance and deployments.

Assets

• Can provide two structural engineers to support the State Fire Marshal USAR teams;
• Mechanic support for equipment cache trailer maintenance and deployments;
• Semi-tractor to pull OSFM USAR equipment.

Capabilities

• Provide transit to OSFM USAR teams and equipment;
• Provide structural engineers (only 2) who determine structural integrity for rescuer safety. ODOT USAR support team become part of the USAR teams and report to the State Fire Marshal Incident Commander for assignment.

American Red Cross

• Provide food, water and support resources in for SAR and USAR missions as requested in a major disaster.
4.3 Resource Management

SVFR is the Primary Agency for ESF #4 Firefighting, ESF #9 Search and Rescue, and ESF #10 Hazardous Materials and is a Supporting Agency for ESF #2 Communications and ESF #8 Health and Medical. The Fire District will manage resources for ESF #9 and collaborate with resources from Lane County Sheriff’s Office, and the Oregon HazMat personnel for ESF #10 activities.

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow

- Resource request sent to the Logistics Section Chief using ICS 213RR form
- Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.
- Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.
- Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.
- Finance Section Chief works closely with the Section Chiefs to ensure cost effective resourcing.
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

All disaster respondents, city/county or otherwise, who assist due to requests from the ESF #4, must submit their preliminary reimbursement request to the Finance Section Chief within 15 business days of stand down orders. The final request must include the following:

- **Salaries** - Provide a schedule for all employees, the time they worked, their pay rate and matching rate, separating regular time from overtime;
- **Travel** - Provide copies of the travel vouchers you have paid due to disaster response. The Finance Section Chief must certify travel vouchers as true expenditures; and
- **Equipment** - Provide a detailed description of the equipment used to assist, detailing the type and size, pump size and horsepower, where the equipment was used, number of hours per piece, per day, and type of work each piece performed.

6. Supporting Documents

- National Response Framework, ESF 9 – Search and Rescue
- Oregon Emergency Management ESF 9 Annex
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- Lane County Search and Rescue Annex
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Emergency Support Function #10 – Hazardous Materials

Primary Agencies
Siuslaw Fire and Rescue
HazMat Team 2

Support Agencies:
City of Florence Police Department
Office of the State Fire Marshal
Military Department

1. Purpose and Scope

1.1 Purpose

Emergency Support Function #10 provides for response to and recovery from hazardous materials releases, including oil spills.

1.2 Scope

This support function is applicable to all types and sizes of hazardous materials chemical, biological, radiological, nuclear, and explosive incidents potentially involving transportation corridors (railway and highway), abandoned waste sites, pipelines, tank farms, and fixed facilities (chemical plants, laboratories, operating hazardous waste sites, hospitals, etc.). This ESF also includes hazardous materials response and support to terrorist incidents.

Law enforcement personnel are only responsible for controlling access to the incident site.

2. Policies and Agreements

State HazMat policies and agreements regarding hazardous materials response and recovery activities. ORS Chapter 465 — Hazardous Waste and Hazardous Materials.
3. Concept of Operations

3.1 General

Hazardous materials releases are the responsibility of the State of Oregon. The local fire service agency, having jurisdiction over the location, will be responsible for incident command and for mitigation of incidents involving hazardous material releases which threaten the public, the environment or property. In the absence of such an agency, such as unprotected areas outside of a fire protection district, the law enforcement agency having jurisdiction is responsible. Oregon State Police is responsible for response on State lands, highways and freeways. Prior to utilization of a State of Oregon Regional Hazardous Materials Team, the agency with jurisdiction must make the initial response and assessment.

ESF #10 will be responsible for coordinating with the State HazMat team lead to ensure timely response, organization, flexibility, and cooperation among the various agencies involved for an effective hazardous material spill and/or release.

3.2 Organization

The Siuslaw Valley Fire and Rescue District is the primary agency for ESF #4 Firefighting, ESF #9 Search and Rescue, and ESF #10 Hazardous Materials. Supporting the Fire District will be the Oregon State Fire Marshal's Office HazMat Team. Representatives from primary and support agencies may be present in the Emergency Operations Center (EOC) on a 24-hour basis. ESF #10 will respond directly to the Emergency Services Branch Chief who reports to the Operations Section Chief. Siuslaw Valley Fire and Rescue will retain incident command responsibility for a hazardous materials release.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Coordinate support with the State HazMat team in response to an actual or potential discharge and/or uncontrolled release of oil or hazards materials during or following a major disaster or incident.

Strategic Objectives:

- Protection of life;
- Stabilization of the incident;
- Protection of property;
- Protection of the environment; and
• Restoration of critical services.

**Tactical Objectives:**

• Isolate, secure the area, and deny entry;
• Identify product and determine hazard;
• Isolate contaminated people pending decontamination; and
• Decontaminate people as needed.

### 3.4 Direction and Control

Siuslaw Valley Fire and Rescue District is the primary agency for this ESF. If an emergency or disaster overwhelms the Siuslaw Valley Fire & Rescue (SVFR) District the ESF Coordinator will be activated to support and assist fire, search and rescue, and hazardous materials response.

The local first responder, (fire or police), will arrive on scene and size up the incident. If it is determined the incident is beyond their level of training and equipment, the Incident Commander will request a team through the Oregon Emergency Response System (OERS) at 1-800-452-0311. OERS will make the notification to the OSFM duty officer and other appropriate agencies. Fire departments have developed close working relationships with their regional teams and may contact them directly to request a response. Even if they contact the team directly, the local responder will still need to contact OERS so that other appropriate notifications are made. All teams are authorized to respond to incidents meeting state response criteria without authorization from the OSFM Duty Officer.

When a Regional Hazardous Materials Team arrives on scene, their job is to provide technical resources to the incident commander. The local first responder retains incident command. If the incident is large enough to require a unified command, the team leader becomes a part of that structure. The regional teams are responsible for mitigating and containing the incident. They don’t become involved in clean up operations. Once the situation is stable the Department of Environmental Quality is responsible for working with the responsible party to assure cleanup of the incident is completed appropriately. A full team may not respond in every instance. The system provides for a tiered response ranging from technical advice over the phone, to on-site recon, to a full team response.

The HazMat #2 Response Team, located in Eugene, is available to support transportation and fixed facilities hazardous materials incidents occurring in Lane County.

The ESF #10 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

### 3.5 Activation and Notifications
Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #10 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Siuslaw Valley Fire and Rescue is solely dependent on a State HazMat response if due to a catastrophic event the teams are not able to deploy this may increase the risk to the population.
- Lack of normal communication systems will impact the ability to call up personnel resources;
- Personnel resources living / working in the inundation areas will be compromised by the event;
- Unable to contact usual public sector contractors for support if normal communication systems are down;
- Accessible and usable roadway networks;
- Loss of power and lifeline roadway systems will impact communications and limit firefighting capabilities.

4. Roles and Responsibilities

4.1 Primary Agency
An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

**Siuslaw Valley Fire and Rescue District**

- Management and suppression of wildland fires.
- Supporting gross decontamination for victims.
- Monitoring hazardous material release and/or spill.
- Management and suppression of vehicle fires.
- Management and suppression of structure fires.
- Urban search and rescue. Suislaw Fire District does not have large extrication and debris removal equipment, but does have the ability for limited urban search and rescue operations. Urban Search and Rescue resources would be requested from the county and state. The closest Urban Search and Rescue Unit is the City of Eugene.
- Rural and/or wildland Search and Rescue. Suislaw Fire District has limited search and rescue resources. The closest Search and Rescue Unit is Lane County Sheriff’s Offices located in the City of Eugene.
- Water rescue operations.
- Vehicle rescue operations.

**4.2 Support Agencies**

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

**Florence Police Department**

- Ensure safety of personnel and facilities;
- Ensure safety of public, property and natural resources;
- Support State ESF #10 needs as directed by primary agency;
- Coordinate with primary agency for ESF-10 needs for assets and resources following incident;
- Secure Hazardous materials incidents involving Florence response areas;
- Assist in keeping roads open primarily roads and highways, for evacuation, emergency response and commerce;
- If all communications capabilities are lost – Officers are to report to office site to check in. If that is not a possibility they are to respond to the EOC to assist.
- Provide security assistance, traffic and crowd control to medical facilities and to public health and medical field personnel upon request (see Law Enforcement Support Annex).
• Coordinate investigations of potentially deliberate health impacts (i.e.: terrorist act)
• Enforce mandatory health actions (i.e.: evacuations)

Office of the State Fire Marshal

There are 15 Oregon State Regional Hazardous Materials Teams in the state responsible for response within identified geographic regions. These teams receive partial funding and response authorization by the State but operate under the command structure of a local host jurisdiction, usually a fire department or district, to which they are assigned. Team #2 is located in Eugene, run by the Eugene Fire and EMS Department and covers all of Lane County. If, for any reason, Team #2 is unavailable, the next available team is requested through the State Fire Marshal’s Office. State HazMat team mission objectives are as follows:

• Manage the response to hazardous material spills.
• Oversee the training, equipment and response activities of the state’s 14 regional hazardous materials (HAZMAT) response teams.
• Direct the maintenance and use of the statewide Fire Net/HAZMAT microwave relay radio system.
• Responsible for the duties of the State Emergency Response Commission under SARA Title III and Oregon statute. OSFM coordinates and oversees Local Emergency Planning Committees throughout Oregon.

Assets

• Three Incident Management Teams for coordination, which include certified safety officers;
• Three type 1 USAR trailers in the State: Clackamas, Salem, Eugene. Personnel resources come from local fire departments;
• 13 HAZMAT trucks and personnel in the State – regionally deployed. Trucks include hand pumps that can be used to hand pump gas. West Lane HAZMAT Team 2 are located in Eugene;
• HAZMAT and SAR teams are trained to the national standard;
• All specialized responders are required to bring enough personal food and water for 72 hours;
• 13 Deputy Fire Marshals throughout the State.
• Three communications trailers (small 4 X 6 box trailers). Communication trailers include: programmable base station, mobile repeaters, and generators;
• One truck capable of hauling trailers;
• Cache of 150 interoperable / programmable portable handheld radios.

Capabilities

• Responsible for rapid deployment of components of the State USAR response system to provide specialized lifesaving assistance to State, local and other authorities when appropriate;
• All search and rescue equipment is in containers that can be flown into an impacted areas;
• Conduct and coordinate light to heavy urban search and rescue;
• OSFM coordinates and directs the training, equipment and use of the State’s structural collapse resources. Oregon USAR Task Force 1 is staffed by local firefighters organized under a State agreement and member-elected governance board;
• Oregon Task Force 1 (OR-TF1) assists in structural collapse and technical rescue incidents Statewide, at the request of the Governor. Covering multiple jurisdictions, the team is organized geographically in north and south regional response teams;
• OR-TF1 is capable of providing full incident support, up to a Type I Collapse Search and Rescue (National Incident Management compliant). Oregon Task Force 1 maybe included in mobilization of State Regional Hazardous Materials Response Team, or the State Fire Marshal's Incident Management Team;
• Inspection of hospitals and care facilities to ensure that they meet the ‘life safety’ code;
• Providing local communications between responders and IMT’s;
• Transportation of communication trailers to impacted areas;
• Capable of continuity of operations without power / computers.

Oregon Military Department

The Oregon National Guard may engage in immediate response lifesaving response actions for up to 72 hours for immediate assessment of surviving equipment and units.

Assets

• CST (Civil Support Team) – (monitoring and identification of hazardous materials);
• CERFP Decontamination (mass decontamination);
• Approx. 3000 Tyvek suits stockpiled in State (set aside for Rapid Response Force)

Capabilities

• Mass Decontamination;
• Monitoring and identification of hazardous materials;
• Debris clearance;
• Outreach and early warning to public regarding hazardous materials;
• Evacuation assistance;
• Liaison with USCG and USN.

4.3 Resource Management

SVFR supports ESF #4 Firefighting, ESF #9 Search and Rescue and ESF #10 Hazardous Materials. SVFR will manage resources for ESF #4 and collaborate with resources from Lane County Sheriff’s Office for ESF #9, and the Oregon HazMat personnel for ESF #10 activities.

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident
Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

**Resource Request Flow**

- **RESPONSE**
  - Resource request sent to the Logistics Section Chief using ICS 213RR form

- **EOC**
  - Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.

- **EOC**
  - Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.

- **Applicable Section Chief and/or Branch Director**
  - Manages all resources from acquisition, deployment, and demobilization through appropriate ESF.

- **Finance Section Chief**
  - Works closely with the Section Chiefs to ensure cost effective resourcing.
5. **Financial Management**

All disaster respondents, city/county or otherwise, who assist due to requests from the ESF #10, must submit their preliminary reimbursement request to the Finance Section Chief within 15 business days of stand down orders. The final request must include the following:

- **Salaries** - Provide a schedule for all employees, the time they worked, their pay rate and matching rate, separating regular time from overtime;
- **Travel** - Provide copies of the travel vouchers you have paid due to disaster response. The Finance Section Chief must certify travel vouchers as true expenditures; and
- **Equipment** - Provide a detailed description of the equipment used to assist, detailing the type and size, pump size and horsepower, where the equipment was used, number of hours per piece, per day, and type of work each piece performed.

6. **Supporting Documents**

- National Response Framework, ESF 10 – Oil and Hazardous Materials
- County and State Agency ESF 10 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- Northwest Area Contingency Plan
- Business Continuity Plan (BCP) for Oregon Department of Environmental Quality.
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EMERGENCY SUPPORT FUNCTION 11 – FOOD AND WATER
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**Emergency Support Function #11 – Food and Water**

**Primary Agency**
City of Florence
Dunes City

**Support Agencies**
City of Florence Police Department
Lane County Sheriff’s Office – Emergency Management
Lane County Public Health
Florence Food Share
Non-governmental organizations and Faith Based Charities
Private Sector

1. **Purpose and Scope**

1.1 **Purpose**

The purpose of Emergency Support Function #11 is to identify food, water, and ice needs in the aftermath of a disaster or emergency; obtain these resources; and transport them to the impact area. Food supplies obtained and distributed by ESF 11 will be dispensed to disaster survivors through the agencies of ESF #6 (Mass Care).

1.2 **Scope**

Initial response activities will focus on meeting urgent needs of disaster victims on a mass care basis. Initial recovery efforts may commence as response activities are taking place. Throughout the response and recovery periods, ESF #11 will evaluate and analyze requirements for food, water and ice; develop and update assessments of the food and water situation and status in the impact area; and undertake contingency planning to meet anticipated demands or needs; coordinate and direct the use of resources and assets.
As recovery operations are introduced, close coordination will be required between WLEOG partners and support agencies responsible for recovery operations and voluntary organizations providing recovery assistance, including the following activities:

- **Mass Care**: Congregate sheltering, feeding, distribution of emergency supplies, and reunification of children with their parent(s)/legal guardians and adults with their families.
- **Emergency Assistance**: Non-congregate and transitional sheltering; support to individuals with disabilities and others with access and functional needs in congregate facilities; support to children in disasters; and support to mass evacuations.
- **Human Services**: Includes coordination of select programs to assist disaster survivors. These programs include the Strategic National Stockpile (CDC), Federal Disaster Supplemental Nutrition Assistance Program (DSNAP), disaster unemployment, temporary disaster employment and case management.

2. **Policies and Agreements**

The WLEOG IGA stipulates that WLEOG member agencies will conduct overarching mass care response and recovery activities in the area of response (i.e.: West Lane).

ESF #11 will operate under existing United States Department of Agriculture (USDA) authority and regulations as well as Public Law 93-288, as amended, and the WLEOG Emergency Operations Plan, to provide disaster food supplies to designated disaster staging areas and mass feeding sites.

3. **Concept of Operations**

3.1 **General**

The City of Florence and Dunes City government in cooperation with the American Red Cross provide trained staff to perform ESF #11 activities in accordance with this Annex during the preparation, response and recovery phases of a disaster. ESF #11 Primary and Support Agencies conduct their activities at the Emergency Operations Center and applicable field sites in accordance with responsibilities defined in this Annex.

When needed and as appropriate, ESF #11 will coordinate with other ESF Coordinators, Branches and Units who are part of the Mass Care and Evacuation activities. These activities include coordination with ESF #6 Mass Care, ESF #8, Health & Medical, ESF #15, Volunteers & Donations, and ESF #17, Agriculture and Animal Protection.

When required, ESF #11 coordinates closely with ESF #6 and ESF #8, to provide food for mass feeding sites and drinking water resources to assist and augment mass care capabilities. Initial response activities will focus on safety and the immediate needs of the survivors. Recovery efforts are initiated concurrently with response activities. Capabilities and resources of the private sector are incorporated into ESF #11 activities.
3.2 Organization

When activated, representatives from ESF #11 Primary and Support agencies report to the Emergency Operations Center. ESF #11 will coordinate Mass Care and Emergency Assistance with Lane County, local American Red Cross, Salvation Army and other Non-governmental Organizations that will mobilize and respond in accordance with their organizational missions. If following a Cascadia Subduction Zone event the ESF #11 will immediately mobilize mass care objectives.

ESF #11 Coordinator will support the Mass Care and Evacuation Unit and is comprised of the following entities:

- City of Florence Planning Department
- Peace Harbor Hospital Liaison
- Florence Food Share
- American Red Cross liaison
- ESF #6 Mass Care Coordinator
- ESF #8 Health and Medical Coordinator (Lane County Public Health)
- ESF #15 Volunteers and Donations
- ESF #17 Agriculture and Animal Protection Coordinator

The Mass Care and Evacuation Unit’s responsibilities are coordinating resources in response to requests for support for shelter and feeding operations, and provision of basic first aid at designated sites. The ESF #6 Coordinator will facilitate all planning meetings for the Mass Care and Evacuation Unit and ensure resource request are filled to ensure Mass Care missions.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix D in this document for further clarification.)

ARC Liaisons will provide staff in overseeing food, water, and ice resources at all shelter locations.

3.3 Operational Objectives

ESF #11 encompasses the following objectives:

**Coordinate ESF #11 Activities**

- Immediately assess mass feeding and drinking water needs and coordinate request resources from county/state agencies.
• Maintain a constant evaluation of mass feeding and drinking water needs and emergency assistance capabilities and available support resources.
• Integrate and report the actions of response organizations for all incidents.

Support Feeding Operations

• Immediately assess, in coordination with responsible agencies, the feeding requirements and shortfalls.
• Activate a multi-agency feeding task force to coordinate local and county feeding support within 3-6 hours of determination of need.
• Coordinate the establishment and support of a targeted mass care and feeding infrastructure in the affected area.

Support Transition to Long Term Feeding

• Coordinate the implementation of Disaster Supplemental Assistance Program (DSNAP) in eligible jurisdictions.
• Coordinate the implementation of targeted household disaster feeding, if required.
• Coordinate the demobilization of the mass care and feeding infrastructure in the affected area.

Support Shelter Operations (Food and Water)

• Immediately assess, in coordination with shelter providers, the shelter population’s feeding and drinking water requirements and shortfalls.
• Activate a multi-agency sheltering task force to coordinate mass feeding and drinking water support for the shelter population within 3-6 hours of determination of need.
• Establish priorities and provide guidance, request additional resources, monitor food and drinking water intake, and unmet needs for shelter population.
• Immediately assess, in coordination with shelter providers, the requirements for food and water support services for shelter residents
• Coordinate daily with shelter providers.

Support transition of shelter residents

• Support transition of mass feeding and water for the general population shelter residents when they move from temporary to permanent housing
• Support Special Needs shelter residents regarding mass feeding and water unmet needs in temporary or permanent housing.
• Coordinate daily with shelter providers.
• Transition shelter task force responsibilities to Recovery.

Support Distribution of Emergency Supplies Operations
• Immediately assess, in coordination with responsible agencies, the distribution of emergency supplies requirements and shortfalls.
• Activate a multi-agency distribution of emergency supplies task force to coordinate distribution of emergency supplies support within 3-6 hours of determination of need.
• Coordinate the establishment and support of a targeted distribution of emergency supplies infrastructure in the affected area.

**Support Mass Evacuation**

• Prior to the initiation of an evacuation, assess the requirements for mass care support, specifically food and water unmet needs, along evacuation routes and at assembly areas.
• Coordinate food and water resources with responsible organizations in the local community, county, state, inter-state, and federal sources.

**Support Recovery Operations**

• Provide food and water resources, if requested, to the Disaster Recovery Centers.
• Assess the requirements for food and water unmet needs for long term shelter population.
• Coordinate the implementation of Disaster Supplemental Assistance Program (DSNAP) in eligible jurisdictions.
• Coordinate the implementation of targeted household disaster feeding, if required.
• Coordinate the demobilization of the mass care and feeding infrastructure in the affected area.
• Disseminate cost for resources that were ordered and deployed to the Finance Section Chief to compile for the Incident Reimbursement Report.

### 3.4 Direction and Control

The City of Florence is the overall lead for ESF #11, including vulnerable populations. The City of Florence may activate the Mass Care and Evacuation Unit to support Mass Care response. Each jurisdiction in West Lane will be responsible for Mass Care for their residents and visitors. ESF #11 operates within the Health and Human Services Branch Director who reports to the Operations Section Chief.

• Identify local resources with the ability to supply large amounts of nonperishable food, potable water, ice and equipment necessary to transport and handle the commodities following a major disaster.
• Coordinate contracts or agreements with local businesses to supply necessary commodities to meet all operational planning needs.
• Identify possible locations to be used for the distribution of food, water and ice.
• Work with the Florence Food Share, faith based, and non-governmental organizations to obtain volunteers to staff distribution centers. Also coordinate with the other WLEOG partners for use of non-essential post-disaster employees to work at the sites.
• Notify the County Health Department of the locations of distribution sites and arrange for testing and treatment of all bulk potable water if appropriate and necessary.

• Attempt to coordinate with local businesses and relief organizations to ensure that all locations of feeding stations, distributions sites and other assistance sites are placed where there is the most need, and coordinate press releases through ESF 14 as required and appropriate.

• Coordinate unmet operational needs with other ESF Coordinators and the Logistics section.

• Work with the vendors and the site management team to monitor the arrival and staging of trucks of water and ice at the pre-mobilization area and maintain an inventory to determine replenishment requirements.

• Determine quantities of baby formula and food necessary for the event. As needed, acquire additional supplies of baby food, formula, food supplements for infants and children, and other baby supplies from commercial sources for distribution through mass feeding sites and other appropriate outlets.

• The ESF #11 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

3.5 Activation and Notification

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.

• The Primary Agency contact will notify designated ESF personnel to report to the EOC.

• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.

• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.

• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.

• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.
3.6 **Catastrophic Incident Operational Challenges**

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Lack of normal communication systems will impact the ability to call up personnel resources;
- Personnel resources living / working in the inundation areas will be compromised by the event;
- Unable to contact usual public sector contractors for support if normal communication systems are down;
- Accessible and usable roadway networks;
- Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
- Fuel will be critical to run shelters and for response operations. Fuel shortages will become critical for Mass Care within 24 hours.
- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving the West Lane area isolated.
- Mass Care resources would need to come from inland sources and/or farther east which will take time.

3.7 **Mass Care and Evacuation Considerations**

**Evacuation**

The City of Florence and Dunes City currently have in place identified assembly areas if the residents and visitors need to self-evacuate. Food and water resources will be critical following evacuation.

Based on the incident WLEOG may initiate protective measures, such as ordering evacuations and activating public shelters, including special needs shelters and pet-friendly shelters. The WLEOG, in concert with, law enforcement, sheltering organizations, public information officers will coordinate evacuation. Evacuation guidance is as follows:

- The Incident Commander(s) and/or Florence Police Chief will authorize an evacuation of the populous.
- The Florence Police Department is the lead agency that will manage the evacuation.
- The EOC will coordinate all large-scale evacuations.
- One-way evacuation operations (reverse-lane operations) will be implemented at the direction of the Florence Police Department.
- WLEOG will activate the EOC to support major evacuations when directed to do so by the WLEOG Policy Council.
- If required to evacuate identified shelters will be opened for residents and visitors.
Tsunami Evacuation:

In the event of a Cascadia Subduction Zone event it is expected that the community will self evacuate to the closest Assembly Areas.

**City of Florence**

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Event Center</td>
<td>Quince Street and 6th Street</td>
</tr>
<tr>
<td>Greentrees East Clubhouse</td>
<td>1600 Rhododendron Drive</td>
</tr>
<tr>
<td>Miller Park</td>
<td>18th Street and Oak Street</td>
</tr>
<tr>
<td>Three Rivers Casino</td>
<td>5647 Hwy 126</td>
</tr>
<tr>
<td>Grocery Outlet</td>
<td>2056 Hwy 101</td>
</tr>
<tr>
<td>Fred Meyer</td>
<td>4701 Hwy 101</td>
</tr>
<tr>
<td>Jerry’s Place</td>
<td>88274 Rhododendron Driver</td>
</tr>
<tr>
<td>Florence Unitarian Fellowship</td>
<td>87738 Hwy 101</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SHELTER AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siuslaw Elementary School</td>
<td>2221 Oak Street</td>
</tr>
<tr>
<td>Siuslaw Middle School</td>
<td>2525 Oak Street</td>
</tr>
<tr>
<td>Siuslaw High School</td>
<td>2975 Oak Street</td>
</tr>
<tr>
<td>Singing Pines Dog Park (Animal Shelter)</td>
<td>989 Spruce Street</td>
</tr>
</tbody>
</table>

**Dunes City Tsunami Evacuation Assembly Area Location**

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall</td>
<td>82877 Spruce Street</td>
</tr>
</tbody>
</table>

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific
responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

The City of Florence is the overall lead for ESF #11, including vulnerable populations. Each jurisdiction in West Lane will be responsible for providing food and water for their residents and visitors. Overall management of Mass Care is the responsibility of the ESF #6 Coordinator.

**City of Florence**

- Determine the availability of USDA foods that are safe for human consumption within the disaster area.
- Coordinate with, ESF #6 (Mass Care), to determine food, water, and ice needs for the population in the impact areas.
- If authorized by the Oregon Emergency Management via the USDA and in the absence of Disaster Supplemental Nutrition Assistance Program benefits (D-SNAP; aka disaster food stamps), provide emergency food supplies for distribution to eligible households for home consumption.
- Provide appropriate information to the designated section(s) of the EOC on a regular basis.
- Develop a plan of operation that will ensure timely distribution of food supplies to mass care locations.
- Maintain records of the cost of supplies, resources, and employee-hours expended in response to the disaster.
- Monitor the number of mass feeding sites providing food to disaster survivors.

**Dunes City**

- Determine the availability of USDA foods that are safe for human consumption within the disaster area.
- Coordinate with, ESF #6 (Mass Care), to determine food, water, and ice needs for the population in the impact areas.
- If authorized by the Oregon Emergency Management via the USDA and in the absence of Disaster Supplemental Nutrition Assistance Program benefits (D-SNAP; aka disaster food stamps), provide emergency food supplies for distribution to eligible households for home consumption.
- Provide appropriate information to the designated section(s) of the EOC on a regular basis.
- Develop a plan of operation that will ensure timely distribution of food supplies to mass care locations.
- Maintain records of the cost of supplies, resources, and employee-hours expended in response to the disaster.
- Monitor the number of mass feeding sites providing food to disaster survivors.

**4.2 Support Agencies**
Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

COUNTY

Lane County Emergency Management

Lane County Emergency Management will support mass feeding and drinking water unmet needs through the coordination of resource requests and deployment of critical county resources.

Lane County Public Health

Lane County Public Health and other mental health/counseling providers (i.e., Veteran’s Administration, hospitals, nursing homes, hospice, schools, correctional institutions, and private facilities) will most likely play a primary role in providing resources and services to support prolonged mental health care to victims, families, and the first responder community.

STATE AGENCIES

Department of Human Services/Oregon Health Authority

The Oregon Department of Human Services/Oregon Health Authority has the overall lead for the state ESF 6 Mass Care, including vulnerable populations. Under a Presidential Individual Assistance declaration, it may provide a State Individual Assistance Officer (State IAO). In addition to facilitating the activity of mass care, DHS/OHA will activate certain activities related to children’s services, senior services, and disability services programs.

ADJUNCT AGENCIES

American Red Cross

- Assist in identifying and assessing the requirements for food on a two-phase basis: critical emergency needs immediately after the disaster and long-term sustained needs after the emergency phase is over.
- Assist with the distribution of coordinated disaster relief supplies.
- Per established agreements with private vendors, supplement USDA food stocks.
- Provide meal counts, excluding

The American Red Cross State Coordinating Team assigns a liaison to the Emergency Operations Center in order to coordinate the organization’s activities under the Health and Human Services Branch.
The Salvation Army

- Assist in identifying and assessing the requirements for food on a two-phase basis: critical emergency needs immediately after the disaster and long-term sustained needs after the emergency phase is over.
- Assist with the distribution of coordinated disaster relief supplies.
- Per established agreements with private vendors, supplement USDA food stocks.
- Provide meal counts, excluding snacks, to the ESF #11 Coordinator.

Oregon Voluntary Organization Active in Disaster (VOAD)

ORVOAD consists of voluntary organizations with disaster relief roles, which work in partnership with state, local, and tribal governments. Functions may include animal control, building repair, child care, clean up, clothing, communication, counseling, damage assessment, disaster welfare inquiry, financial assistance, food, human relations, mass care, sheltering, transportation, volunteer staffing, and warehousing and bulk distribution. ORVOAD is a member of the larger family of state VOADS, under a national umbrella known as NVOAD (National Voluntary Organizations Active in Disaster). The American Red Cross and Oregon Food Bank, detailed as follows, are member agencies of ORVOAD.

Oregon Food Bank

Oregon Food Bank is the hub of a statewide network of twenty regional food banks across Oregon and Clark County, Washington, distributing food through 935 nonprofit agencies. During a disaster they distribute food through this network to affected areas.

Southern Baptist Convention

The Southern Baptist Convention is not a member of ORVOAD, but may play a key role in conjunction with ARC and Oregon Food Bank in feeding people affected by large disaster events. Like many voluntary agencies, this organization can tap into resources available to it nationally.

4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated
financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

- National Response Framework, ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
- ARC and FEMA National Shelter Systems (NSS)
- Multi-Agency Feeding Plan Template (draft dated January 2010)
- Feeding Task Force Guidance Document (draft dated January 2010)
- Oregon DHS Internal Operating Procedures
- Oregon Disaster Housing Strategy and Plan (under development)
- Oregon Individuals and Households Program, Other Needs Assistance Agreement with FEMA Region Ten
- Oregon Behavioral Health All Hazard Response Plan
- State of Oregon Animals in Disaster Plan
- Oregon Donations Management Plan (August 2001, currently being updated) – This is also Support Annex 4 in this plan.
- County and State Agency ESF 6 and 8 Annexes
• State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
• Disaster Supplemental Nutrition Assistance Program (DSNAP), 2014
• Lane County Emergency Operations Plan, 2012
Appendix A: City of Florence Tsunami Evacuation Map

If you feel the ground shake:
• Move immediately inland to higher ground
• Follow evacuation route signs
• Do not wait for an official warning

MAP SYMBOLS
- Evacuate from this area
- Outside hazard area
- Evacuation route
- Assembly area
- School
- Hospital
- City Hall
- Fire Dept.
- Police
- Tsunami warning siren

TSUNAMI EVACUATION MAP
City of Florence, Oregon

If you feel the ground shake:
• Move immediately inland to higher ground
• Follow evacuation route signs
• Do not wait for an official warning

MAP SYMBOLS
- Evacuate from this area
- Outside hazard area
- Evacuation route
- Assembly area
- School
- Hospital
- City Hall
- Fire Dept.
- Police
- Tsunami warning siren

The evacuation zone on this map was developed by the Oregon Department of Geology and Mineral Industries (DOGAMI) in consultation with local emergency officials. It is intended to represent a worst-case scenario for a local tsunami from an earthquake near the Oregon coast. The evacuation routes were developed by local emergency officials and reviewed by the Oregon Department of Emergency Management.

Notice
The information on this map was developed by the Oregon Department of Geology and Mineral Industries (DOGAMI) in consultation with local emergency officials. It is intended to represent a worst-case scenario for a local tsunami from an earthquake near the Oregon coast. The evacuation routes were developed by local emergency officials and reviewed by the Oregon Department of Emergency Management.

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Emergency Support Function #12 – Energy

Primary Agency
City of Florence Public Works

Support Agencies
Lane County Emergency Management
Oregon Department of Energy
Oregon Public Utilities Commission
Private Sector

1. Purpose and Scope

1.1 Purpose
Emergency Support Function (ESF) #12 is intended to facilitate the restoration of damaged energy systems and utilities components when activated due to an incident requiring a coordinated response. ESF #12 is an integral part of Western Lane response and is energy partners’ responsibility of maintaining continuous and reliable energy supplies for the public through preventive measures and restoration and recovery actions.

1.2 Scope
ESF #12 collects, evaluates, and shares information on energy system damage and estimations on the impact of energy system outages within affected areas. Additionally, ESF #12 provides information concerning the energy restoration process such as projected schedules, percent completion of restoration, and geographic information of the restoration with the EOC and Incident Commander(s). ESF #12 facilitates the restoration of energy systems through energy/utilities partners.

The term “energy” includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy systems and system components. All energy systems are considered critical infrastructure.

2. Policies and Agreements
Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and private sector and/or other nongovernmental entities may be necessary to
support ESF #12 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized equipment during emergency response activities.

3. Concept of Operations

3.1 General

The Public Works function provides resources and expertise for emergency response during disasters and other emergency events. The Public Works Department will serve as lead agency for operation, protection and restoration of the critical infrastructure systems. It will serve in a support role, and provide assistance to other agencies and Departments, for response for emergency infrastructure activities.

Major responsibilities of the Public Works Department during disaster events include: operation of the road system, traffic control systems, debris removal, maintenance of fleet vehicles and emergency generators, mobile radio system maintenance, structural evaluation of infrastructure, solid waste management and damage assessment including evaluation of hazardous buildings.

3.2 Organization

ESF #12 will be managed utilizing the NIMS Incident Command System (ICS). Florence Public Works is the primary, or lead, agency for ESF #12, and will staff the EOC with their identified ESF #12 Coordinator. The duties, responsibilities and activities include ensuring:

- Coordination damage assessment and unmet needs for ESF #12 Energy (utilities) activities in the EOC during periods of activation;
- Development and maintenance of the ESF #12 duty schedule;
- Coordination of the information management, mission management, administrative and financial management processes;
- All personnel have access to their respective primary and supporting agency's available and obtainable public works resources;
- The committed and uncommitted status of such resources is continuously tracked during an activation;
- All personnel participate in the evaluation and mission assignment of utilities resource requests, and;
- All personnel support the development of situation reports and action plans for ESF #5 during activations.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the
west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

The purpose of this Emergency Support Function is to promulgate the policies and procedures to be used by ESF #12 to support critical utility infrastructure activities in responding to and recovering from shortages and disruptions in the supply and delivery of transportation fuels, electricity, natural gas, and other forms of energy and fuels that, impact or threaten, significant numbers of citizens and visitors. Shortages and disruptions in the supply of electricity may be caused by such events as unusually cold or hot weather, storms, power generation fuel supply disruptions, electric transmission and distribution disruptions. Other energy and fuel shortages affecting the private sector may be caused by such events as severe weather, flooding, and labor strikes.

Emergency Support Function 12 involves close coordination with the electric and natural gas utilities operating in the area to ensure that the integrity of the power supply systems are maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward. The Florence Public Works Department will have primary responsibility to monitor and coordinate the availability of electric utility generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels. ESF 12 will also monitor and coordinate the restoration of electric and natural gas services for normal community functioning.

Emergency Support Function #12 also involves close coordination with private sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline. ESF #12 will have primary responsibility to monitor and coordinate with the private sector suppliers of such fuels to ensure that adequate supplies of other energy and transportation fuels are available and deliverable for normal community functioning.

Response Objectives:

- Provide sufficient power and fuel supplies, emergency response organizations, and areas along evacuation routes.
- Provide, to the extent possible, personnel for the support of emergency activities being conducted by the Emergency Operations Center or Incident Command.
- Maintain communication with utility representatives to determine response and recovery needs.
- Maintain communication with major fuel and other energy providers to determine response and recovery needs.
- Provide current electrical power outage and restoration information to Emergency Operations Center Operations Section Chief/Infrastructure Branch.
- Provide current fuel shortage and supply information to the Emergency Operations Center.
- Identify fuel providers and request resources based on incident needs and/or resource requests from Incident Command or the EOC.
- Develop strategies for meeting local and state energy needs.
- Communicate with and monitor state, local and utility response objectives.
- Work with the electric and natural gas utilities, and the county to assess and coordinate accelerated energy restoration for unique situations that may arise.
- Keep accurate logs and other records of emergency response activities and their costs.

**Recovery Objectives:**

- Continue to keep accurate logs and other records of emergency response activities and their costs.

### 3.4 Direction and Control

All response activities will be managed under the Incident Command System (ICS). During major events a Public Works Branch Director will be assigned to the Emergency Operations Center (EOC). ESF #12 activities will be coordinated from the EOC. During earthquake events, weather related events and volcanic activity the Public Works Department will be the lead agency and responsible for the Incident Command function.

The Public Works Department will track and document all emergency response and recovery functions including ESF #12 activities. Documentation and tracking will be done in a manner consistent with guidelines outlined in the Federal Emergency Management Agency (FEMA), Public Assistance Policy Digest and Applicant Handbook. Use of these guidelines is intended to ensure maximum federal reimbursement for any federally declared disaster.

ESF #12 will report to the Infrastructure Branch Director who answers to the Operations Section Chief.

### 3.5 Activation and Notifications

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
• Coordination and communication with public works agencies and responders will be limited and could present a challenge to an organized response;
• Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
• Utilities could be down for months to years.
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel shortage will become critical for response operations.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane County isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

Florence Public Works Department

The Public Works Director will support the incident response, the WLEOG Policy Council and will assign department emergency management personnel to participate in the EOC. The Florence City Manager will determine if the Florence Public Works Department will support response activities outside of the Florence city boundary. Emergency responsibilities of Florence Public Works include:
• Communicating the Initial Damage Report to the City Manager.
• Clearing primary routes of debris.
• Conducting and coordinating the damage assessment of essential facilities and other structures within the impacted areas.
• Providing technical and permitting assistance to property owners and businesses in making needed repairs to damaged properties and/or their demolition;
• Maintaining a permitting system to track the repair and/or demolition of damaged structures.
• Issuing demolition permits to maintain accurate records of building inventories, and properly documenting and inspecting structures that are removed due to extensive damage.
• Providing assistance in stabilizing damaged structures and debris danger areas.
• Performing damage assessment on the airport, parks, stormwater systems, and wastewater facilities.
• Supporting ESF #12 response and recovery activities.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

Lane County Emergency Management

Lane County Emergency Management is responsible for coordinating and managing the county response to requests for assistance from local governments and requests to the State government.

Oregon Department of Energy

• The Oregon Department of Energy is responsible for planning, preparedness, response, and recovery from petroleum disruptions (ORS 176), liquefied natural gas mishaps (496), and radiological emergencies (496).
• ODOE operates an agency Emergency Operations Center (EOC) in Salem. The agency EOC serves as the statewide coordination point for ODOE emergency response activities. ODOE provides a liaison to the state Emergency Coordination Center (ECC) when activated. ODOE maintains six 24/7 duty officers. ODOE is responsible for ensuring state and local emergency response organizations are trained and prepared to respond to petroleum, LNG, and radiological emergencies.
• Petroleum Emergency Preparedness and Response - ODOE maintains Oregon’s Petroleum Contingency Plan. The purpose of the plan is to ensure an effective, well-coordinated response with industry, federal, state, and local emergency response organizations to protect public health and safety, the environment, and the region’s economy. The plan applies a free market approach with government intervention only when it becomes necessary to protect public health and safety.
• Lead agency for ensuring a coordinated response to severe or long-term petroleum emergencies that impact the state. ODOE developed and maintains the Oregon Petroleum Contingency Plan that includes a statewide fuel allocation program. ODOE is also the lead agency for ensuring a coordinated response to transportation, transmission and distribution emergencies involving Liquid Natural Gas (LNG) vessels, pipelines, and facilities.
• Developed and maintains the state of Oregon’s LNG Emergency Response Plan. The plan defines the state’s role and responsibilities to prepare for, respond to, and recover from LNG emergencies that threaten the health and safety of Oregon citizens, the environment, and the region’s economy.
• LNG Emergency Preparedness and Response - Three LNG import facilities are proposed for Oregon to serve the growing need for natural gas supplies in the region. The projects, if built, would receive
  • Assess energy system damage and monitors repair work.
  • Collect, assess and provide information to energy supply, demand, and market impacts.
  • Identify supporting resources necessary to restore energy systems.
  • May deploy DOE response teams as needed to affected areas to assist in response and restoration efforts.

Oregon Public Utility Commission

• Act as a liaison and coordinate efforts to ensure public utilities and PUC regulated entities can effectively restore power, natural gas, and other energy sources following a disaster or other emergency incident.
• Facilitate the coordinated recovery of systems and applications from cyber attacks.
• Assist in the coordination of transfer of personnel and resources from outside a disaster-affected area in accordance with existing Mutual Aid Agreements (MAAs), as needed.
• Coordinate with utility partners to evaluate needs and coordinate assets and capabilities to address shortages or outages.
• Communicate and coordinate with interstate partners to address ingress and egress amongst neighboring states.
• Communicate with federal partners to maintain situational awareness when incident impairs interstate services.
• Ensure that utilities and companies have adequate emergency preparedness plans in place.

4.3 Resource Management

The Florence Public Works Department supports ESF #1 Transportation, ESF #3 Public Works, and ESF #12 Energy. The Florence Public Works Director and/or designee will identify an ESF Coordinator to manage all three Emergency Support Functions during pre and post incident activities.

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident
Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

Resource Request Flow

**Response**
- Resource request sent to the Logistics Section Chief using ICS 213RR form

**EOC**
- Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.
- Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.
- Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.

**Finance Section Chief**
- Works closely with the Section Chiefs to ensure cost effective resourcing.
5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6 Supporting Documents

- National Response Framework, ESF 12 – Energy
- County and State Agency ESF 12 Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
- PUC-Utility Emergency Response Plan
- Lane County Emergency Operations Plan, 2012
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EMERGENCY SUPPORT FUNCTION 13 - MILITARY
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Emergency Support Function #13 – Military Support

Primary Agency
Florence Police Department

Support Agencies:
Lane County Emergency Management
Oregon Emergency Management
Oregon Military Department

1. Purpose and Scope

1.1 Purpose
This Emergency Support Function (ESF) provides law enforcement support when activated by civil authorities as well as augments public safety and security capabilities and resources to support the full range of incident management activities associated with potential, actual, and major incidents.

1.2 Scope
ESF #13 provides the following capabilities:

- Provide law enforcement support when activated by civil authorities;
- Interact, augment and support local police;
- Aerial support for ESF #13 operations;
- Riot control;
- Traffic control;
- Security of tasked facilities;
- Evacuation assistance and support;
- Provide identification and badging;
- Depending on established rules of force, Oregon National Guard personnel (NGRF) may have the capability to detain and arrest capability (external military units would not have this ability, and would be unarmed).
2. Policies and Agreements

The Oregon Military Department is a state asset and will operate under State ORS.

3. Concept of Operations

3.1 General

All Oregon National Guard units are potentially available to support civil authorities during times of emergency. The Oregon National Guard is task organized to support minor, major, or catastrophic emergencies/disasters. Task force organizational integrity will be retained when operational requirements permit. However, any Oregon National Guard element may be modified to create special task force organizations and attached to other units to enhance the capability to provide greater support during major/catastrophic emergencies. Response operations focus on those life saving functions required by the population in the disaster area.

3.2 Organization

ESF #16 Law Enforcement will also work the duties as the ESF #13 Coordinator. The ESF #13/16 Coordinator will report to the Emergency Services Branch under the Operations Section Chief.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

The Oregon National Guard will task organized forces to accomplish assigned missions include:

- Evacuation
- Impact Assessment
- Support State Emergency Response Team
- Recon
- Search and Rescue
- Debris removal
- Transportation of Supplies and Services
- Points of Distribution
- Communications
- Clear Roads and Bridges
• Aviation Operations
• Law Enforcement and Security
• Engineer Support
• Logistical Staging Areas
• Civilian acquired skills
• Plan and initiate demobilization of Guard and equipment.

3.4 Direction and Control

ESF #13/16 Coordinator will report to the Emergency Services Branch in the EOC. If military resources are needed the request must come from the Florence Police Chief who will direct the ESF #13/16 Coordinator to notify Lane County Emergency Management of the request for military assistance.

The State Emergency Support Function #13 will be activated upon notification by Oregon Emergency Management (OEM) an emergency condition is imminent or exists that requires personnel and resources of the Oregon National Guard. The Oregon National Guard will be deployment based on the agency’s standard operating procedures.

3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #13 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The Florence Police Chief, will deploy the ESF #13 Coordinator to the EOC when a threat, event or incident that will potentially impact the state is occurring or has occurred. The Police Chief may request the Emergency Services Branch Director contact and request the ESF Coordinator to deploy to the EOC.
• The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

City of Florence Police Department

• Ensure safety of personnel and facilities;
• Ensure safety of public, property and natural resources;
• Support State ESF #13 needs as directed by primary agency;
• Coordinate with primary agency for ESF #13 needs for assets and resources following incident;
• Secure Hazardous materials incidents involving Florence response areas;
• Assist in keeping roads open primarily roads and highways, for evacuation, emergency response and commerce;
• If all communications capabilities are lost – Officers are to report to office site to check in. If that is not a possibility they are to respond to the EOC to assist.
• Provide security assistance, traffic and crowd control to medical facilities and to public health and medical field personnel upon request (see Law Enforcement Support Annex).
• Coordinate investigations of potentially deliberate health impacts (i.e.: terrorist act)
• Enforce mandatory health actions (i.e.: evacuations)
4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

**Lane County Emergency Management**

Lane County Emergency Management is responsible for coordinating and managing the county response to requests for assistance from local governments and requests to the State government.

**Oregon Emergency Management (OEM)**

OEM is responsible for coordinating and managing the states response to requests for assistance from local governments and requests to the Federal government when State assets are not available.

**Oregon Military Department**

- Provide law enforcement support when activated by civil authorities;
- Interact, augment and support local police;
- Aerial support of ESF #13 operations;
- Riot control;
- Traffic control;
- Security of tasked facilities;
- Evacuation assistance and support;
- Provide identification and badging;
- Depending on established rules of force, Oregon National Guard personnel (NGRF) may have the capability to detain and arrest capability (external military units would not have this ability, and would be unarmed).

**Resource Challenges:**

- Estimated that 24 hours after event only 30% of personnel available for duty.
- Estimated that 72 hours after event 50% of personnel would be available for duty.
- Accessibility to fuel resources;
- Transportation of personnel could be an issue;
- Unknown percentage of National Guard personnel serving as first responders as their full-time profession;
- All non-lethal force equipment is all located at PANG, units accessing these may be unable to reach that facility.

4.3 Resource Management
When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.
5. **Financial Management**

ESF #13 will coordinate approval of all expenditures with the Operations Section Chief who will ensure documentation of expenditures are developed and disseminated to the Finance Section Chief.

**Documentation of Incurred Costs**

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

- Oregon Emergency Operations Plan, ESF Annexes
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
Appendix A: Emergency Support Functions Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch
ESF 14 Public Information
Liaison Officer

ESF 18 Business & Industry

OPERATIONS SECTION

Emergency Services Branch
ESF 4 Firefighting
ESF 8 Health and Medical Services
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 13 Military
ESF 18 Law Enforcement

Infrastructure Branch
ESF 1 Transportation
ESF 2 Communications
ESF 3 Public Works
ESF 12 Energy

Health & Human Services Branch
ESF 5 Information and Planning
ESF 6 Mass Care
ESF 11 Food and Water
ESF 17 Animal & Agriculture

PLANNING SECTION

LOGISTICS SECTION

ESF 7 Resource Management
ESF 15 Volunteers & Donations

FINANCE SECTION

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Emergency Support Function #14 – Public Information

Primary Agencies

City of Florence

West Lane Emergency Operations Group Policy Council

Support Agencies:

County, State, and Federal partners

1. Purpose and Scope

1.1 Purpose

Emergency Support Function #14 provides accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, the local populace, and including the special needs population.

1.2 Scope

There are two main functions of ESF #14 crisis and non-crisis public information:

- During a crisis or emergency, ESF #14 will disseminate information to both the general public and the news media during natural, technological, health-related, or man-made emergencies.
- During non-crisis times, ESF #14 will disseminate information on all aspects of emergency management that includes preparedness, response, recovery, and mitigation.

2. Policies and Agreements

Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and private sector and/or other nongovernmental entities may be necessary to support ESF 14 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized equipment during emergency response activities. This is especially important if the Joint Information Center (JIC) is activated and additional equipment is needed to operate in a temporary location.
3. Concept of Operations

3.1 General

Emergency Support Function #14 will disseminate information regarding emergencies to the public through the news media. ESF #14 coordinates with all levels of government and disseminates all disaster-related information to the public through the media and utilizes all forms of communication methods. Providing clear and consistent direction to citizens before, during and following a disaster is key to emergency preparedness and response. Prepared citizens are better equipped to provide for the safety of their families, reduce damage to their homes and recover more quickly from a disaster.

3.2 Organization

ESF #14 is managed by the City of Florence. Should an event occur requiring the deployment of a Joint Information Center (JIC) the Incident PIO will supervise the ESF #14 Coordinator. If resources are limited the Incident PIO may assume the responsibilities of the ESF #14 Coordinator. The ESF #14 Coordinator will be assigned to the EOC until such time as a JIC is activated at which time ESF #14 will re-locate to the JIC.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Preparedness Objectives

- Prepare public service announcements in multi-lingual formats applicable to the impacted population.
- Broadcast from the EOC or JIC will include captioning as well as interpreters to ensure that the hearing impaired community is serviced.
- Emphasize family preparedness through a coordinated print and broadcast campaign.
- Train public information partners in ESF 14 operations to ensure an adequate source of capable assistance during emergencies.

Response Objectives

- Serve as the primary external voice in communicating public information operating as the JIC.
- Coordinate with local counterparts when disseminating information regarding West Lane activities and will seek assistance from local partner PIOs when applicable.
• Brief the WLEOG Policy Council to ensure information to be disseminated directly to the public does not conflict with Incident and/or coordination strategies.
• Respond, coordinate and monitor media personnel/outlets to ensure content and context of the message does not negatively impact the public.

Recovery Objectives

• Working in consultation with the WLEOG Policy Council and the EOC Manager, will respond to reporter inquiries for damage assessment statistics and estimates.
• Publicize the status of disaster declarations, types of assistance available to disaster survivors and recovery center locations in coordination with the applicable federal disaster agency.
• Provide staff to support the JIC during the Recovery Phase.

3.4 Dissemination of Emergency Information

ESF #14 will disseminate information to the media/public in the following ways:

• **News Conferences:** ESF #14 is solely responsible for coordinating and executing any news conferences involving Incident Command.
• **Emergency Updates:** ESF #14 will release periodic emergency updates to the media and public.
• **News Releases:** ESF #14 will coordinate and distribute all news releases regarding the emergency.
• **Broadcast Interviews:** To meet the needs of television and radio reporters, ESF #14 will ask applicable WLEOG Policy Council members to serve as spokespersons for radio and TV interviews. Incident Command personnel who are contacted directly by the media for a broadcast interview should route that request to ESF #14.
• **Media in the Emergency Operations Center (EOC):** When a news reporter enters the EOC to cover emergency operation, ESF #14 should be notified.

3.5 Direction and Control

The ESF #14 Coordinator reports to the Incident Public Information Officer.

In accordance with a mission assignment from Emergency Support Function #14, and further mission tasking by the Incident Commander, each support organization assisting Emergency Support Function #14 will retain administrative control over its own resources and personnel but will be under the operational control of Emergency Support Function #14.

3.6 Activation and Notifications

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams.
The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The Incident Commander and/or EOC Manager will notify the ESF Coordinator to deploy to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, will notify the appropriate supporting agencies and advise Command and General Staff of necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond and report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.7 Communication Points

Communications points are locations made available to the public to gain information about an emergency or to request assistance; these may be switchboards, ad hoc call centers, etc. In the event of an emergency, it is important that timely, standard information be provided to all communications points.

The Incident Public Information Officer will provide all communications points with a standard statement about the incident, and provide updates as the incident evolves. Should the demand and volume of information required exceed the Public Information Office’s capacity, the Public Information Officer will establish a Joint Information Center (JIC) with a phone bank for public non-emergency calls, media center and Public Information Officer (PIO) working room. In addition, the JIC will be opened and staffed if two or more agencies become involved in the emergency and based on the scope of the incident. Due regard will be given to the agency of initial or primary jurisdiction. The center may be moved or re-established when warranted.

All information about specific on-scene operations must be approved by the on-scene Incident Commander before being released. The Public Information Officer will release general information about the scope of the emergency and actions being taken.

3.8 Catastrophic Incident Operations Challenges

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
- Ability to serve as liaison requires ability to contact key personnel both internal and with the utilities. Currently dependent on landlines, mobile phones, and Internet access.
Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.

Fuel shortage will become critical for response operations.

Loss of communications infrastructure.

Coastal inundation zones – roads may become impassable leaving west Lane County isolated.

Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

The ESF #14 Coordinator will coordinate resources with other county and state agencies as well as communication entities that support emergency communications response and recovery efforts.

City of Florence

ESF #14 reports to the Incident Public Information Officer who is responsible for all media activity related to an emergency/disaster event and the way in which the media informs the public. To that end, ESF #14 must be the primary contact for all media who contact the EOC regarding emergency activities. The following activities are the responsibility of the primary agency:

- Provide support and advice to the City Manager, Incident Commander, and EOC Manager
- Coordinate messages with WLEOG member agencies, county, state, federal governments
- Establish a WLEOG JIC and begin gathering information on the incident.
- Provide incident-related information through the media and other sources in accessible formats and multiple languages to individuals, households, businesses, and industries directly or indirectly affected by the incident.
- Monitor news coverage to ensure that accurate information is disseminated.
- Handle appropriate special projects such as news conferences and press operations for incident area tours by government officials and other dignitaries.
- Provide basic services, such as communications and supplies, to assist the news media in disseminating information to the public.
- Oversee the key function of media relations.
- Ensure the EOC Manager is updated on the situation and upcoming media releases and is consulted if changes to the public message is required.
- The ESF #14 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.
Special Needs Public Affairs Support:

- Provide disaster preparedness information in more than one language through the City of Florence, Dunes City and WLEOG partner’s website.
- Utilize sign-language interpreters at emergency news conferences.
- Maintain contact with non-English publications and broadcast stations to ensure their information needs are being met and providing links on the City of Florence, Dunes City, and WLEOG partner’s website and can be accessed by visually impaired individuals.
- Contract with individuals to ensure that news releases are properly translated from English, or to ensure that any other special-needs population receives the most up-to-date information possible.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Lane County Emergency Management

Lane County Emergency Management is responsible for coordinating and managing the county response to requests for assistance from local governments and requests to the State government.

Oregon Emergency Management (OEM)

OEM is responsible for coordinating and managing the states response to requests for assistance from local governments and requests to the Federal government when State assets are not available.

4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

Resource Request Flow

5. Financial Management

All requests for ESF #14 resources must originate through the Incident Commander and/or Incident PIO to authorize and facilitated by the Logistics Section Chief. Once a resource has been requested and tasked, the ESF Coordinator will initiate action. The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

Documentation of Incurred Costs
• Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
• All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

• All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
• Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the Incident PIO and Finance Section Chief.
• All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
• All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

6. **Supporting Documents**

• Presidential Executive Order 12472, April 3, 1984.
• State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Plan
• Oregon Emergency Management State 911 Program
• Lane County Emergency Operations Plan, 2012
Appendix A: Emergency Support Function Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch

ESF 18 Business & Industry

ESF 14 Public Information

Liaison Officer

OPERATIONS SECTION

Infrastructure Branch

Health & Human Services Branch

ESF 5 Information and Planning

LOGISTICS SECTION

ESF 7 Resource Management

FINANCE SECTION

ESF 15 Volunteers & Donations

Emergency Services Branch

ESF 4 Firefighting

ESF 8 Health and Medical Services

ESF 9 Search and Rescue

ESF 10 Hazardous Materials

ESF 13 Military

ESF 16 Law Enforcement

ESF 1 Transportations

ESF 2 Communications

ESF 3 Public Works

ESF 11 Food and Water

ESF 12 Energy

ESF 17 Animal & Agriculture

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Appendix B: Emergency Operation Center Layout
EMERGENCY SUPPORT FUNCTION 15 – VOLUNTEERS AND DONATIONS
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Emergency Support Function #15 – Volunteers and Donations

Primary Agency
City of Florence
Dunes City

Support Agencies
Siuslaw Valley Fire and Rescue District
Lane County Sheriff’s Office – Emergency Management
Oregon Emergency Management
Non-governmental organizations and Faith Based Charities
Private Sector

1. Purpose and Scope

1.1 Purpose

The purpose of Emergency Support Function #15 is to provide a central point for the coordination of information and activities of voluntary agencies responding in times of disaster and the effective utilization of donated cash, goods, and services.

1.2 Scope

An analysis of potential hazards indicates that West Lane is susceptible to catastrophic events that may necessitate the implementation of a plan for handling donated goods and services.

The role of ESF #15 is to coordinate volunteers and the provision of donated resources to meet the needs of disaster impacted communities. ESF #15 manages personnel coordinating the relief efforts and the undesignated cash donations, unsolicited goods, and spontaneous volunteers. Support for this Annex may be in the form of a coordinated State donations function working in conjunction with the local organizations and ORVOAD (Oregon Voluntary Organizations Active in Disaster) supporting disaster relief network.
It is not anticipated that every disaster event will result in a need to implement this plan or to begin collection, storage and dissemination of donated goods or services. When circumstances warrant, a united and cooperative effort by local, county, state, federal governments, private voluntary organizations, private sector, and the donor community is necessary for the successful management of donations.

Because private sector volunteer originations are experienced in managing donations and have existing capability to receive, process, and deliver needed goods and services to individuals and families affected by disasters, WLEOG will depend on these organizations for providing significant implementation of a donations management system within the area.

2. Policies and Agreements

Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and volunteers and/or other nongovernmental entities may be necessary to support ESF #15 to facilitate directing volunteer resources. Procedures to support this function include both medical and non-medical resources.

3. Concept of Operations

3.1 General

Emergency Support Function #15 provides a central point for the coordination of information and activities of voluntary agencies responding in times of disaster and the effective utilization of donated cash, goods, and services. This Annex provides guidance to personnel coordinating the relief efforts of ESF #15 Support Agencies and the management of undesignated cash donations, unsolicited goods, and spontaneous volunteers. It will also provide guidance to nongovernmental organizations working in support of or in coordination with any Emergency Support Function.

Included in the Concept of Operations section of this Annex are brief descriptions of the Emergency Operations Center’s strategies for the management of spontaneous volunteers, accepting donations, and the Multi-agency Donations Warehouse.

3.2 Organization

ESF #15 reports to the Logistics Section Chief who reports to the Incident Commander. ESF #15 will activate to the EOC.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)
3.3 Operational Objectives

Preparedness Objectives:

- Provide public information on appropriate ways to volunteer and donate for disaster relief efforts, to prevent a secondary disaster of unneeded donated goods and an influx of unneeded volunteers or volunteers for whom the impacted community is unable to provide basic support and management.
- Maintain and distribute as necessary, a roster of agency contacts and volunteer personnel.
- Maintain a list of ESF #15 Support Agencies’ capabilities and resources available for response and recovery operations.
- Coordinate training for volunteer organizations that could be called on to assist.
- Work with other emergency management disciplines to help them identify roles for spontaneous, survivor volunteers in their relief operations; promote the preparation of detailed job descriptions and development of just-in-time training to prepare volunteers for disaster service.

Response Objectives:

- Distribute situation updates to ESF #15 Support Agencies and county ESF #15 point of contact.
- Monitor ESF 15 staffing levels and request resources through the Logistics Section for the impacted areas and unmet needs.
- Scale the Volunteer and Donations to ensure the number of volunteers does not exceed the capacity of the unmet needs requests.
- Administer the Volunteer Hotline and Donations website to ensure prompt allocation of donated goods, timely referral of prospective volunteers to local volunteer organizers, and direct connection of cash donors to the Logistics Section Chief.
- Communicate with other emergency support functions regarding available donated resources and volunteers.
- Maintain a daily log of activities and action plans, including scheduling of staff and submission of information to ESF #5.

Recovery Objectives:

ESF #15 will assist in procuring volunteers for disaster recovery operations. In the short-term recovery phase of a catastrophic event, this may be accomplished by recruiting survivors as volunteers through Volunteer Reception Centers. As Volunteer Reception Centers demobilize, ESF #15 will continue to post on the agency’s website needs for volunteer teams to assist with recovery and contact information for local volunteer project organizers. ESF #15 will coordinate with the county and state agencies to assist survivor volunteers with the transition from volunteer to paid employment. Volunteer Reception Centers may both locate near large shelters to facilitate this transition.

The Multi-agency Donations Warehouse(s) will continue to distribute donated goods to relief agencies to meet emergency needs of disaster survivors until such time as the quantities of unsolicited goods being
received no longer warrant continued operation. Criteria for mobilizing and demobilizing Multi-agency Donations Warehouses are contained in the Multi-agency Donations Warehouse Standard Operating Guidelines

3.4 Direction and Control

During an emergency or disaster, the ESF #15 will respond directly to the Logistics Section Chief. If, based on lack of personnel, the Logistics Section Chief may re-assign #ESF 15 to the Operations Section Health and Human Services Branch.

ESF #15 activities will be coordinated from the Emergency Operations Center during activation. ESF #15 will respond to missions as tasked by the assigned Section Chief. Any requests that cannot be filled by resources already available or through solicitations made to or by participating support agencies will be returned to the Logistics Section Chief for reassignment. Discussion between ESF #15 and the originating ESF regarding mission tasking / re-routing will occur prior to message rerouting. Updates will be made to missions tasked to ESF #15 to document the progress made in acquiring/deploying donated items or services.

Catastrophic Event Planning - A coordinated mobilization of ESF #15 Support Agencies will ensure that resources are available where the greatest needs exist, which, in extreme cases, might not include areas actually impacted by the event, but host communities or a multi-agency coordination unit instead.

ESF #15 and participating voluntary agencies continue to be operational when the Emergency Operations Center is no longer activated. Activities may be coordinated from a Joint Field Office, depending on the severity of the incident, and may involve continued operation of the Multi-agency Donation Warehouse(s) and limited coordination of nongovernmental representation in Disaster Recovery Centers.

3.5 Activation and Notifications

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #15 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the
direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting
agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and
emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the
EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the
EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to
commitments to personal and family safety and security. Responses will be delayed as personnel
check in as ‘available’ for mission deployment;
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems
are down;
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to
road damage or fuel availability.
• Fuel shortages will become critical for response within 24 hours.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving west Lane isolated.
• Resources would need to come from inland sources and/or farther east which will take time.

3.7 Volunteer and Donation Strategy

WLEOG recognizes the value and challenge of managing spontaneous volunteers and unsolicited
donations. The following defines the strategy for the management of this resource.

Pre-disaster – Provide planning assistance to WLEOG member agencies and conducts training and
functional exercises for local volunteer organizations that have or should have roles in the management of
spontaneous disaster volunteers. WLEOG should plan and work to achieve a “whole community”
response by engaging and supporting the large numbers of spontaneous local volunteers who wish to help
after disasters.

Post-disaster - ESF #15 will inform the public about appropriate ways to help the relief effort and
discourage self-deployment of volunteers via public information messaging.

Catastrophic Event - In a catastrophic event all available resources must be utilized, including
mobilizing local volunteers and disaster survivors to assist in the response and recovery operations in
non-traditional roles. All available media, via ESF #14 Public Information, and all available voluntary agency networks will be utilized to let prospective volunteers know whether/where they are needed and to discourage self-deployment.

**Donations** - Through the City of Florence website, donors make offers to support relief efforts in the area. ESF #15 administrators allocate offers of goods to appropriate organizations; those organizations then review and accept or decline the offers. Prospective volunteers looking for service opportunities are linked with local volunteer organizers. Portal visitors offering cash are linked with agencies providing disaster services. This includes international donations.

**Donation Warehouse** - ESF #15 will provide oversight of the Warehouse operations and will manage the flow of donated goods into the area by identifying and informing the public of the needs via the Volunteer and Donations Hotline and the Volunteer Website, as well as by coordinating with ESF #14 Public Information. Any agency approved by ESF #15 may request donated goods.

## 4. Roles and Responsibilities

### 4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

**City of Florence/Dunes City**

The ESF #15 Coordinator will be heavily involved in preparedness activities as well as response and recovery.

- Provide public information on appropriate ways to volunteer and donate for disaster relief efforts, to prevent a secondary disaster of unneeded donated goods and an influx of unneeded volunteers or volunteers for whom the impacted community is unable to provide basic support and management.
- Maintain and distribute as necessary, a roster of agency contacts and support personnel.
- Maintain a list of ESF #15 Support Agencies’ capabilities and resources available for response and recovery operations.
- Coordinate with Oregon VOAD organizations.
- Conduct quarterly meeting with area volunteer and faith based organizations as well as the Oregon VOAD.
- Coordinate with WLEOG partners to help them identify roles for spontaneous, survivor volunteers in their relief operations.
- Promote the preparation of detailed job descriptions and development of just-in-time training to prepare for an influx of spontaneous volunteers.
• The ESF #15 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first-responder standards.

Siuslaw Valley Fire and Rescue District

The Fire District manages the volunteer based Community Emergency Response Teams (CERT). CERT activities include:

• Taking action to assist first responders in the support of saving lives and protect property during a disaster emergency.
• Response may include search and rescue, fire suppression, evacuation, emergency feeding and sheltering. It may also include behind-the-scenes activities such as activating disaster plans, and opening and staffing Emergency Operations Center.

Lane County Emergency Management

Lane County Emergency Management will support volunteer and donation management through the coordination of resource requests and deployment of county volunteers if available.

Oregon Emergency Management (OEM)

OEM provides a complete and coordinated response from those state agencies able to assist in volunteer and donation management activities.

Oregon Voluntary Organization Active in Disaster (VOAD)

ORVOAD consists of voluntary organizations with disaster relief roles, which work in partnership with state, local, and tribal governments. Functions may include animal control, building repair, child care, clean up, clothing, communication, counseling, damage assessment, disaster welfare inquiry, financial assistance, food, human relations, mass care, sheltering, transportation, volunteer staffing, and warehousing and bulk distribution. ORVOAD is a member of the larger family of state VOADS, under a national umbrella known as NVOAD (National Voluntary Organizations Active in Disaster). The American Red Cross and Oregon Food Bank, detailed as follows, are member agencies of ORVOAD.

The ORVOAD representative will remain in close contact with the ORVOAD chairperson to keep him/her apprised of the status of the operation, and the ECC (state) representative or the chairperson will give and update to the ORVOAD membership on a regular basis.
Adventist Community Services: Manages the Donations Warehouse and provides volunteer services to operate facilities.

American Baptist Churches of Oregon: Provides food, clothing and vouchers for basic emergency needs

American Red Cross (ARC): Provides liaison to the ORVOAD ECC representative and the Reception Center and will coordinate with the ORVOAD ECC representative to determine needs which could be filled by donations or public volunteers received by the Donations Warehouse.
  • Refers donation offers to Donation Warehouse for determination of acceptance, need and delivery arrangements.
  • Provides organizational donation phone numbers to the donations phone bank for reference.
  • Coordinates with local offices and identifies un-met needs.
  • Acts as liaison with agencies with existing contracts with the ARC.

Catholic Charities:
  • Provides relief grants to supplement local response and to facilitate beginning the long-term recovery process
  • Provides temporary housing assistance
  • Provides volunteers for counseling of children, elderly and disaster workers.

Church of the Brethren Disaster Child Care Volunteer Network:
Provides childcare for American Red Cross and FEMA shelters/centers opened to provide disaster assistance to those affected by the event.

Ecumenical Ministries of Oregon: Provides mass feeding and shelter

Lutheran Disaster Response: Provides liaison to the ORVOAD ECC representative and Reception Center as required. Through Moses Movers will provide transportation of goods to affected individuals and families, relief centers, and other distribution sites. Will provide organization donation phone numbers to the donations phone bank as needed.

Mennonite Disaster Service: Provides skilled labor to assist those affected by the disaster in repair or replacement of structural damage to primary residences.

Northwest Baptist Convention: Provides food, clothing and vouchers for basic emergency needs

Northwest Medical Teams International: Provides initial assistance in establishing the central warehouse facilities and provides volunteer services experienced in warehouse operations, medical services, goods-in-kind and assistance for donation requests to fulfill Unmet Need Committee requests.
Oregon Food Bank:

- Provides liaison to ORVOAD ECC representative and the Reception Center as required.
- Prepares procedures to accept unsolicited donations of food products when received at Donations Warehouse.
- Provides organizational donation phone numbers to the donations phone bank for reference. In addition, provides any particular donation requests to fulfill un-met needs.
- Act as the conduit for food items available on the national level from pre-designated organizations established to provide assistance during disaster events.

Radio Amateur Civil Emergency Services/RACES and Amateur Radio Emergency Services/ARES: Working through OEM one or both of these organization provides communications support among various donations sites, centers and possible points of entry, usually at ODOT weigh stations

Salvation Army:

- Provides liaison to the Donations Warehouse and the Reception Center.
- They will assist with warehousing and distribution of donated goods.
- Provides organization donation phone numbers to the donation phone bank for reference.
- Coordinates with their local offices and identifies unmet-needs.

Society of St. Vincent de Paul: Will assist those affected by disasters by providing donated items such as food, clothing, furniture, building materials and volunteer help.

United Methodist Church: Provides emergency shelter in local churches and church camps. Provides volunteers for child care, counseling and volunteer teams for cleanup, repair and rebuilding. Provides funds during recovery phase and through the Long-Term Recovery Committee.

Southern Baptist Convention

The Southern Baptist Convention is not a member of ORVOAD, but may play a key role in conjunction with ARC and Oregon Food Bank in feeding people affected by large disaster events. Like many voluntary agencies, this organization can tap into resources available to it nationally.

Business and Private Industry

Businesses and private industry historically have been generous benefactors with donations of both goods and services to disaster victims. ORVOAD agencies with regular business contacts should keep the overall mission of state donations in mind when soliciting from these sources and making these contributions available for the good of Oregon victims and other VOAD agencies. Donations to a disaster cause may come in the form of goods, services or volunteer resources.

4.3 Resource Management
When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Request Flow**

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for
equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. **Financial Management**

**Documentation of Incurred Costs**

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

- Oregon VOAD
Appendix A: Emergency Support Function Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch
ESF 18 Business & Industry

ESF 14 Public Information
Liaison Officer

OPERATIONS SECTION

Emergency Services Branch
ESF 4 Firefighting
ESF 8 Health and Medical Services
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 13 Military
ESF 18 Law Enforcement

Infrastructure Branch
ESF 1 Transportation
ESF 2 Communications
ESF 3 Public Works
ESF 12 Energy

Health & Human Services Branch
ESF 6 Mass Care

ESF 5 Information and Planning

ESF 11 Food and Water
ESF 17 Animal & Agriculture

ESF 7 Resource Management
ESF 15 Volunteers & Donations

FINANCE SECTION

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Emergency Support Function #16 – Law Enforcement

Primary Agency
Florence Police Department

Support Agencies:
Lane County Sheriff’s Office
Oregon State Police

1. Purpose and Scope

1.1 Purpose

This Emergency Support Function (ESF) integrates public safety and security capabilities and resources to support the full range of incident management activities associated with potential, actual, and major incidents. The primary purpose of this ESF is to establish procedures for the command, control, and coordination of the police department and partner law enforcement personnel and equipment to support the enforcement and security of the residents.

1.2 Scope

ESF #16 provides a mechanism for coordinating and providing support to police department to include non investigative/non-criminal law enforcement, public safety and security capabilities and resources during disaster conditions. ESF 16 capabilities support incident management including force and critical infrastructure protection, security planning and technical assistance, technology support, and public safety in both pre-incident, post-incident situations, and mass evacuation support.

- Pre-incident coordination supports incident management planning activities and pre-incident actions required to assist in the prevention or mitigation of threats and hazards. This includes the development of operational and tactical public safety and security plans, the conducting of technical security and/or vulnerability assessments, and deployment of state public safety and security resources in response to specific threats for potential incidents.
- Technical assistance provides expertise and coordination for security planning efforts and conducting technical assessments (e.g. vulnerability assessments, risk analyses, etc.).
- Access Control / Site Security provide security forces to support efforts to control access to the incident site, critical facilities and/or critical infrastructure.
• Specialized Security resources include specialized security assets such as traffic barriers; chemical, biological, radiological, nuclear, and high yield explosive detection devices; canine units; law enforcement personal protective equipment; etc.
• Provide support to mass evacuation activities through public safety and security measures (e.g., crowd control, traffic direction, and control of contra flow lanes used in evacuations).
• ESF #16 facilitates coordination among supporting agencies to ensure that communication and coordination processes are consistent with stated incident management missions and objectives.

2. Policies and Agreements

Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and private sector and/or other nongovernmental entities may be necessary to support ESF #16 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized equipment during emergency response activities.

Law enforcement officials will carry out functions that they are trained to do, some of which may not apply on a regular basis.

3. Concept of Operations

3.1 General

When an emergency situation is anticipated or occurs, the Police Department will dispatch sworn officer(s) to the affected area. ESF #16 Coordinator will establish local/county/state mutual aid liaisons and monitor the situation. The ESF #16 Coordinator will coordinate all requests for additional law enforcement resources from within the affected area and make additional resources immediately available to the Incident Commander. Should a situation escalate or require at the onset additional state law enforcement resources from outside the affected region, such resources will be deployed in coordination with the Oregon State Police and Oregon Emergency Management ESF #16 Officer.

3.2 Organization

ESF #16 Law Enforcement will also work the duties as the ESF #13 Coordinator. The ESF #13/16 Coordinator will report to the Emergency Services Branch under the Operations Section Chief.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)
3.3 Operational Objectives

Response Objectives:

Evacuation: As needed, the police department and ESF #16 will support evacuation activities to ensure a safe and smooth population egress from potentially impacted areas.

Pre-positioning: ESF #16 Coordinator will identify the number of law enforcement personnel and equipment which may be available to respond anywhere in Western Lane, based on the proportionate law enforcement response matrix. ESF 16 may pre-position resources as conditions allow and for forecasted incidents (i.e.: heavy rains after an earthquake) and such events as high profile dignitary visits, critical infrastructure security, or public venues.

Resource Coordination: The ESF #16 will support resource acquisition and may be directed to identify locations in the impacted area for establishing law enforcement command posts to fulfill assignments requested by the Incident Commander.

Search and Rescue: ESF #16 will coordinate with Lane County ESF #9 Coordinator and ESF #4 to support and assist in search and rescue activities and in the implementation of the Search and Rescue Plan.

Initial Assessments: Collection of initial damage assessment to ascertain resource needs and forecast resource limitations. Information collected will be given to the Damage Assessment Branch Director.

Physical Deployment: ESF #16 will support directives from the Incident Commander regarding resource acquisition and staging area for law enforcement resources waiting for physical deployment.

Force Reductions (Demobilization): ESF #16 will continually assess all law enforcement support mission assignments and will demobilize as directed. ESF #16 will assist the Incident Commander in determining the level of resources available and safety concerns for personnel. As assignments are concluded the ESF #16 will give a through consultation with the Incident Commander and as directed begin to reduce law enforcement resources. Reductions in the number of out-of-region sheriff deputies, police officers, state law enforcement and Oregon National Guard personnel should be taken into consideration. Unless other assignments require support, it is recommend due to cost, the first agency to begin withdrawal be the Oregon National Guard, followed by out-of-region sheriff deputies and police officers, then out-of-region state law enforcement.

Mortuary Services: ESF #16 will coordinate resources related to mortuary and/or fatality management

Recovery Objectives:

Law enforcement support from ESF #16 may continue to be required by affected law enforcement into the recovery phase of an incident. Normally, by this time, the majority of responder assignments are reverting to city police department coverage and additional law enforcement resources are no longer required.
ESF #16 will continue to conduct assessments of all assignment requirements with the requesting agencies and will respond accordingly.

The ESF #16 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

3.4 Direction and Control

ESF #13/16 Coordinator will report to the Emergency Services Branch in the EOC. If military resources are needed the request must come from the Florence Police Chief who will direct the #ESF 13/16 Coordinator to notify Lane County Emergency Management of the request for military assistance.

The State Emergency Support Function #13 will be activated upon notification by Oregon Emergency Management (OEM) an emergency condition is imminent or exists that requires personnel and resources of the Oregon National Guard. The Oregon National Guard will be deployment based on the agency’s standard operating procedures.

3.5 Activation and Notifications

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

- The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
- The Primary Agency contact will notify designated ESF personnel to report to the EOC.
- As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
- The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
- The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
- The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.
3.6 **Catastrophic Incident Operational Challenges**

- By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
- Lack of normal communication systems will impact the ability to call up personnel resources;
- Personnel resources living / working in the inundation areas will be compromised by the event;
- Unable to contact usual public sector contractors for support if normal communication systems are down;
- Accessible and usable roadway networks;
- Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving west Lane isolated.
- Resources would need to come from inland sources and/or farther east which will take time.

4. **Roles and Responsibilities**

4.1 **Primary Agency**

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

**City of Florence Police Department**

- Ensure safety of personnel and facilities;
- Ensure safety of public, property and natural resources;
- Support State ESF #13 needs as directed by primary agency;
- Coordinate with primary agency for ESF-13 needs for assets and resources following incident;
- Secure Hazardous materials incidents involving Florence response areas;
- Assist in keeping roads open primarily roads and highways, for evacuation, emergency response and commerce;
- If all communications capabilities are lost – Officers are to report to office site to check in. If that is not a possibility they are to respond to the EOC to assist.
- Provide security assistance, traffic and crowd control to medical facilities and to public health and medical field personnel upon request (see Law Enforcement Support Annex).
- Coordinate investigations of potentially deliberate health impacts (i.e.: terrorist act)
- Enforce mandatory health actions (i.e.: evacuations)

4.2 **Support Agencies**
Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

**Lane County Sheriff’s Office**

The Lane County Sheriff’s Office is responsible for the following activities during disaster events:

- Maintain law and order and coordinate overall law enforcement activities in Lane County.
- Provide security and investigation resources if a crime scene is involved.
- Operate the local warning system (See Warning Services Annex).
- Provide mobile units for warning purposes (See Warning Services Annex).
- Coordinate with other law enforcement agencies to provide security for key facilities including the Emergency Operations Center (EOC) field command posts, sheriff’s dispatch center(s), telephone and other key communication facilities, medical facilities, fuel resources for emergency operation needs, etc. Facilities will be prioritized for law enforcement resources for security purposes. Security for facilities determined lower priority might be provided by private security companies or other non-essential Lane County staff.
- Conduct evacuations in conjunction with fire service agencies and maintain security in evacuated areas as resources allow.
- Support other public safety operations as resources allow.
- Provide traffic and crowd control as resources allow.
- Monitor access to restricted areas as resources allow.
- Assist with hazardous material incidents.
- Prepare appropriate mutual aid agreements.

**Oregon State Police**

- Oregon Emergency Response System (OERS): OERS is the primary point of contact by which any public agency provides the State notification of an emergency or disaster, or requests access to State or federal resources. OERS provides a 24-hour service.
- Criminal Justice Information System (CJIS)/ Law Enforcement Data System (LEDS) is the focal point and “control agency” for access by law enforcement and criminal justice agencies in Oregon to the online information in the Federal Bureau of Investigations (FBI) National Crime Information Center (NCIC), the interstate law enforcement message switching network, and the National Law Enforcement Telecommunications System (NLETS), which is operated by a consortium of states. Since CJIS/LEDS computer terminals are located Statewide in all law enforcement agencies and most public safety agencies, the system is used to relay critical public safety information both day-to-day and during disasters.
- Medical Examiner Division is the lead agency in the implementation of the Mass Fatalities Incident Annex to the State EOP. Activation of this annex is likely to occur as a result of this...
incident due to overwhelming the local medical examiner’s resources. The goal of this annex is to provide for identification of the deceased, documentation of the cause and manner of death, safeguarding the property of the deceased and to return the property of the deceased and their remains to the next-of-kin.

- OSP operates two Regional Dispatch Centers (RDC located in: Salem (northern) and Medford (southern). OSP maintains a presence in the State ECC when activated.

**Oregon Emergency Management (OEM)**

OEM is responsible for coordinating and managing the states response to requests for assistance from local governments and requests to the Federal government when State assets are not available.

**Oregon Military Department**

- Provide law enforcement support when activated by civil authorities;
- Interact, augment and support local police;
- Aerial support of ESF #13 operations;
- Riot control;
- Traffic control;
- Security of tasked facilities;
- Evacuation assistance and support;
- Provide identification and badging;
- Depending on established rules of force, Oregon National Guard personnel (NGRF) may have the capability to detain and arrest capability (external military units would not have this ability, and would be unarmed).

**Resource Challenges:**

- Estimated that 24 hours after event only 30% of personnel available for duty.
- Estimated that 72 hours after event 50% of personnel would be available for duty.
- Accessibility to fuel resources;
- Transportation of personnel could be an issue;
- Unknown percentage of National Guard personnel serving as first responders as their full-time profession;
- All non-lethal force equipment is all located at PANG, units accessing these may be unable to reach that facility.

**4.3 Resource Management**

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident
Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

**Resource Request Flow**

- **Response**
  - Resource request sent to the Logistics Section Chief using ICS 213RR form

- **EOC**
  - Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.

- **EOC**
  - Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.

- **Applicable Section Chief and/or Branch Director**
  - Manages all resources from acquisition, deployment, and demobilization through appropriate ESF.

- **Finance Section Chief**
  - Works closely with the Section Chiefs to ensure cost effective resourcing.
5. Financial Management

All requests for communication services must originate through the appropriate Branch Director or the Logistics Section Chief if the Branch Director has not been appointed. Once a resource has been requested and tasked, the ESF Coordinator will initiate action. The Finance Section Chief will ensure the

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. Supporting Documents

- Oregon Emergency Operations Plan, ESF Annexes
- Lane County Emergency Operations Plan, 2012
Appendix A: Emergency Support Functions Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch
ESF 18 Business & Industry

ESF 14 Public Information
Liaison Officer

OPERATIONS SECTION

Emergency Services Branch
ESF 4 Firefighting
ESF 8 Health and Medical Services
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 13 Military
ESF 18 Law Enforcement

Infrastructure Branch
ESF 1 Transportation
ESF 2 Communications
ESF 3 Public Works
ESF 12 Energy

Health & Human Services Branch
ESF 5 Information and Planning
ESF 11 Food and Water
ESF 17 Animal & Agriculture

PLANNING SECTION

ESF 6 Mass Care

LOGISTICS SECTION

ESF 7 Resource Management

FINANCE SECTION

ESF 15 Volunteers & Donations

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Appendix B: Emergency Operations Center Layout
EMERGENCY SUPPORT FUNCTION 17 – AGRICULTURE AND ANIMAL PROTECTION
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Emergency Support Function #17 – Agriculture and Animal Protection

Primary Agency
City of Florence
Dunes City

Support Agencies
Lane County Emergency Management
Oregon Department of Agriculture
Non-governmental organizations and Faith Based Charities
Private Sector

1. Purpose and Scope

1.1 Purpose

The purpose of Emergency Support Function #17 is to coordinate resources for a WLEOG response for animal, agricultural, and natural resource issues in case of an emergency or disaster situation.

1.2 Scope

ESF #17 organizes and coordinates support for the protection of animals, agricultural and natural and cultural resources during an emergency or disaster for WLEOG areas. ESF #17 coordinator is activated during actual and potential incidents to provide nutrition assistance; respond to animal and agricultural health issues; provide technical expertise, coordination and support of animal and agricultural emergency management; ensure the safety and security of the supply of meat, poultry, and processed food products.

2. Policies and Agreements

- The focus of this document is directed toward domestic animals including dogs, cats, birds and livestock but it may also apply to exotic species.
- This document is compatible with state (OR), local, and private agencies with response and support capabilities for the evacuation, shelter and care of animals.
• Oregon Revised Statutes 401.975, 401.977, 401.978, and 404.350.
• ESF #17 will operate under existing United States Department of Agriculture (USDA) authority and regulations and the WLEOG Emergency Operations Plan, to provide resources for agricultural issues.

3. Concept of Operations

3.1 General

The City of Florence and Dunes City government in cooperation with the Lane County Public Health support ESF #17 activities in accordance with the preparation, response and recovery phases of a disaster.

ESF #17 Primary and Support Agencies conduct their activities at the Emergency Operations Center and applicable field sites in accordance with this Annex.

When needed and as appropriate, ESF #17 coordinates with other Coordinators, branches and functions who are part of the Mass Care and Evacuation Unit to include ESF #6 Mass Care, ESF #8, Health & Medical, ESF #11, Food and Water, and ESF #15, Volunteers & Donations.

ESF #17 coordinates closely with ESF #6 Mass Care, to provide care and shelter for family pets as well as other animals that arrive at the shelter.

Initial response activities will focus on safety and the immediate needs of animals as well as coordinating shelter and care for animals. Recovery efforts are initiated concurrently with response activities. Capabilities and resources of the private sector (i.e.: veterinarians) are incorporated into ESF #17 activities.

3.2 Organization

When activated, representatives from ESF #17 Primary and Support agencies report to the Emergency Operations Center. ESF #17 will coordinate Mass Care and Emergency Assistance with Lane County, local American Red Cross, and other Non-governmental Organizations that will mobilize and respond in accordance with their organizational missions. If following a Cascadia Subduction Zone event the ESF #17 will immediately mobilize care and shelter for animals.

ESF #17 Coordinator will support the Mass Care and Evacuation Unit and is comprised of the following entities:

• City of Florence Planning Department
• Peace Harbor Hospital Liaison
• Florence Food Share
• American Red Cross liaison
• ESF #6 Mass Care Coordinator
• ESF #8 Health and Medical Coordinator (Lane County Public Health)
• ESF #11 Food and Water
• ESF #15 Volunteers and Donations

The Mass Care and Evacuation Unit’s responsibilities are coordinating resources in response to requests for support for shelter and feeding operations, provision of basic first aid at designated sites, and ensuring care of pets and an co-locating pet shelters. The ESF #6 Coordinator will facilitate all planning meetings for the Mass Care and Evacuation Unit and ensure resource request are filled to ensure Mass Care missions.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix D in this document for further clarification.)

3.3 Operational Objectives

Once the ESF #17 Coordinator has defined the problems and needs for the care of animals, he/she will assign tasks to members of the Animal Emergency Response Team and initiate procurement of appropriate community resources to respond to the unmet needs.

Once an initial response has been made, the American Red Cross will determine if a human shelter and a pet shelter can be located within walking distance. ESF #17 Coordinator will determine if it is feasible to co-locate an animal shelter. ESF #17 will coordinate the care for animals. ESF #17 will conduct an assessment of the number of persons that can be anticipated at a shelter, the number of animals that may be accommodated, and the resources needed to house animals. ESF #17 will confirm that animal housing areas are available.

Operational Objectives:

• Provide leadership in directing, coordinating and integrating overall efforts related to animal, and agricultural issues during a disaster or emergency.
• Coordinate and direct the activation and deployment of support agencies and volunteer personnel and resources.
• Identify and train sufficient personnel to adequately support Emergency Support Function #17 at the Emergency Operations Center during activation.
• Coordinate activities with other Emergency Support Functions.
• Provide resource coordination of needs with the State Agricultural Response Team and the Lane County Animals in Disaster Team.
• Provide information and technical expertise on pet evacuation and sheltering, including pet friendly sheltering and special needs sheltering with pets.
• Coordinate with Lane County Public Health regarding EM Vector Control, Animal Carcass Management, and other public health issues caused by the event.
• Facilitate resources acquisition to ensure natural and cultural resources are restored.
• Work with ESF #11 Food and Water to provide nutrition assistance needs, obtain appropriate food supplies, arrange for delivery of the supplies, and authorize to the pet shelters.
• The ESF #17 Coordinator prepares an after-action report (AAR). The AAR identifies key problems, indicates how they are to be/were solved, and makes recommendations for improving response operations.

Animal Care Objectives:

• The supervision of the care of animals at a shelter facility must be provided by trained animal care providers.
• Designate a shelter supervisor to supervise all aspects of care of animals and their owners whenever a shelter is operational.
• Ensure the animal owner understands he/she is responsible for supplying cages, food and accessories necessary to provide minimum standards of care.
• Ensure owners who bring animals to shelters register their animal(s) to stay at the shelter and be responsible for any costs incurred.
• Ensure animals whose owners are admitted to a public shelter will have first priority for housing at a co-located animal shelter.
• Ensure if an owner leaves the shelter, he/she understands they must either take the animal with him/her, or sign a release form, in which the ownership of the animal is transferred to the pet shelter.

Public Information Objectives:

Provide communications between animal housing locations and media (newspaper, radio, television, internet and social media) regarding facility information. The PIO will be responsible for the following:

• Coordination of or with a Joint Information Center (JIC)
• Post in appropriate public locations determined by Incident Commander.

Relay information regarding the following:

• Location and contact information for animal housing
• Procedures for citizens to locate and retrieve their animals
• Designated routes for accessing the animal housing facility
• Pertinent animal care information from the pet shelter and other authorities such as the State Veterinarian
• The PIO will refer all questions concerning human shelters to the Red Cross or EOC. Any questions concerning animal care should be referred to the ESF #17 Coordinator.

Licensed Veterinary Professional

• Animal First Aid and other licensed professional veterinary care of animals should be provided by a licensed veterinary professional and paid for by the animal’s owner. Urgent care to prevent serious injury or death of an animal may be given by a qualified individual.
• Animals in need of medical care will be directed to the veterinary triage area where they will be evaluated. Minor injuries or ailments may be attended to at the shelter. Sick and severely injured animals will be referred to a veterinary clinic for treatment. Owners are to transport their own animals whenever possible.

3.4 Direction and Control

The City of Florence and Dunes City are the primary agencies for ESF #17. Each jurisdiction will be responsible for responding to animal and agricultural needs. ESF #17 operates within the Health and Human Services Branch Director who reports to the Operations Section Chief.

3.5 Activation and Notification

Emergency Support Function (ESF) Coordinators will be activated based on the scope and magnitude of the emergency or disaster. The Incident Commander and/or designee will notify and activate ESF #17 Coordinator to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The EOC Manager will notify the Primary Agency contact when a threat, event or incident that will potentially impact the state is occurring or has occurred. EOC Manager may request the applicable Section Chief notify the Primary Agency contact and request the ESF Coordinator to deploy to the EOC.
• The Primary Agency contact will notify designated ESF personnel to report to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, at the direction of the WLEOG Policy Council or their designee, will notify the appropriate supporting agencies and request necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond to the EOC Manager’s request, report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 **Catastrophic Incident Operational Challenges**

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment;
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event;
• Unable to contact usual public sector contractors for support if normal communication systems are down;
• Small and large animals may be stray or without owners and need to be collected, cared for, and sheltered with limited resources.
• Accessible and usable roadway networks;
• Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.
• Fuel will be critical to run shelters and for response operations. Fuel shortages will become critical for within 24 hours.
• Loss of communications infrastructure.
• Coastal inundation zones – roads may become impassable leaving the West Lane area isolated.
• Mass Care resources would need to come from inland sources and/or farther east which will take time.

3.7 **Mass Care and Evacuation Considerations**

**Evacuation**

The City of Florence and Dunes City currently have in place identified assembly areas if the residents and visitors need to self-evacuate. It is presumed that the populous will evacuate with their animals.

Based on the incident WLEOG may initiate protective measures, such as ordering evacuations and activating public shelters, including special needs shelters and pet-friendly shelters. The WLEOG, in concert with, law enforcement, sheltering organizations, public information officers will coordinate evacuation. Evacuation guidance is as follows:

**Tsunami Evacuation:**

In the event of a Cascadia Subduction Zone event it is expected that the community will self evacuate to the closest Assembly Areas.
City of Florence

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florence Event Center</td>
<td>Quince Street and 6th Street</td>
</tr>
<tr>
<td>Greentrees East Clubhouse</td>
<td>1600 Rhododendron Drive</td>
</tr>
<tr>
<td>Miller Park</td>
<td>18th Street and Oak Street</td>
</tr>
<tr>
<td>Three Rivers Casino</td>
<td>5647 Hwy 126</td>
</tr>
<tr>
<td>Grocery Outlet</td>
<td>2056 Hwy 101</td>
</tr>
<tr>
<td>Fred Meyer</td>
<td>4701 Hwy 101</td>
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<tr>
<td>Jerry’s Place</td>
<td>88274 Rhododendron Driver</td>
</tr>
<tr>
<td>Florence Unitarian Fellowship</td>
<td>87738 Hwy 101</td>
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</table>

<table>
<thead>
<tr>
<th>SHELTER AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siuslaw Elementary School</td>
<td>2221 Oak Street</td>
</tr>
<tr>
<td>Siuslaw Middle School</td>
<td>2525 Oak Street</td>
</tr>
<tr>
<td>Siuslaw High School</td>
<td>2975 Oak Street</td>
</tr>
<tr>
<td>Singing Pines Dog Park (Animal Shelter)</td>
<td>989 Spruce Street</td>
</tr>
</tbody>
</table>

Dunes City Tsunami Evacuation Assembly Area Location

<table>
<thead>
<tr>
<th>ASSEMBLY AREA</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Hall</td>
<td>82877 Spruce Street</td>
</tr>
</tbody>
</table>

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.
Each jurisdiction in West Lane will be responsible for providing food and water for pets and service animals. Overall management of agriculture and animal issues resource and implementation is the ESF #17 Coordinator.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

COUNTY

Lane County Emergency Management

Lane County Emergency Management will support animal unmet needs through the coordination of resource requests and deployment of critical county resources.

Lane County Public Health

Lane County Public Health will most likely play a primary role in providing resources and services to ensure the animals are properly housed and identify there is no co-mingling of humans and animals in the same shelter.

STATE AGENCIES

Oregon Emergency Management

The Office of Emergency Management, in cooperation with the State Department of Agriculture and local governments, facilitates animal emergency response for the evacuation, transport and temporary sheltering of companion animals and service animals during a major disaster or an emergency.

Department of Human Services/Oregon Health Authority

The Oregon Department of Human Services/Oregon Health Authority will ensure public safety measures are implemented to ensure there is not an outbreak due to humans and animals co-habilitating or disaster related human/animal related diseases.

ADJUNCT AGENCIES

American Red Cross

- To document needs and refer all calls and requests for care of animals to ESF #17.
- Establish human warming/cooling/sheltering locations and coordinate with Public Health for co-locating animal shelters whenever possible.
4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Request Flow

- Resource request sent to the Logistics Section Chief using ICS 213RR form.
- Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.
- Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.
- Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.
- Finance Section Chief works closely with the Section Chiefs to ensure cost effective resourcing.
Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

5. Financial Management

Documentation of Incurred Costs

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

Notification of Incurred Costs

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.
6. **Supporting Documents**

- Oregon Emergency Management Operations Plan
- Lane County Emergency Operations Plan, 2012
Appendix A: City of Florence Tsunami Evacuation Map

If you feel the ground shake:
- Move immediately inland to higher ground
- Follow evacuation route signs
- Do not wait for an official warning

MAP SYMBOLS
- EVACUATION ROUTE
- EVACUATE FROM THIS AREA
- OUTSIDE HAZARD AREA
- SCHOOL
- HOSPITAL
- CITY HALL
- ASSEMBLY AREA
- FIRE DEPT.
- POLICE
- TSUNAMI WARNING SIREN

The evacuation zone on this map was developed by the Oregon Department of Geology and Mineral Industries (DOGAMI) in consultation with local emergency officials. It is intended to represent a worst-case scenario for a local tsunami from an earthquake near the Oregon coast. The evacuation routes were developed by local emergency officials and reviewed by the Oregon Department of Emergency Management.

DOGAMI is publishing this brochure because the information furthers the mission of the Department. This map is intended for emergency response and should not be used for site-specific planning.
Appendix B: Dunes City Tsunami Evacuation Map
Appendix C: Florence Tsunami Evacuation and Shelter Map
Appendix D: Emergency Support Function Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

ESF 14 Public Information

Liaison Officer

Recovery Branch

ESF 18 Business & Industry

OPERATIONS SECTION

Emergency Services Branch

ESF 4 Firefighting

ESF 8 Health and Medical Services

ESF 9 Search and Rescue

ESF 10 Hazardous Materials

ESF 13 Military

ESF 18 Law Enforcement

Infrastructure Branch

ESF 1 Transportation

ESF 2 Communications

ESF 3 Public Works

ESF 12 Energy

Health & Human Services Branch

ESF 6 Mass Care

ESF 17 Animal & Agriculture

ESF 11 Food and Water

ESF 5 Information and Planning

FINANCE SECTION

ESF 15 Volunteers & Donations

LOGISTICS SECTION

ESF 7 Resource Management

PLANNING SECTION

ESF 14 Public Information

Liaison Officer

ESF 18 Business & Industry

Recovery Branch

EOC MANAGER

UNIFIED COMMAND

WLEOG POLICY COUNCIL

7/08/2015 S. Burd

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Emergency Support Function #18 – Business and Industry

Primary Agency
WLEOG Policy Council

Support Agencies:
City of Florence Chamber of Commerce
Dunes City Economic Commission
Oregon Economic Development Agency
Private Sector
Non-Governmental Organizations

1. Purpose and Scope

1.1 Purpose

The purpose of Emergency Support Function (ESF) #18 is to provide coordinates local, county, state and federal agency activities that will provide immediate and short-term assistance for the needs of business, industry and economic stabilization.

1.2 Scope

ESF #18 preparedness and response assistance may include accessing the financial, workforce, technical, and community resources that may affect West Lane’s ability to restore business operations as quickly as possible and resume focus on long-term business strategies. Coordination of local, county, state and federal business assistance through networks of local and regional economic, workforce and tourism development partners, as well as business support organizations who determine the most efficient and effective ways to manage the access to these services at the local and regional level. ESF #18 will support the efforts via identification and solicitation of resources to meet identified needs. ESF #18 will also support efforts by facilitating and coordinating intermediate and long-term economic impact statements.
2. Policies and Agreements

Formal pre-incident agreements (i.e., mutual aid agreements or memos of understanding) between government agencies and private sector and/or other nongovernmental entities may be necessary to support ESF #18 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized equipment during emergency response activities.

3. Concept of Operations

3.1 General

Emergency Support Function (ESF) #18 Coordinator organizes local, state and federal agencies and non-government organizations to provide immediate and short-term assistance for the needs of business, industry and economic stabilization. Preparedness and response assistance may include accessing the financial, workforce, technical, and community resources that may affect a community’s ability to restore business operations as quickly as possible and resume focus on long-term business strategies.

Coordination of local, state and federal business assistance is done primarily through networks of local and regional economic, workforce and tourism development partners, as well as business support organizations who determine the most efficient and effective method to manage the access of services to the affected businesses.

3.2 Organization

ESF #18 Coordinator reports to the Recovery Branch Director. If staffing is not available the EOC Manager will staff this position until a replacement can be identified and deployed to the EOC.

The WLEOG response and resource framework integrates both an ICS and ESF command structure, without losing any of the integrity of either system. The EOC is configured using ICS Sections (Planning, Operations, Logistics, and Finance and Administration). The east end of the EOC includes the Planning, Logistics, Finance and Administration, and Operations Sections along with the Infrastructure, Emergency Services, Human Services, and Operations Support branches. The 18 ESF Coordinators are located on the west side of the EOC amongst the appropriate operational branch (see Appendix A in this document for further clarification.)

3.3 Operational Objectives

Preparedness

- Maintain a trained staff to fulfill tasks associated with ESF #18 operations.
- Periodically, evaluate systems, processes, and methodologies in an effort to anticipate operational requirements and types of response information that may be needed by Incident Command and response partners.
• Orient other ESF personnel to the support ESF #18 functions.

**Response**

• Upon notification, immediately staff the Emergency Operations Center.
• Establish a duty roster and telephone lists.
• Set up status displays, obtain data/studies and electronic files, and initiate an assessment of businesses that have been impacted.
• Anticipate types of response information that Incident Command and its partners will require.
• Coordinate business impact data and recovery information (i.e.: Small Business Loans etc.) to the Public Information Officer.
• Initiate and maintain event/incident information on the WLEOG website.
• Coordinate information gathering with key personnel in the field.
• Conduct and monitor WLEOG Policy Council conference calls and develop summary reports for those calls.
• Provide information in support of Incident Command, local, county, state, and federal agencies, and volunteer organizations on businesses unmet needs.
• Establish contact with neighboring local governments, county departments, state and federal agencies to assist with economic recovery.
• Plan and coordinate impact assessment assets and incorporate the results of the assessments into the Incident common operating picture.
• Develop and disseminate Business Damage Assessment Reports, Situation Reports, and other reports to the Planning Section Chief.

**Recovery**

• Collect and process information concerning recovery activities while the response phase of the disaster is ongoing.
• Develop spatial analysis of business recovery operations.
• Anticipate other types of recovery information Incident Command and its partners will require.
• Compile information to support recovery activities.

**3.4 Direction and Control**

All actions taken by ESF #18 will be guided by and coordinated with the Recovery Branch Director. The Recovery Branch Director has the authority to assign personnel, allocate, resources, and expend funds to meet the responsibilities outlined for ESF #18 to complete assigned missions. ESF #5 will provide the following actions:

• Immediately implement requests or directives from the Incident Command leadership through the ESF #18 Coordinator in an efficient and effective manner.
• Provides support, as required for an effective recovery.
• Collect and verify business and economic assessment information from known and reliable sources.
• Consolidate key information into reports and other materials, describe and document overall response activities, and keep appropriate authorities informed of the status of overall business recovery operations.
• Establish a pattern of information flow in support of the action planning process initiated by the WLEOG Policy Council.

3.5 Activation and Notifications

The Emergency Operations Center (EOC) activates individual Emergency Support Function (ESF) based on the scope and magnitude of the emergency or disaster. The EOC Manager will notify ESF primary agencies of the activation and time to report to the EOC.

ESF primary agencies notify and activate support personnel as required for the emergency or disaster, to include activation of specialized teams. The West Lane Emergency Operations Group (WLEOG) Emergency Operations Plan (EOP) will include notification and procedures for ESF activation.

ESF notification processes during EOC activations:

• The Incident Commander will notify the #18 ESF Coordinator to deploy to the EOC.
• As warranted by the scope of the impending event or incident, the Incident Commander, will notify the appropriate supporting agencies and advise Command and General Staff of necessary support.
• The supporting agencies designated to report to the EOC will notify their respective agencies and emergency management partners.
• The designated supporting agencies will respond and report to the EOC and ensure the necessary staffing for the remainder of the activation.
• The applicable ESF Section Chief will notify designated ESF Coordinator to end operations at the EOC, as directed by the Incident Command and upon notification of the deactivation of the EOC.

3.6 Catastrophic Incident Operational Challenges

• By nature of a catastrophic event, essential personnel will be delayed in response due to commitments to personal and family safety and security. Responses will be delayed as personnel check in as ‘available’ for mission deployment.
• Lack of normal communication systems will impact the ability to call up personnel resources;
• Personnel resources living / working in the inundation areas will be compromised by the event.
• Unable to contact usual public sector contractors for support if normal communication systems are down.
• Businesses will be affected (i.e.: closed or re-building) for months to years following the event.
• Accessible and usable roadway networks.
Personnel with vehicles and desired capabilities may be isolated and unable to respond due to road damage or fuel availability.

- Loss of communications infrastructure.
- Coastal inundation zones – roads may become impassable leaving west Lane isolated.
- Resources would need to come from inland sources and/or farther east which will take time.

4. Roles and Responsibilities

4.1 Primary Agency

An ESF primary agency is an entity with significant authorities, roles, resources or capabilities for a particular function for an ESF sector. ESFs may have multiple primary agencies and the specific responsibilities of those agencies are articulated within the relevant ESF. The entity designated as an ESF primary agency serves as an executive agent at the EOC to accomplish the ESF mission.

West Lane Emergency Operations Group Policy Council

- Identify and train ESF #18 Coordinator.
- Conduct exercises and knowledge evaluation drills for the ESF #18 Coordinator
- Ensure ESF #18 has the resources needed to complete the mission objectives.

4.2 Support Agencies

Support agencies are those entities with specific capabilities or resources that support the primary agency in executing the mission of the ESF. When an ESF is activated, support agencies are responsible for participating in planning for short- and long-term response and recovery operations and the development of supporting operational plans, SOPs, checklists or other job aids, in concert with existing first responder standards.

Chamber of Commerce

Assisting business to recovery from the impact of an emergency and/or disaster.

County, State, and Federal Agencies

These agencies will coordinate with ESF #18 to ensure for a comprehensive common operating picture of the impacted business and economy in the area. When requested, these agencies provide personnel and equipment for EOC and field operations.

4.3 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident
Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

- Deploy resources according to the response priorities identified above.
- Distribute resources so that the most benefit is provided for the amount of resources expended.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

**Resource Typing**

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

**Resource Request Flow**

1. **RESPONSE**
   - Resource request sent to the Logistics Section Chief using ICS 213RR form

2. **EOC**
   - Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.

3. **EOC**
   - Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.

4. **Applicable Section Chief and/or Branch Director**
   - Manages all resources from acquisition, deployment, and demobilization through appropriate ESF.

5. **Finance Section Chief**
   - Works closely with the Section Chiefs to ensure cost effective resourcing.
5. **Financial Management**

ESF #18 will coordinate approval of all expenditures with the Recovery Branch Director who will ensure documentation of expenditures are developed and disseminated to the Finance Section Chief.

**Documentation of Incurred Costs**

- Each ESF will capture the incurred costs of available and contracted resources used during the preparedness, response, recovery, and mitigation/redevelopment activities of an emergency, disaster, or exercise.
- All agencies that do not have an automated financial management system will utilize its normal financial management procedures to capture and document incurred costs. All automated financial management systems that are used to document incurred costs must comply with applicable WLEOG member agency, County, State, and Federal guidelines, rules, standards, and laws. This understanding is based on the knowledge that any reimbursement of incurred costs must be eligible.

**Notification of Incurred Costs**

- All WLEOG member agencies that have an automated financial management system must notify the Finance Section Chief at the end of each operation period the costs incurred by agency.
- Every 24 hours during the incident period, prepare a report summarizing the dollar costs and personnel hours expended during the previous 24 hours, and during the incident to date. This report will be delivered on a daily basis to the ESF Coordinator’s Section Chief and Finance Section Chief.
- All WLEOG member agencies that do not have an automated financial management system will use their normal financial management procedures and forms necessary for notification of and authorization for incurring costs.
- All WLEOG agencies understand that their automated financial management system, or normal financial management, procedures and forms necessary for notification of and authorization for incurring costs must be in compliance with applicable agency, State, and federal guidelines, rules, standards, and laws.

The Finance Section Chief will ensure the resource is cost effective and payment is distributed to vendors.

6. **Supporting Documents**

- National Disaster Recovery Plan, 2015
- Oregon Emergency Management Emergency Operations Plan
- State of Oregon Cascadia Subduction Zone Catastrophic Earthquake and Tsunami Operations Plan
Appendix A: Emergency Support Functions Organization Chart
Appendix B: Emergency Operations Center Layout
SUPPORT ANNEXES
10. Support Annexes

The Support Annexes describe how the WLEOG member agencies, county, state, federal entities, the private sector, volunteer organizations, and nongovernmental organizations (NGOs) coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management. During an incident, numerous procedures and administrative functions are required to support incident management.

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. In addition, they may support several Emergency Support Functions (ESFs). Examples include public affairs, Mass Care, and Health and Medical.

The Support Annexes may be fully or partially implemented without a Disaster Declaration.

The following section includes a series of annexes describing the roles and responsibilities of the WLEOG, government departments and programs, NGOs, and the private sector for those common activities that support the majority of incidents. The annexes address the following areas:

<table>
<thead>
<tr>
<th>ANNEX</th>
<th>FUNCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>SA – 1</td>
<td>Emergency Operations Center Annex</td>
</tr>
<tr>
<td>SA – 2</td>
<td>Debris Management Annex</td>
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<td>Communications Annex</td>
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<td>Fire Annex</td>
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<td>SA – 6</td>
<td>Medical Annex</td>
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<td>SA – 7</td>
<td>Law Enforcement Annex</td>
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<td>Public Works Annex</td>
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<td>Public Information Annex</td>
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Support Annex (SA) #1: Emergency Operations Center

The Emergency Operations Center (EOC) is the location from which centralized management of a jurisdiction response is performed. The EOC facilitates a coordinated response by the Emergency Operations Center Manager, the emergency management staff, and agency representatives from outside organizations.

1. **Purpose and Scope**

1.1 **Purpose**

The purpose of this document is to provide guidance for the activation and operating procedures for the WLEOG Emergency Operations Center (EOC) during an emergency or disaster. The purpose of the EOC is to support field operations by obtaining and providing resources, maintaining up-to-date information, coordinating activities, providing information to the public, and to bring chief decision-makers together to coordinate their response to a disaster. History has shown that effective, well-coordinated response to disaster situations are conducted best when all decision makers and emergency service chiefs are located in one place.

1.2 **Scope**

The EOC provides a centralized focus of authority and information and allows face-to-face coordination among personnel who must make decisions regarding priorities in the use of resources. The following functions are performed in the EOC:

- Receive and disseminate warnings
- Communicate situational awareness for the Public Information Officer
- Develop Action Plans such as the Incident Action Plan and the EOC Action Plan
- Coordinate strategy meetings between WLEOG Policy Council and Incident Command.
- Activation of the EOC resources
- Coordinate emergency support between agencies and organizations
- Develop policies and determine the state of emergency for WLEOG member agencies and elected officials
- Collect intelligence from and disseminate information to the various EOC representatives, other jurisdictions, county, state, and federal agencies
- Maintain current maps and information display boards
- Prioritize response and the allocation of resources
- Control and coordinate the logistical support resources
- Coordinate mutual aid

2. **Situation and Assumptions**

2.1 **Situation**
• The WLEOG EOC is situated on the second floor of the Siuslaw Valley Fire and Rescue building located at 2625 Highway 101 North, Florence, Oregon.
• An alternative dispatch center is located on the first floor, with positions for three dispatchers.
• Radios are available for direct communications with the police department, city and county public works departments and the ambulance service.
• Bunking facilities are available on the first floor. Blankets and cots are in the first floor fire bays.
• The EOC has a (ham frequency) radio that will be operated by ARES volunteers at the back of the EOC.
• The Florence Police Department located at 900 Greenwood Street is the designated alternate EOC.

2.2 Assumptions

• The EOC will be activated when it is evident that more than a field command post is required for an adequate response to a disaster or emergency.
• Department or agency heads will send to the EOC a designated representative if the department head is absent from the EOC.
• All responding departments and agencies will bring to the EOC the personnel, SOP's and special items like maps, wall displays and resource lists that they will need to operate effectively.
• Each department will be able to staff the EOC around the clock with 12-hour shifts.
• The EOC will be staffed with sufficient personnel to adequately respond to the situation. This means that a minor emergency does not require the full staffing necessary to respond to a major disaster. An example would be the difference between a localized hazardous material accident and a catastrophic earthquake.

3. Roles and Responsibilities

The EOC will be activated as appropriate, and staffed to the extent and duration required. Any time law enforcement, fire, EMS, or public works responds to a request for emergency assistance, there is potential for EOC activations. The initial responder becomes the Incident Commander and is in charge of the incident until it has been resolved, or until he/she is relieved by a higher-ranking official from his/her agency or by an officer from the designated lead agency. The EOC staff will be broken into 6 main functional areas:

• WLEOG Policy Council
• Management Staff
• Operations Section
• Planning Section
• Logistics Section
• Finance/Administration Section

Agency Representatives will be asked to support ESF functions under one or more of these ICS Sections.
3.1 WLEOG Policy Council

The WLEOG Policy Council is comprised of executive representatives from each member agency as defined in the WLEOG Intergovernmental Agreement. This group is responsible for all major policy decisions and overall operations. This group does not have responsibility for direct emergency management at the site during an incident that responsibility rests with Incident Command. The table below depicts the WLEOG Policy Council agencies and representatives.

<table>
<thead>
<tr>
<th>STAFF</th>
<th>AGENCY</th>
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<tbody>
<tr>
<td>City of Florence</td>
<td>Florence City Manager</td>
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<tr>
<td>Mapleton Fire Department</td>
<td>WLEOG Policy Council member</td>
</tr>
<tr>
<td>Dunes City</td>
<td>City Administrator</td>
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<tr>
<td>Peace Harbor</td>
<td>WLEOG Policy Council Member</td>
</tr>
<tr>
<td>Port of Siuslaw</td>
<td>WLEOG Policy Council Member</td>
</tr>
<tr>
<td>Western Lane Ambulance</td>
<td>District Manager</td>
</tr>
<tr>
<td>Siuslaw Valley Fire &amp; Rescue</td>
<td>District Fire Chief</td>
</tr>
<tr>
<td>Confederated Tribes Police Department</td>
<td>Police Chief</td>
</tr>
</tbody>
</table>

The WLEOG Policy Council is the policymaking body that advises the Incident Commander (response) and EOC Manager (coordination) on efforts directed towards strengthening mitigation, preparedness, response, and recovery capabilities. The Council if called upon will also provide authorization and appropriation of resources for unmet needs and maintain emergency notification and warning systems. The Council approves strategic, response and work plans developed by the EOC and monitors individual WLEOG agency progress on work plan tasks towards achieving strategic goals. Council members are responsible for ensuring their agency’s commitments and responsibilities towards implementing the WLEOG emergency management program strategic goals and work plan.

Emergency responsibilities of the Council include:
• Responding to requests for policy decisions from the EOC and/or JIC.
• Liaising with other multi-agency coordination groups.
• Approving the Emergency Operations Action Plan for the EOC.
• Supporting Incident Command administrative needs.
• Ensuring continuity of operation for their agencies.
• Determining which non-essential services should be curtailed and reassign personnel to ensure continuity of essential services.
• Convene WLEOG Policy Council meetings and ensuring the implementation of recommendations for improving mitigation, readiness, response and recovery capabilities.
• Determining which, or if, authorities will be enacted (such as curfew, fuel rations etc.) through elected bodies such as City Councils, Special District Boards, and Hospital Boards.
• Signing emergency declarations and liaising with regional, state and federal elected officials.
• Providing visible leadership and convening regular media briefings to assure the public of ongoing response and recovery activities.
• Developing Recovery strategies for the West Lane area
• Coordinating situational awareness and resourcing with the County Emergency Manager

3.2 EOC Staffing Structure

EOC Manager

The EOC Manager supports coordination and ensures that the facility and resources required for EOC support are provided. This position works closely with the Policy Council and ensures proper emergency and disaster declarations are enacted and documented. The EOC Manager will set up the EOC and activate it using the positions and personnel to support field operations and to accomplish the mission. The EOC Manager reports directly to the Incident Commander and supports the WLEOG Policy Council. The EOC Manager will fill other ICS slots on an “as needed” basis.

Public Information Officer:

The Public Information Officer prepares and clears all press releases. The PIO should provide accurate information to the media on a timely basis from the EOC. The PIO ensures the EOC Information Hotline telephones are staffed and provide the public with the latest and most accurate information.

Liaison Officer:

The Liaison Officer will coordinate with other agencies in the EOC that are normally not a part of the EOC staff, such as volunteer organizations or the private sector to make sure they are incorporated into the EOC organizational structure as appropriate.

Operations Section

The Operation Section is responsible for coordinating all jurisdictional operations in support of the emergency response.
Once the Emergency Operations Center has been activated, organizational and agency representatives will:

- Initially, check in with the Operations Chief immediately upon arrival at the EOC for an update on the situation and to confirm support assignments.
- Ensure that the Operations Section Chief is kept constantly informed of the situation, including major developments, decisions and requirements.
- Establish and Manage ESF Coordinators under the Operations Section.
- Manage incident resource acquisitions, typing, deployment, and demobilization process.
- Maintain coordination with other appropriate organizations/agencies in support of the Operations Section.
- Thoroughly brief incoming relief personnel and inform the Operations Chief of the changeover prior to departing. The briefing will include as a minimum, information on what has happened; problems encountered; actions pending; and, the location and phone number of the person being relieved.

**Planning Section**

The Planning Section is responsible for collecting, evaluating, and disseminating information, developing plans and situation reports in coordination with other functions, and for maintaining all EOC documentation.

- The Planning Section Chief prepares and distributes the Incident Action Plan.
- The Planning Section Chief will supply the EOC Manager with incident information collected for the Incident Action Plan to use in the EOC Action Plan.
- The Planning Section Chief may assist the EOC Manager with coordinating regular planning meetings with the WLEOG Policy Council.
- The Planning Section Chief facilitates information and situational coordination with Incident Command and WLEOG Policy Council.

**Logistics Section**

The Logistics Section is responsible for providing facilities, services, personnel, equipment, and materials to the EOC.

- Logistics Section Chief delivers resource requests to the appropriate ESF Coordinator.
- The Logistics Section Chief tracks resources.
- The Logistics Section Chief works closely with the Operations Section Chief and/or designee(s) to ensure all resource requests have been fulfilled.
- Logistics Section Chief monitors and tracks resource request and coordination.

**Finance Section**
The Finance Section is responsible for financial activities and other administrative aspects of the EOC not covered by other sections or units.

- The Finance Section Chief works closely with the Logistic Section Chief and the Operations Chief and/or designee(s) to ensure resource cost tracking.
- The Finance Section Chief coordinates with WLEOG member agencies to collect personnel timekeeping and resource expenditures for the incident.
- The Finance Section Chief will support WLEOG member agencies with incident data if needed to assist them in developing their reimbursement obligations.
- Finance Section Chief will assist county, state, and federal agencies with the reimbursement process following an incident.

Branch Directors

When activated Branch Directors will be under the direction of the Operations Section Chief. Branch Directors are responsible for the implementation of applicable operational functions, developing the Incident Action Plan (IAP) for their section, and managing Emergency Support Functions Coordinators under their prevue. The following Branches shall be activated if required:

- Emergency Services Branch (ESF 4, 8, 9, 10, 13, 16)
  - Fire Service Branch
  - Law Enforcement Branch
  - Medical Branch
- Infrastructure Branch (ESF 1, 2, 3, 12)
- Health and Human Services Branch (ESF 6, 11, 17)

3.3 EOC Planning and Coordination

To ensure Incident Command and the Emergency Operations Center move forward in a unified manner, there must be a clear understanding of the objectives, time frame used (operational period), and the way individual unit efforts are part of the overall organizational efforts. The action planning process is a key element to identify the overall incident objectives/priorities and to ensure that the entire organization will be focused and acting as a unified, coordinated body.

The purpose of the EOC Action Plan is to develop an overall management plan. The EOC Action Plan differs from an Incident Action Plan (ICP) significantly. The ICP is oriented to tactical response and the EOC Plan is oriented to strategic management and resource support objectives. There is one EOC Action Plan for each Operational Period. The EOC Action Plan identifies measurable actions to be taken by the EOC during that Operations Period.

The Planning Section Chief is responsible for scheduling and leading the Planning Meeting and developing the Incident Action Plan (IAP). In addition to attending all Incident Planning Meetings the EOC Manager will also collect data during all WLEOG Policy Council Strategic Meetings to develop a comprehensive EOC Action Plan. The following is the sequence of activities for the planning meetings:
1. The Planning Section Chief and/or the Operations Section Chief present a brief on the current situation.

2. The Operations, Planning, Logistics, and Finance Chiefs provide briefs on their present situations and make recommendations on specific objectives for the next operational period.

3. The Operations Section will then address tactical actions for meeting the organizational objectives.

4. The EOC Manager after considering the recommendations from the various Section Chiefs and WLEOG Policy Council members will define the EOC organizational priorities for the next operational period (short-term) in the EOC Action Plan.

5. The Planning section captures (in writing) the incident objectives and strategies in the IAP and shares the information with the EOC Manager to include in the EOC Action Plan.

6. The Logistics section determines requirements for obtaining the needed personnel, supplies, and materials to support the Operations section in the pursuit of the organizational objectives.

7. The Finance section determines requirements for paying, documenting, and recovering the funds for personnel, supplies, and materials to support the Operations section in the pursuit of the organizational objectives.

8. The EOC Manager develops the EOC Action Plan

9. The WLEOG Policy Council (if available) reviews and approves the EOC Action Plan.

10. The EOC Manager distributes the EOC Action Plan

11. The Planning Section Chief distributes the Incident Action Plan.

### 3.4 Emergency Declaration Process

The West Lane Emergency Operations Policy Council member agencies shall supply the EOC Manager with situational information regarding their agency’s operational and resource status for the declaration process. Any incorporated and/or unincorporated area that resides within the WLEOG area of service may develop a local disaster declaration and move it through to the County without contacting the WLEOG EOC, as is their right as a local municipality. The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changing situation. The following individuals are authorized designees to process and communicate a WLEOG local declaration to the County Emergency Manager:

- City of Florence City Manager
- Dunes City Administrator
- Confederated Tribes of Coos, Lower Umpqua & Siuslaw Indians Police Chief
- Any incorporated and/or unincorporated area that wishes to declare an emergency and/or disaster for their jurisdiction

**EOC Manager** will present the declaration package to the WLEOG Policy Council. This package includes the following:

- Collect information from WLEOG member agencies and other emergency stakeholders to complete the local disaster declaration.

**Support Annex Page 11**
• Present a draft of the disaster declaration to the WLEOG Policy Council and/or an authorized designee
• Supporting documentation as determined necessary by the WLEOG Policy Council and/or an authorized designee.
• Ensure the Lane County Emergency Manager receives the declaration through electronic submission, fax, and/or phone conversation.

4. **Command and Control**

4.1 **General**

WLEOG member agencies retain their autonomy and authority before, during, and after a WLEOG activation. The ultimate responsibility for command and control during a WLEOG activation lies within the member agencies, as a coordinating group comprised of first responding agencies, government entities, and special districts. The WLEOG Policy Council will maintain direction and control of the EOC, unless otherwise delegated. Emergency operations, both on-scene and in the EOC, will be conducted in a manner consistent with NIMS and will utilize ICS.

During a county declared disaster, control is not relinquished to the county and/or state authority, but remains with each WLEOG member agency for the duration of the event

4.2 **EOC Emergency Management Phases**

**PREPAREDNESS PHASE**

• Establish an effective WLEOG Emergency Operations Plan
• Establish a robust emergency public information and education process
• Hold EOC Exercises annually to familiarize staff with their duties.
• Maintain an adequate supply of wall displays and office supplies for the staff.
• Maintain the radios and ensure the readiness of the EOC

**RESPONSE PHASE**

• Establish and manage Emergency Operations Center.
• Act as liaison between IC and other agencies.
• Ensure preparation of local emergency/disaster declaration for WLEOG Policy Council.
• Keep local elected officials informed.
• Keep county government informed.
• Provide public information if the PIO is not available.
• Ensure that damage assessment and major events are being recorded.
• Facilitate mutual aid.
• Hold periodic briefings when necessary for the EOC staff to exchange information.
• Act as liaison with the WLEOG Policy Council.
• Other (arrange for sheltering of evacuees, work on recovery issues, etc.)

RECOVERY PHASE

• Assist with development of Recovery Plans.
• Maintain EOC operation and support as long as needed.
• Manage deactivation of EOC
• Assess needs for getting EOC re-stocked and prepared for next incident
• Evaluate plans and procedures based on lessons learned from incident. Make changes/revisions as needed.
• Transition to mitigation phase operations.

4.3 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Police Department and/or Fire District), which will assign an Incident Commander. The Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the Incident Commander may establish an Incident Command Post and will assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the Incident Commander will notify the EOC Manager and request activation of the EOC, as appropriate. The Incident Commander may also establish an Unified Command structure with responding agencies if applicable.

4.4 Emergency Operations Center

The purpose of the EOC is to support field operations by obtaining and providing resources, maintaining up-to-date information, coordinating activities, providing information to the public, and to bring chief decision makers together to coordinate their response to the incident. History has shown that effective, well-coordinated response to disaster situations are conducted best when all decision makers and emergency service chiefs are located in one place.

The WLEOG EOC is situated on the second floor of the Siuslaw Valley Fire and Rescue building located at 2625 Highway 101 North, Florence, Oregon. Although the EOC is used on a day-to-day basis as a conference and multi-use room, its use as an EOC takes precedence over all other uses. The EOC is designed to accommodate seventy-two (72) members of the EOC staff from public and private agencies in the West Lane area. The first floor of the Fire Station holds the conference room where the WLEOG Policy Council will be housed (see Appendix A in this plan). An emergency generator has a two-week fuel supply for the EOC. Activation and set-up of the EOC can be accomplished within 10-15 minutes after the appropriate officials are in place. Key individuals can be contacted through the 911 Dispatch Center.

The Florence Police Department located at 900 Greenwood Street is the designated alternate EOC.

4.5 Direction and Control
The WLEOG EOC is activated and managed by the EOC Manager who reports to the Incident Commander. In some events, a Unified Command may be utilized in the EOC. Unified Command is an ICS management process that allows organizations and agencies with jurisdictional or functional responsibility for the incident to jointly develop a common set of incident objectives and strategies. Applying Unified Command in the EOC means that any combination of organizations may work cooperatively to manage the EOC activities. For example, the EOC Manager position may be filled by consensus among two or more members in the unified command if there is not enough resources too staff the position.

Depending on the size and type of incident, the Incident Commander(s) may use the EOC as the Incident Command Post (ICP). This does not necessarily change the operations of the EOC, but may require additional coordination on the part of the EOC staff to maximize the use of space and resources. If the ICP is set-up at the EOC, many of the Command and General Staff functions for the EOC and the incident response structures could be combined (for example, Planning, Logistics, Finance, PIO, etc.)

4.6 Activation

The WLEOG EOC is activated when WLEOG member agencies need coordination and/or resource support. Activation may involve partial or full staffing, depending on the support required. The following list depicts the circumstances when the WLEOG EOC must be activated.

1. A WLEOG member agency has activated its EOC and has requested WLEOG EOC activation to support its emergency operations.
2. Two or more WLEOG member agencies have overwhelmed their resources.
3. A WLEOG member agency require resources from outside its boundaries, except those resources used in normal day-to-day operations that are obtained through existing agreements such as fire/EMS or law enforcement mutual aid agreements.
4. The County has declared a countywide emergency.
5. A state of emergency is declared.

The five circumstances listed above require an automatic activation of the WLEOG EOC. Other than these circumstances, the activation of the WLEOG EOC must be authorized. The following WLEOG personnel are authorized to activate the EOC:

- Chief of Police, Florence
- Chief of Fire, Siuslaw Valley Fire & Rescue
- District Director and/or On-Duty Supervisor, Western Lane Ambulance
- Chief of Police, Confederated Tribes
- City Manager, Florence

4.7 Levels of EOC Activation

In addition to the following activation levels, the WLEOG member agencies may find that activation of the EOC is not appropriate, yet monitoring of a developing situation is warranted. At that time, the
Emergency Operations Center (EOC) Manager or designee will be the liaison with local and county emergency operations. This individual will be identified to those agencies affected by the developing situation. The EOC Manager or designee will also be the point of contact for Lane County for support or administrative activities if the EOC has been activated.

WLEOG has developed criteria to identify three levels of activation depending on the events/situations and duration of response.

**LEVEL ONE – Standby**

This is the lowest level of activation. The WLEOG Policy Council is notified by the EOC Manager of a situation that could develop into an emergency requiring partial or full activation of the EOC. The EOC Manager and selected staff collect data on the situation, release public information if needed, and call other WLEOG member agencies or needed stakeholders to the EOC if the situation escalates. It may also involve the final, wind-down stages of a larger event.

**LEVEL TWO – Partial activation**

The EOC is activated, but only some of the positions are filled. This may involve a smaller emergency that a limited number of responders can handle. It might involve the early stages of an expanding disaster, or it might involve the late stages of a response prior to deactivation of the EOC.

Level Two EOC activation is aligned with a Level 3 Response where 2 or more WLEOG member agencies are responding to an incident where the type and duration of the incident requires additional resource coordination.

**LEVEL THREE – Full activation**

Full activation occurs when the emergency requires the participation of the WLEOG member agencies and multiple outside agencies, performing the full range of emergency service functions. The EOC is activated, and all or most of the positions are filled. This involves an emergency requiring a response effort and/or resources above and beyond the WLEOG and/or the county’s capability.

**4.8 Warning and Notification**

The 911 Dispatch Center will make the initial notifications to key individuals and agencies per existing SOPs and alert rosters. Any other agencies that need to be notified can be alerted by the EOC staff or dispatch as directed by the Incident Commander or EOC Manager.

The immediate danger of a hazardous material spill, wildfire, flood or other incident requires that the public be warned of the danger as quickly as possible.

**Pre-evacuation Warning:** On slow-moving events, pre-evacuation notice should be given to affected residents if it appears that conditions may warrant such action. Residents should be given warning that
they may have to evacuate upon 30 minutes notice. Consideration must be given to hospitals, nursing homes, elderly, handicapped, schools, licensed day care centers, and large gatherings.

**Evacuation Warning**: All warning modes will be utilized to direct the affected population to evacuate. Whenever possible, the warning should be given on a direct basis as well as through the media. The use of law enforcement and fire emergency vehicles moving through the affected area with sirens and public address is usually effective. However, if used, this procedure should be communicated to the public in advance so as to preclude public confusion concerning the use of these vehicles.

**Cascadia Evacuation**: Following the Cascadia event the populous will self evacuate to the identified Assembly Areas. If safe, law enforcement may provide evacuation assistance in areas that have been marginally damaged.

Target notification and door-to-door door notification should be considered, particularly in sparsely populated areas. Residential and health care institutions will be notified directly by the EOC or on-scene authorities. Law enforcement personnel, if available, will sweep the evacuated area to ensure all persons have been advised and have responded. Persons who refuse to follow evacuation instructions will be left alone until all who are willing to leave have been provided for; then, time permitting, further efforts will be made to persuade those who chose not to evacuate.

**EAS Warning**

The Emergency Alert System consists of radio and television stations that use specific procedures to provide emergency information to the public. The primary stations for our area is KCST 106.9 FM or 1250 AM and is the protected station and therefore the primary contact. Designated local, state, and federal officials activate the EAS warning system.

Priority for use is:

- Presidential messages.
- Local area programming.
- State programming.
- National programming and news.

The Incident Commander and/or EOC Manager will activate the EAS by contacting all broadcast stations to initiate a public broadcast message via phone at (541) 997-9136. If phones are down, a message may be hand delivered to the primary EAS station, KCST, at 4480 US Highway 101, Florence. Radio stations and TV stations will copy the message and interrupt regular programming for the broadcast.

If communications are down, the most logical source of communications will be the local ARES organization, which is able to provide portable and self-sustained Ham radio communication that can link critical sites such as the EOC, shelters, hospitals and others that may be needed. The EOC has an ARES/HAM station in the EOC as well as mobile units.
Community Emergency Notification System (CENS)

The Incident Commander and/or EOC Manager will initiate a CENS message. CENS allows Public Safety Agencies in Lane County to identify an affected area and, if necessary, send a message that describes the situation and recommend protective actions residents should take. The CENS system will automatically call out to all landline and Alert Me registered telephone numbers within that geographic area and deliver the recorded message once a voice is heard.

4.9 Public Information

The EOC will be responsible for all emergency public education and information. Once appointed, the Public Information Officer (PIO) will be responsible for public coordination and dissemination during the emergency and will clear all press releases through the Incident Commander and/or WLEOG Policy Council. All approved press releases will be logged and a copy saved for the disaster records.

During the event, the PIO, in conjunction with the IC, will continue to provide pertinent information over radio and TV. The public will be reminded to remain calm, stay tuned for more information, and to follow the instructions of emergency management personnel. Such instruction may include guidelines for returning to homes, shelter accommodations, sanitation, and where and how to report damages.

The normal alert and warning systems may be down or limited following a major disaster. It may be necessary to augment these systems with mobile public address systems, door-to-door contact, and posting notices on bulletin boards in designated public gathering places such as shelters.

The PIO may also participate in a Joint Information Center (JIC), staffed by PIOs from various jurisdictions, to address the media with a single, coordinated voice.

Receiving Information from the Public

Providing adequate communications means to receive information from the public, such as damage reports, sanitation problems, health issues, offers for donated goods, and other public safety-related problems, is the responsibility of the Communications Unit Leader and the PIO. Public information will be delivered through phone centers, various media outlets, and utilizing social media. The PIO must also ensure the information received is communicated to the appropriate EOC section to deal with it.

For additional information see ESF #14 in the Emergency Support Function Annex Section.

4.10 Considerations and Implementation

Communications: Logistics Section

The EOC’s ability to function is directly related to its ability to communicate. The primary function of an EOC in an emergency/disaster is to collect, disseminate information, and provide a common location for policy decision from government officials. Information will reach the EOC via the dispatch center, telephone, fax, radio, amateur radio, TV, social media, and messengers.
• Assign persons to write information on display boards, if needed, assign messengers to carry messages from Incident Command to EOC and vice-versa.
• All messages should be logged in and out.

Display Boards and Procedures: Planning Section

Because the EOC’s major purpose is accumulating and sharing information to ensure a coordinated and timely emergency response, all EOC staff must display information quickly so that decision makers can have the latest information available. Display needs will vary with the nature and scope of the emergency. Charts should be developed as the core of the EOC display system. Display boards, maps, and materials are located in the EOC Media room. Some suggested charts and displays include:

• Situation Reports
• Damage Assessment Charts
• City, West Lane, and County Maps showing such things as
• Transportation routes closed or impeded.
  ❖ Areas of major damage.
  ❖ Locations of medical treatment facilities.
  ❖ Expected inundations areas.
  ❖ Limits of evacuation area, control points and exit routes.
  ❖ Location of response resources and equipment.
• Weather Maps
• Shelter Status
• Resource Status Charts
• Major Events Display/Chart

4.11 Resource Management

When the EOC is activated, the General Staff personnel have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and resources. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. WLEOG resources will be allocated according to the following guidelines:

• Deploy resources according to the response priorities identified above.
• Distribute resources so that the most benefit is provided for the amount of resources expended.
• Activate mutual aid agreements as necessary to supplement local resources.
• When all local resources are committed or expended, issue a request to the County for resources through an emergency declaration.

Resource Typing

The WLEOG EOC utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the
usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situations. Resource management system should type for personnel, crews, equipment, heavy equipment, commodities, vehicles, aircraft and facilities.

**Resource Request Flow**

<table>
<thead>
<tr>
<th>RESPONSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Resource request sent to the Logistics Section Chief using ICS 213RR form</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Logistics Section Chief enters resource request from ICS 213RR form into Resource Management System and starts tracking the resource request.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EOC</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Logistics Section gives ICS 213RR form resource request to applicable Section Chief who gives it to the appropriate ESF Branch Director to fulfill.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Applicable Section Chief and/or Branch Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Applicable Section Chief and/or Branch Director manages all resources from acquisition, deployment, and demobilization through appropriate ESF.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finance Section Chief</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Finance Section Chief works closely with the Section Chiefs to ensure cost effective resourcing.</td>
</tr>
</tbody>
</table>

**5. Annex Development**

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

**6. EOC Position Checklist**

The following checklists are guidelines for personnel assigned to the EOC and are not intended to substitute for an individual’s judgment based upon training, experience, the incident and circumstances.

Support Annex Page 19
Decisions made by individuals significantly different to these guidelines should be coordinated with the Emergency Operations Manager or appropriate Section Chief and documented for evaluation of inclusion to this Annex.

- Read the specific position checklist in its entirety before implementing any checklist item.
- Use the checklist as a guideline; some incident-driven actions may not be on checklists.
- If a checklist item is not applicable to the situation, it should be skipped.
- If an incident develops where a previously skipped checklist item becomes relevant, then that checklist item should be executed.

The checklists for each position are designed to flow from (1), actions that increase the readiness stature to (2), those actions of general response preparedness, to (3), actions for specific response.

### 6.1 General Checklist

**Activation Phase:**

- Check in with the EOC Manager and/or Personnel Unit Lead upon arrival at the EOC.
- Report to EOC Manager, Section Chief, Branch Coordinator, or other assigned Supervisor.
- Set up your workstation and review your position responsibilities.
- Establish and maintain a position log that chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
- Ensure Resource Management System is operational.

**Demobilization Phase:**

- Deactivate your assigned position and close out logs when authorized by the EOC Manager.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning Section, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
- Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.

### 6.2 EOC Staffing

**EOC Manager**

1. Establish the appropriate Staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between Emergency Response Agencies within the WLEOG. In conjunction with the General Staff, set priorities for resource support efforts in West Lane areas within the WLEOG boundaries.

3. Ensure resource support for the WLEOG member agencies are within the priorities established by the IC.

4. Ensure that Inter-Agency Coordination is accomplished effectively within the EOC.

5. Develop and distribute the EOC Action Plan.

**Activation Phase**

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed. (Form ICS 203/207)
- Establish and facilitate conference call with the WLEOG Policy Council and the IC and staff.
- Determine which General Staff Section positions are required and ensure they are filled as soon as possible.
- Ensure that telephone and/or radio communications with the EOC and the on-scene Incident Command Post is established and functioning.
- Schedule the initial EOC Action Planning meeting.
- Confer with the General Staff to determine what representation is needed at the EOC from other emergency response agencies.
- Assign a liaison officer to coordinate outside agency response to the EOC.

**Operational Phase**

- Monitor EOC activities to ensure that all appropriate actions are being taken.
- Facilitate the EOC Action Planning meetings approximately two hours before the end of each operational period.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective interagency coordination.
- Based on current status reports, establish initial strategic objectives for the EOC.
- In coordination with EOC Management Staff, prepare management function objectives for the initial Action Planning Meeting.
☐ Convene the initial EOC Action Planning meeting. Ensure that EOC Management Staff and other key agency representatives are in attendance.
☐ Ensure the meeting is facilitated appropriately.
☐ Once the EOC Action Plan is completed review, approve and authorize its implementation.
☐ Conduct periodic briefings with the WLEOG Policy Council.
☐ Conduct periodic briefings with the general staff to ensure EOC strategic objectives are current and appropriate.
☐ Conduct periodic briefings for elected officials or their representatives.
☐ Formally issue Emergency Proclamation to the County EOC, and coordinate local government proclamations with other emergency response agencies, as appropriate.
☐ Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase

☐ Authorize demobilization of sections, branches and units when they are no longer required.
☐ Notify the County EOC, and other organizations of the planned demobilization, as appropriate.
☐ Ensure that any open actions not yet completed will be handled after demobilization.
☐ Ensure that all required forms or reports are completed prior to demobilization.
☐ Be prepared to provide input to the after action report.
☐ Deactivate the EOC at the designated time, as appropriate.
☐ Proclaim termination of the emergency response and proceed with recovery operations.

Public Information Officer

1. Serve as the coordination point for all media releases for the WLEOG response. Represent the EOC as the lead Public Information Officer.

2. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.

3. Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the operational area as required.

4. Develop the format for press conferences, in conjunction with the EOC Manager.

5. Maintaining a positive relationship with the media representatives.

6. Supervising the Public Information Officers and assigned staff.

7. Establish the Joint Information Center (JIC), if appropriate.

Activation Phase:
Follow generic Activation Phase Checklists.
Determine staffing requirements and make required personnel assignments for the Public Information Unit as necessary.

Operational Phase:

- Obtain policy guidance from the WLEOG Policy Council and/or EOC Manager with regard to media releases.
- Keep the Incident Commander advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- Coordinate with the Situation Status Branch and identify method for obtaining and verifying significant information as it is developed.
- Develop and publish a media-briefing schedule, to include location, format, and preparation and distribution of handout materials.
- Implement and maintain an overall information release program.
- Establish a Media Information Center, as required, providing necessary space, materials, telephones, and electrical power.
- Maintain up-to-date status boards and other references at the media information center.
- Provide adequate staff to answer questions from members of the media.
- Interact with WLEOG Policy Council, EOC as well as Responding Agency’s PIOs and obtain information relative to public information operations.
- Develop content for state Emergency Alert System (EAS) releases if available. Monitor EAS releases as necessary.
- In coordination with Command and General staff, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
- At the request of the EOC Manager, prepare media briefings for members of the WLEOG Policy Council and IC and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Ensure that a rumor control function is established to correct false or erroneous information.
- Ensure that adequate staff is available at incident sites to coordinate and conduct tours of the disaster areas.
- Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
- Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
- Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
- Monitor broadcast media, using information to develop follow-up news releases and rumor control.
- Ensure that file copies are maintained of all information released.
- Provide copies of all media releases to the Incident Commander and EOC Manager.
☐ Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.

☐ Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

Demobilization Phase

☐ Follow Demobilization General Checklist

Liaison Officer

☐ Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for County and State.

☐ Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.

☐ Ensure those position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan is provided to Agency Representatives upon check-in.

☐ In conjunction with the EOC Manager, provide orientations for VIPs and other visitors to the EOC.

☐ Ensure that demobilization is accomplished when directed by the EOC Manager.

6.3 Operations Section

Operations Section Chief

1. Ensure that the Operations Function is carried out including coordination of response for all operational functions assigned to the EOC.

2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.

3. Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.

4. Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.

5. Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports.

6. Conduct periodic Operations briefings for the EOC Manager as required or requested.

7. Overall supervision of the Operations Section.

8. Establish and identify ESF Coordinators for all Branches.

9. Reports to the Incident Commander.

Activation Phase

☐ Follow the generic Activation Phase Checklist.
Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.

Meet with Planning Section Chief; obtain a preliminary situation briefing.

Based on the situation; activate appropriate branches within the section. Designate Branch Coordinators as necessary.

- Emergency Services Fire and Medical
- Emergency Services Law Enforcement
- Infrastructure
- Health and Human Services

Determine need for Mutual Aid.

Request additional personnel for the section as necessary for 24-hour operation.

Obtain a current communications status briefing from the Communications Branch

Coordinate with Logistics Section Chief to ensure there is adequate equipment and frequencies available for the section.

Determine estimated times of arrival of section staff from the Personnel Unit in Logistics.

Confer with the EOC Manager to ensure that the Planning and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.

Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.

Establish radio or cell-phone communications with Incident Commander(s) and coordinate accordingly.

Determine activation status of other EOCs such as the County and State and establish communication links with their Operations Sections if necessary.

Based on the situation known or forecasted; determine likely future needs of the Operations Section.

Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.

Review responsibilities of branches in section; develop an Operations Plan detailing strategies for carrying out Operations objectives.

Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase

Ensure that all section personnel are maintaining their individual position logs.

Ensure that situation and resources information is provided to the Planning Section on a regular basis or as the situation requires, including Branch Status Reports and Major Resource Request Reports.

Ensure that all media contacts are referred to the Public Information Officer.

Conduct periodic briefings and work to reach consensus among staff on objectives for forthcoming operational periods.

Attend and participate in EOC Manager’s Action Planning meetings.
Provide the Planning Section Chief with the Operations Section's objectives prior to each EOC Action Planning meeting.

Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current EOC Action Plan, are being addressed.

Ensure that the branches coordinate all resource needs through the Logistics Section.

Ensure that intelligence information from Branch Coordinators is made available to the Planning Section in a timely manner.

Ensure that fiscal and administrative requirements are coordinated through the Finance Section (notification of emergency expenditures and daily time sheets).

Brief the EOC Manager on all major incidents.

Complete a Major Incident Report and forward a copy to the Planning Section.

Brief Branch Coordinators periodically on any updated information you may have received.

Share status information with other sections as appropriate.

Participate in the WLEOG Policy Council strategy meetings.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

Emergency Services Branch Director

Emergency Support Functions (ESF) Fire Coordinator: ESF 4 Firefighting; ESF 8 Health and Medical, ESF 9 Search and Rescue, ESF 10 Hazardous Materials, ESF 13 Military, ESF 16 Law Enforcement

1. Coordinate fire, hazardous materials, and search and rescue operations.
2. Coordinate mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all Fire and Medical Branch resources through resource requests from the on-scene Fire and Medical Branch Director.
4. Complete and maintain branch status reports for major incidents requiring or potentially requiring operational area, state and federal response, and maintains status of unassigned fire, hazmat, & rescue resources in the area and County.
5. Implement the objectives of the EOC Action Plan assigned to the ESF Fire and Medical Branch.
6. Overall supervision of the ESF Fire and Medical Branch.

Activation Phase:

Follow the generic Activation Phase Checklist.

If Cascadia Event occurs assess fire and hazardous materials situation and deploy staff strategically.

If Cascadia Event occurs assist with search and rescue activities

If Cascadia Event occurs deploy to the closest Assembly Area to assist medical in triaging and treating evacuees.

Establish and activate all ESF Coordinators under the Emergency Services Branch.
If the mutual aid system is activated, coordinate use of fire resources with the Local/Region/State Fire Mutual Aid Coordinator(s).

Prepare and submit a preliminary branch status report and major incident reports as appropriate to the Operations Section Chief.

Prepare objectives for the Fire Branch; provide them to the Operations Section Chief prior to the first Action Planning meeting.

Based on the initial EOC strategic objectives, prepare objectives for the ESF Fire and provide them to the Operations Section Chief prior to the first EOC Action Planning meeting.

Operational Phase:

Ensure that Branch position logs and other files are maintained.

Maintain current status on Fire missions being conducted in West Lane and the County.

Provide the Operations Section Chief and the Planning Section with an overall summary of Fire Branch operations periodically or as requested during the operational period.

On a regular basis, complete and maintain the Fire Branch Resource Status Report.

Refer all contacts with the media to the Public Information Officer.

Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).

Prepare objectives for the Fire and Medical Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.

Provide your relief with a briefing at shift change; inform him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

Emergency Support Functions (ESF) Medical Coordinator: ESF 8 Health and Medical Services

1. Ensure that all available disaster medical resources are identified and mobilized as required.
2. Provide assistance to Incident Command Posts and Department Operations Centers in establishing triage teams.
3. Determine the status of medical facilities within the affected area.
4. Coordinate the transportation of injured victims to appropriate medical facilities as required.

Activation Phase:

Follow generic Activation Phase Checklist.

Based on the initial EOC strategic objectives, prepare objectives for the ESF Medical Branch and provide them to the Operations Section Chief prior to the first EOC Action Planning meeting.
☐ Establish and activate all ESF Coordinators under the Emergency Services Branch.

**Operational Phase:**

☐ Establish and maintain position logs and other necessary files.
☐ Work closely with all Operations Section Medical Branch Coordinator to determine the scope of disaster medical assistance required.
☐ If Cascadia Event occurs deploy to the closest Assembly Area to triage and treat evacuees.
☐ Determine the status and availability of medical mutual aid resources in the operational area; specifically paramedics and ambulances.
☐ Establish radio or telephone communication with area hospitals and other medical facilities to determine their capability to treat disaster victims.
☐ Determine status and availability of specialized treatment such as burn centers.
☐ Assist the ESF Fire Coordinator in providing triage for extricated victims.
☐ Coordinate with the Logistics Section to acquire suitable transportation for injured victims as required or requested.
☐ Establish and maintain communication with the WLEOG and County EOC and determine status and availability of medical resources.
☐ Obtain necessary supplies and equipment to support disaster medical operations in the field.
☐ Inform the ESF Fire Coordinator of all significant events.
☐ Reinforce the use of proper procedures for media contacts. This is particularly critical in emergency medical situations where statistical information is requested by the media.

**Demobilization Phase:**

☐ Follow the generic Demobilization Phase Checklist.

**Emergency Support Functions (ESF) Law Enforcement Coordinator: ESF 13 Military and ESF 16 Law Enforcement**

1. Coordinate movement and evacuation operations during a disaster.
2. Alert and notify the public of the impending or existing emergency within the WLEOG response area.
3. Coordinate law enforcement and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies
6. Supervise the ESF Law Enforcement branch.

**Activation Phase:**

☐ Follow the generic Activation Phase Checklist.
☐ Facilitate mutual aid resources, as necessary.
☐ Provide an initial situation report to the Operations Section Chief.
Based on the initial EOC strategic objectives, prepare objectives for the ESF Law Enforcement Branch and provide them to the Operations Section Chief prior to the first EOC Action Planning meeting.

Establish and activate all ESF Coordinators under the Emergency Services Branch.

**Operational Phase**

- Ensure that Branch and Unit position logs and other appropriate files are maintained.
- Maintain current status on Law Enforcement missions being conducted in the response area.
- If the Cascadia Event occurs support fire and medical as well as evacuees at the Assembly Areas
- If the Cascadia Event occurs coordinate patrols near and around the long-term shelter
- If the Cascadia Event occurs coordinate patrols at the disaster site to ensure looting does not occur and response personnel are protected from civilians.
- If Cascadia Event occurs support evacuee transportation from Assembly Area to long-term shelter areas.
- Provide the Operations Section Chief and the Planning Section with an overall summary of Law Enforcement Branch operations periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Law Enforcement Branch Resource Status Report.
- Refer all contacts with the media to the Public Information Officer.
- Determine need for Law Enforcement Mutual Aid.
- Determine need to support fatality management through the County Coroner.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Law Enforcement Branch for the subsequent Operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

**Demobilization Phase:**

- Follow the generic Demobilization Phase Checklist.

**Infrastructure Branch Director**

Emergency Support Functions (ESF) Infrastructure Coordinator: ESF 1 Transportation, ESF 2 Communication, ESF 3 Public Works, ESF 12 Energy

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services.
2. Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities.
3. Survey all other infrastructure systems, such as streets and roads within the County.
4. Assist other sections, branches, and units as needed.
5. Obtain resources for the Infrastructure Branch

**Activation Phase:**

- Follow the generic Activation Phase Checklist.
- Coordinate mutual aid and/or 3rd party contract resources as necessary.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives, prepare objectives for the Infrastructure Branch and provide them to the Operations Section Chief prior to the first EOC Action Planning meeting.
- Establish and activate all ESF Coordinators under the Infrastructure Branch.

**Operational Phase:**

- Ensure that branch and unit position logs and other necessary files are maintained.
- Maintain current status on all Infrastructure activities being conducted in West Lane and the County.
- Ensure that damage and safety assessments are being carried out for both public and private facilities.
- Request mutual aid as required
- If the Cascadia Event occurs initiate debris removal for responder routes.
- Determine and document the status of transportation routes into and within affected areas.
- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning Section with an overall summary of Infrastructure activities periodically during the operational period or as requested.
- Ensure that all Infrastructure Resource Status Reports, as well as the Initial Damage Estimation are completed and distributed to the Operations Section Chief
- Refer all contacts with the media to the Public Information Officer.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
- Prepare objectives for the Infrastructure Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next EOC Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.
- Prepare detailed damage/safety assessment information, including estimate of value of the losses, and provide to the Planning Section.
- Clearly label each structure and/or facility inspected in accordance with Local/State/Federal standards and guidelines.
- Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.
- Initiate all requests for engineers and building inspectors through the EOC.
Keep the Infrastructure Branch Director informed of the inspection and damage assessment status.

**Demobilization Phase:**

- Follow the generic Demobilization Phase Checklist.

**Health and Human Services Branch Director**

Emergency Support Functions (ESF) Health and Human Services Coordinator: ESF 6 Mass Care, ESF 11 Food and Water, ESF 17 Animal and Agriculture

1. Coordinate directly with the American Red Cross and other volunteer agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims within WLEOG response area.
2. Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
3. Assist the American Red Cross with the transition from mass care to separate family/individual housing.
4. Safeguard the public health of residents and visitors in the West Lane area, by ensuring there is an ample supply of potable water, a functioning sanitation system, and vector controls are established, as required.
5. Implement those actions necessary under Local/State/Federal plans/regulations to affect control of a Public Health Emergency and/or Bioterrorism Event.
6. Coordinate with Lane County Public Health’s Department Operations Center in accordance with Local/State/Federal plans/regulations as needed during a Public Health Emergency and/or Bioterrorism Event.
7. Coordinate with the Lane County Public Health Department’s Operations Center in accordance with Local/State/Federal plans/regulations as needed to facilitate, coordinate, and control mass care.
8. Supervise the Shelter Management Unit, if applicable.
9. Coordinate with Lane County Public Health to support their Mental Health, and Environmental Health Units.

**Activation Phase:**

Based on the situation, activate the necessary units within the Human Services Branch:

- Follow generic Activation Phase Checklist.
- Contact Lane County Public Health
- Coordinate with Lane County Mental Health Unit
- Environmental Health Unit
- Contact and assist the Lane County Medical and Health Mutual Aid Coordinator with the coordination of mutual aid resources as necessary.
☐ Ensure the American Red Cross and other mass care agency representatives are activated and present at the EOC as needed.
☐ Provide an initial situation report to the Operations Section Chief.
☐ Based on initial EOC strategic objectives, prepare objectives for the Health and Human Services Branch and provide them to the Operations Section Chief prior to the first EOC Action Planning meeting.
☐ Establish and activate all ESF Coordinators under the Health and Human Services Branch.

Operational Phase:

☐ Maintain Health and Human Services log
☐ Coordinate with local veterinarians to manage animal shelter and care.
☐ Ensure coordination of all mass care activities occurs with the Red Cross and other volunteer agencies as required.
☐ If the Cascadia Event occurs support evacuees at the Assembly Areas and set-up tents in the designated long-term shelter locations.
☐ Establish communications with other volunteer agencies to provide clothing and other basic life sustaining needs. Coordinate with ESF 15 for Volunteer and Donations Management resources.
☐ Ensure that each activated shelter meets the requirements as described under the Americans with Disabilities Act.
☐ Ensure the American Red Cross has appropriate staffing and support for shelters to the best extent possible.
☐ In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
☐ Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
☐ Ensure that all potable water supplies remain safe, and free from contaminates.
☐ Ensure that sanitation systems are operating effectively and not contaminating water supplies.
☐ Ensure that a vector control plan is established and implemented for the affected area(s).
☐ Coordinate all mutual aid requests (personnel, equipment, facilities) through Logistics to Local/Region/State/Federal levels as required.
☐ Ensure that the Health Branch is available to assist the Coroner Unit in mitigating managing mass fatality situations.
☐ Prepare objectives for the Health and Human Services Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next EOC Action Planning meeting.
☐ Provide the Operations Section Chief and the Planning Section with an overall summary of Health and Human Services Branch periodically during the operations period or as requested.
☐ Ensure all required Status Reports and associated documents are completed by Unit Leaders.
☐ Coordinate with Lane County Public Health information regarding Public Health Emergency/Bioterrorism or Mass Care and Shelter for dissemination to the West Lane area.
☐ Validate prepared information through Lane County Public Health for release to authorities/media/public regarding Public Health Emergency/Bioterrorism and Mass Care and Shelter; provide to EOC for dissemination.
☐ Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

☐ Follow the generic Demobilization Phase Checklist.

Shelter Management Unit Leader

1. Assess EOC requirements for Mass Care and Shelter including access and functional needs.
2. Manage, facilitate, coordinate, and control Mass Care and Shelter Management requirements.
3. Coordinate with ESF #6 Mass Care tracking information and forwarding mutual aid requests as needed to support displaced residents and visitors.
4. Other duties as assigned by the Health and Human Services Branch Coordinator.
5. Supervise the Shelter Management Unit.

Activation Phase:

Follow generic Activation Phase Checklist.

Operational Phase:

☐ Establish and maintain your position log and other necessary files.
☐ If Cascadia Event occurs set-up long-term tents in the pre-identified areas.
☐ If Cascadia Event occurs support evacuee transportation from Assembly Area to long-term shelter areas.
☐ Ensure coordination of all mass care activities occurs with the Red Cross and other volunteer agencies as required.
☐ Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross. Work with the Agency Representative to coordinate all shelter and congregate care activity.
☐ Coordinate with ESF 17 Animal and Agriculture on the sheltering of pets of persons in the managed shelters.
☐ Ensure that each activated shelter meets the requirements as described under the Americans with Disabilities Act.
☐ Assist the American Red Cross in staffing and managing the shelters.
☐ Maintain contact the Lane County EOC, forward requests for personnel, supplies, and support to Logistics.
☐ In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
☐ Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
☐ Complete and maintain the Care & Shelter Status Reports.
☐ Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

☐ Follow the generic Demobilization Phase Checklist.

6.4 Planning Section

Ensure that the following responsibilities of the Planning Section are addressed as required:

- Collecting, analyzing, and displaying situation information,
- Preparing periodic Situation Reports,
- Preparing and distributing the Incident Action Plan and facilitating the Incident Planning meeting,
- Communicating with EOC Manager of data collected for the IAP to be used in the EOC Action Plan.
- Providing technical support services to the various EOC sections and branches, and
- Documenting and maintaining files on all EOC activities.

1. Establish the appropriate level of organization for the Planning Section.
2. Exercise overall responsibility for the coordination of branch/unit activities within the section.
3. Keep the EOC Manager informed of significant issues affecting the Planning Section.
4. In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and utilized as a basis for Situation Status Reports, and the IAP and EOC Action Plan.
5. Reports to the Incident Commander and supervises the Planning Section.

Activation Phase:

Follow the generic Activation Phase Checklist.

☐ Ensure that the Planning Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
☐ Based on the situation, activate units within section as needed and designate Unit Leaders for each element:
  - Situation Analysis/Status Unit Advance Planning Unit
  - Documentation Unit Technical Services Unit
  - Resource/Demobilization Unit GIS/Mapping Unit
☐ Request additional personnel for the section as necessary to maintain a 24-hour operation.
☐ Meet with Operations Section Chief; obtain and review any major incident reports.
☐ Review responsibilities of branches in section; develop plans for carrying out all responsibilities.
☐ Make a list of key issues to be addressed by Planning; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
☐ Keep the IC and EOC Manager informed of significant events.
☐ Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

**Operational Phase:**

☐ Ensure that Planning position logs and other necessary files are maintained.
☐ Ensure that The Situation Analysis/Status Unit is maintaining current information for the situation status report.
☐ Ensure that major incidents reports and branch status reports are completed by the Operations Section and are accessible by Planning.
☐ Ensure that a situation status report is produced and distributed to EOC Sections/Director and, once approved, to the County EOC at least once, prior to the end of the operational period.
☐ Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
☐ Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.
☐ Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
☐ Facilitate the Incident Action Planning meetings approximately two hours before the end of each operational period.
☐ Ensure that objectives for each section are completed, collected, and posted in preparation for the next Action Planning meeting.
☐ Collect and synthesize damage assessment data from the Infrastructure Branch.
☐ Ensure that the Incident Action Plan is completed and distributed prior to the start of the next operational period.
☐ Work closely with the EOC Manager to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
☐ Develop and distribute a report that highlights forecasted events or conditions likely to occur beyond the forthcoming operational period particularly those situations that may influence the overall strategic objectives of the EOC.
☐ Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
☐ Provide technical services, such as energy advisors and other technical specialists to all EOC sections as required.
☐ Ensure that fiscal and administrative requirements are coordinated through the Finance Section.

**Demobilization Phase:**

☐ Follow the generic Demobilization Phase Checklist.

6.5 **Logistics Section**
The Logistics Section provides facilities, services, resources and other support services both the agencies responding to the emergency, and to meet internal EOC operating requirements. Incident, EOC or agency, and local government requests for support directed to the EOC will be channeled through the Operations Section. The Logistics Section Chief reports to the Incident Commander.

Ensure the Logistics function is carried out in support of the EOC. This function includes:

1. Providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
2. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, to support operational area responsibilities, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the response area.
5. Keep the EOC Manager informed of all significant issues relating to the Logistics Section.
6. Supervise the Logistics Section.

**Activation Phase:**

- Follow the generic Activation Phase Checklist.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches/units within section as needed and designate Branch and Unit Leaders for each element:
  - Service Branch
  - Support Branch Unit
  - Supply Unit
  - Communications Unit
  - Transportation Unit
  - Resource Status Unit
  - Information Systems Unit
  - Facilities Unit
  - Personnel Unit
- Mobilize sufficient section staffing for 24-hour operations.
- Establish communications with the Logistics Section at the County EOC if activated.
- Advise Branches and Units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from Incident Command Posts in the field. This should be done prior to acting on the request.
Meet with the EOC Manager and General Staff and identify immediate resource needs.
Meet with the Finance Section Chief and determine level of purchasing authority for the Logistics Section.
Assist Branch and Unit Leaders in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the Action Plan.
Provide periodic Section Status Reports to the EOC Manager.
Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

Ensure that Logistic Section position logs and other necessary files are maintained.
Ensure coordination of resource requests process from Logistics to the Operations Section Chief.
Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
Provide the Planning Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
Attend and participate in EOC Action Planning meetings.
Ensure that the Procurement Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
Ensure that transportation requirements, in support of response operations, are met.
Ensure that all requests for facilities and facility support are addressed.
Ensure that all EOC responsible resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
Provide section staff with information updates as required.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

6.6 Finance Section

The Finance Section Chief is responsible for maintaining the Incident Master Financial Report with data collected from the WLEOG member agency’s Finance Departments to assist with reimbursement reporting. WLEOG member agencies Finance Department will send timekeeping information as well as any resource requests that were filled prior to EOC activation. This information will be used to develop the Incident Master Financial Report to assist WLEOG member agencies with their reimbursement process. The Finance Section Chief reports to the Incident Commander.

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Collect all on-duty time is recorded for WLEOG emergency response personnel from member agencies to include Incident Financial Master Plan.
3. Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staffs.

4. Determine purchase order limits for the procurement function in Logistics.

5. Ensure that workers’ compensation claims, resulting from the response are tracked and sent to the appropriate WLEOG member agency within a reasonable time, given the nature of the situation.

6. Ensure that all travel and expense claims are tracked and sent to the appropriate WLEOG member agency within a reasonable time, given the nature of the situation.

7. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Unit.

8. Activate units within the Finance Section as required; monitor section activities continuously and modify the organization as needed.

9. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Governor’s Office of Emergency Services.

10. Supervise the Finance Section.

**Activation Phase:**

- Follow the generic Activation Phase Checklist.
- Ensure that the Finance Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
- Based on the situation, activate units within section as needed and designate Branch Coordinators for each element:
  - Time Keeping Unit
  - Compensation & Claims
  - Purchasing Unit
  - Recovery Unit
- Ensure that sufficient staff is available for a 24-hour schedule, or as required.
- Meet with the Logistics Section Chief and Operations Section Chief to review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Operations Section.
- Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
- In conjunction with Unit Leaders, determine the initial Action Planning objectives for the first operational period.
- Notify the EOC Manager when the Finance Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

**Operational Phase:**

- Ensure that Finance position logs and other necessary files are maintained.
- Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift.
Ensure that displays associated with the Finance Section are current, and that information is posted in a legible and concise manner.

- Participate in all Action Planning meetings.
- Brief all Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.
- Prepare all required state and federal documentation as necessary to recovery all allowable disaster response and recovery costs.
- Keep the EOC Manager, General Staff, and elected officials aware of the current fiscal situation and other related matters, on an on-going basis.
- Contact and assist Incident Commanders, and obtain their cumulative cost totals for the event or disaster, on a daily basis.
- Prepare and maintain a cost report for EOC Manager, and WLEOG Policy Council. The report should provide cumulative analyses, summaries, and total disaster / event related expenditures for the incident and recovery.
- Organize and prepare records for final audit.
- Assist the EOC Manager and Planning Section with preparation of the After-Action Report.
- Ensure that the Recovery Unit maintains all financial records throughout the event or disaster.
- Ensure that the Time Keeping Unit tracks and records all agency staff time.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Ensure that the Compensation & Claims Unit processes all workers’ compensation claims, resulting from the disaster, in a reasonable time frame, given the nature of the situation.
- Ensure that the Time-Keeping Unit processes all time sheets and travel expense claims promptly.
- Ensure that the Finance Section provides administrative support to other EOC Sections as required.
- Ensure that all recovery documentation is accurately maintained by the Recovery Unit during the response, and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor’s Office of Emergency Services.
- Coordinate all fiscal recovery with disaster assistance agencies.
- Prepare and maintain a cumulative cost report for the event or disaster.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.
7. Appendix

Appendix A: EOC Layout
Appendix B: EOC and ESF Integration Organization Chart

WLEOG EOC INCIDENT COMMAND SYSTEM AND EMERGENCY SUPPORT FUNCTION INTEGRATION ORGANIZATION CHART

WLEOG POLICY COUNCIL

UNIFIED COMMAND

EOC MANAGER

Recovery Branch

ESF 18 Business & Industry

ESF 14 Public Information

Liaison Officer

OPERATIONS SECTION

Emergency Services Branch

ESF 4 Firefighting

ESF 8 Health and Medical Services

ESF 9 Search and Rescue

ESF 10 Hazardous Materials

ESF 13 Military

ESF 16 Law Enforcement

Infrastructure Branch

ESF 1 Transportation

ESF 2 Communications

ESF 3 Public Works

ESF 12 Energy

Health & Human Services Branch

ESF 5 Information and Planning

ESF 6 Mass Care

ESF 11 Food and Water

ESF 17 Animal & Agriculture

PLANNING SECTION

LOGISTICS SECTION

FINANCE SECTION

ESF 7 Resource Management

ESF 15 Volunteers & Donations

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Appendix C: EOC Action Plan Sample

The following is provided as a sample of an Action Plan for an activated EOC. This differs from an Incident Action Plan (IAP) significantly. The IAP is oriented to tactical response and the EOC Action Plan is oriented to strategic management and support. Therefore, deployed resources are not listed.

Event Name:

This should be for the “event” which can consist of one or more “incidents” that the EOC is supporting (i.e., “Winter Storms, etc.”)

Date Prepared: Time Prepared:

Operational Period:

There is one Action Plan for each Operational Period. The Action Plan identifies measurable actions to be taken during the Operational Period.

Map Sketch: A GIS produced map of the impacted areas is useful.

Prepared By: (EOC Manager)

Approved By: (Planning Section Chief)
Summary and strategic priorities:

Examples ….

Take appropriate action to ensure protection of life safety and property; Maintain communications with the Operational Area; Maintain communications with special districts and non-profit organizations; ensure executive and PIO have current situation status at all times.

*Note on Objectives: Keep them short, limited to only what can be accomplished within the Operational Period.*

Management Section Objectives

Objectives should be action items such as:

- Establish Operational Period
- Establish staffing pattern for 2-12 hour shifts for week duration.
- Maintain communications with all activated response agencies
- Establish Public Information press release schedule
- Establish special funding limits for duration of the event.
- Identify and contact agency representatives to report to the EOC
- Establish Management staffing pattern and forward to Logistics.

Operations Section Objectives

Objectives should be action items such as:

- Determine the loss of lives and injuries to date.
- Identify property damages to date.
- Activate appropriate ESF Coordinators
- Supervise ESF Coordinators under Operations and work with Logistics to ensure resource management objectives are being met.
- Establish a staffing pattern for the duration and forward it to Logistics.
- Identify key resource needs beyond mutual aid.
- Identify mutual aid received/requested.

Planning Section Objectives

- Objectives should be action items such as:
- Establish meeting and conference call schedule
- Establish reporting schedule.
- Establish appropriate Units
- Establish staffing pattern for duration and forward to Logistics.
- Create initial Situation Report.
• Communicate IAP information to the EOC Manager to include in the EOC Action Plan.
• Identify Technical Specialists needed and forward to Logistics.

Logistics Section Objectives

Objectives should be action items such as:

• Develop staffing pattern for the duration, filling all Section needs.
• Establish a process for obtaining, tracking and replenishing resources.
• Identify scarce resources and establish processes to purchase rent or lease.
• Establish with Finance/Administration emergency purchasing procedures.
• Establish feeding and logistical needs for the EOC and staff.
• Establish a communications plan for the EOC.
• Establish appropriate Branches and units.

Finance/Administration Section Objectives

Objectives should be action items such as:

• Establish cost accounting system to capture all costs associated with event.
• Establish a process to tract all personnel costs.
• Establish a process to provide Management an up-to-the minute cost of operations.
• Establish emergency purchasing limits.

Additional Forms:

• Organization Assignment List (ICS 203)
• Operational Planning Worksheet (ICS 215)
• EOC Organization Chart (ICS 207)
• Safety Message (ICS 208)
• Resource Request (ICS 213RR)
Support Annex (SA) #2: Debris Management
Support Annex (SA) #2: Debris Management

THIS ANNEX IS UNDER DEVELOPMENT
Support Annex (SA) #3: Fatality Management
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Support Annex (SA) #3: Fatality Management

1. Introduction

The purpose of this document is to provide guidance following events that create excessive mortuary surge capacity issues and methods to respond to and mitigate such issues. The focus of this plan is to identify methods through which WLEOG member agencies may obtain support assets to accomplish the goals of identifying the deceased and arranging proper final disposition. The identification and disposition of the deceased is the responsibility of the Lane County Medical Examiner. This annex defines WLEOG member agencies’ response and management of a mass decedent event when the County Medical Examiner is overwhelmed or is unavailable. No attempt is made to create a one-size-fits-all operational set of procedures, as the variability of each incident is unique. Rather, it presents major categories of mortuary response that must be adapted to the nature of disasters ranging from naturally occurring events (hurricanes, floods, fires, etc.) to manmade events including delivery of weapons of mass destruction (bomb/blast, chemical, nuclear, or biological).

2. Purpose and Authorities

2.1 Purpose

The purpose of this annex is to guide the WLEOG in managing and supporting the County Medical Examiner in the recovery, identification, storage, and eventual disposition of the decedents while maintaining respect and dignity of the deceased. This is part of an overall plan to establish lines of control, authority, and responsibility in the event of a mass casualty incident between WLEOG and the County Medical Examiner. It is also the intent to address the leadership, supervision, function, and personnel needed to perform the tasks required to operate a mass casualty morgue.

2.2 Authorities

Oregon law (ORS 146.090) states that the Chief Deputy Medical Examiner shall investigate and certify the cause and manner of all human deaths:

- Apparent homicidal, suicidal or occurring under suspicious or unknown circumstances.
- Resulting from the unlawful use of controlled substances or the use or abuse of chemicals or toxic agents
- Occurring while incarcerated in any jail, correction facility or in police custody
- Apparent accidental or following an injury
- Disease, injury or toxic agent during or arising from employment
- While not under the care of a physician during the period immediately previous to death
- Related to disease which might constitute a threat to the public health; or
- In which a human body apparently has been disposed of in an offensive manner.

Oregon law (ORS 146) gives directs for the disposition of human remains.
Oregon Law (ORS 692) gives oversight for funeral services practitioners, embalmers, cemetery and crematorium operators.

3. Situation and Planning Assumption

3.1 Situation

Many disasters result in at least some fatalities, and several types of hazards have the potential to produce multiple fatalities. Based on the Homeland Security Presidential Directive – 8, the National Preparedness Goals National Planning Scenarios and the Lane County Hazard Identification and Vulnerability Assessment (HIVA) there are more than 20 scenarios that have the potential to result in multiple fatalities for which West must plan to respond, including:

Natural Disasters

- Earthquakes
- Tsunami
- Landslide
- Floods
- Natural biological disease outbreak (e.g. pandemic influenza)

Weapons of Mass Destruction Events

- Chemical Attack: Toxic Industrial Chemicals
- Chemical Attack: Chlorine Tank Explosion
- Chemical Attack: Blister Agent
- Chemical Attack: Nerve Agent
- Biological Attack: Aerosolized Anthrax
- Biological Attack: Plague
- Biological Attack: Food Contamination
- Radiological Attack: Radiological Dispersal Device
- Nuclear Detonation: 10 Kiloton Improvised Nuclear Device
- Explosives Attack: Bombing using an improvised explosive device

Technical or Human-Caused Disasters

- Fires
- Airliner jet crash
- Small plane crash
- Cruise ship crash
- Multiple homicide / shooting
- Building collapse
- Watershed/drinking contamination
• Shooting at schools or other public place
• Bus crash
• Cyber attack

The size of the disaster will help guide expected resource needs, but it is not necessarily determined by the number of fatalities. When establishing how to classify the disaster from a mass fatality standpoint, the standard is to estimate the number of fatalities as well as multiple other factors, including:

• Magnitude: Overall size
• Type: Earthquake, bombing, pandemic, etc.
• Population (open vs. closed)
• Condition of Remains: Burned, severely traumatized
• Rate of Recovery: Speed at which remains can be brought to the morgue from the scene
• Infrastructure Status: Availability of transportation as well as power and water at morgue site
• Contamination: Special precautions necessary
• Location of Incident: Hill, water, remote terrain, etc.

3.2 Planning Assumptions

The response operations discussed throughout this document were created against the background of certain assumptions and expectations related to disaster response.

Overall Key Assumptions:

• The Lane County Medical Examiner’s Office has legal authority over all deaths in Lane County.
• Due to distance, type and severity of the incident the Medical Examiner may not be available for hours to days.
• A mass fatality incident may require WLEOG to transition immediately to management fatality operations for an extended period of time.
• Failure to conduct an effective mass fatality investigation or to adequately provide for the family and friends of the deceased will erode the public’s faith and trust in the response and recovery efforts.
• Responding to a mass fatality incident can be overwhelming, leading to traumatic stress. Support for responders is essential to monitoring and minimizing the impact.
• The mass fatality investigation may continue for months or even years, depending on the scope of impact and identification process.

Key Assumptions underlying Death Investigation include:

• There will be multiple responders at the incident site.
• Law enforcement personnel will be needed to augment personnel responsible for processing the scene. This might include mapping, photography, search, labeling, packaging and other tasks.
• The incident site will be treated like a crime scene until it has been formally determined that it is not one.
• Incident Site operations will be performed according to professional protocols to ensure accurate identification of human remains and, under certain circumstances (i.e., commercial airline accident and criminal or terrorist act), to preserve the scene and collect evidence.
• First responding staff assigned to an incident site will operate under the ICS and fit within the established command structure on the scene.
• A mass fatality scene that is contaminated or extremely hazardous may prohibit first responders from evaluating in a timely manner and may require additional state or federal assistance and special chemical, biological, radiological detection equipment and personnel with personal protective equipment.
• Select federal agencies will be involved at the incident site under certain circumstances, e.g., a commercial airline accident or terrorist act.
• An accurate and reliable numbering system for all human remains is crucial to an effective response mission and will be implemented by first responders at the onset of the incident.
• Contaminated deceased victims may require decontamination on-scene prior to admitting to a temporary morgue. Local assistance or Mutual Aid from the fire department, Hazmat unit, DMORT, military, or other non-medical examiner disciplines may be needed.
• The collection, inventory, and return of personal effects to the decedent’s family is important, especially in transportation incidents that involve mass fatalities.
• Depending on the natural or manmade disaster that produces the mass fatalities, the infrastructure may be severely impacted causing significant delays and progress in recovering and managing the dead.
• Access to the scene and other fatality management operations will be controlled by law enforcement. A credentialing system to monitor access will be employed.
• The bio-waste and other bodily fluids from human remains during phases of recovery may become hazardous, requiring collaboration with the County Public Health Officer.

Key assumptions underlying Morgue and Disposition Operations include:

• The expectations of family members, the general public, politicians and the media concerning identification of victims and morgue services are high.
• In a mass fatality, decedents may not immediately be identifiable. As such it may take an extended period of time to identify them.
• Early on in the response a decision will need to be made regarding the disposition of remains that cannot be identified scientifically.
• Morgue services are performed according to legal standards and following fatality protocols to ensure accurate identification of human remains and, under certain circumstances (i.e., commercial airline accident and criminal or terrorist act), to preserve the scene and collect evidence. Waiving professional protocols will be a last resort that would only be used in extreme situations.
• Morgue operations will operate under ICS within the Emergency Services Branch structure.
• Additional personnel may be needed and obtained by mutual aid agreement or from a pool of prescreened volunteers as dictated by the Preparedness section of Public Health.
• Requests for resources, including refrigerated vehicles, are directed through the EOC or Lane County Public Health depending on the incident.
• Refrigerated vehicles for the transportation and/or temporary storage of human remains may be in short supply.
• Additional local, regional, State and federal resources may be required to effectively perform morgue services.
• In the event of pandemic influenza or similarly contagious disease, some resources will be unavailable and some services will need to be delivered via alternative means to reduce the spread of the disease.

Key assumptions underlying Public Communications include:

• There will be intense public and media interest in any mass fatality or potential mass fatality incident.
• 9-1-1 will be inundated with calls from the media, interfering with the ability of those who need to contact the EOC to do so.
• In a potential mass fatality incident, such as a bus accident, where the number of fatalities is unknown, there will be an immediate need for a call center, regardless of the eventual designation.
• When this Annex is activated the Operations section will begin the process of standing up the call center as soon as possible, with content provided by EOC staff.
• A transparent and open process that respects the privacy of those involved is essential if trust is to be established between the authorities and the families of the deceased.

4. Concept of Operations

The primary elements of a disaster response are to save lives, protect property, and preserve the integrity of the disaster scene. Local emergency responders - law enforcement, fire services personnel, and emergency medical technicians (EMTs) - are usually the first on the scene. Attention to people with injuries is the highest priority. Preservation of the incident scene is the responsibility of the local law enforcement agency.

4.1 Mass Fatality Incident Thresholds

The Incident Commander will determine if the event warrants activation of the EOC. Final determination to activate the plan resides with the County Medical Examiner and Lane County Public Health Officer or their respective designees. The following is a list of thresholds consistent with a mass fatality incident based on the current West Lane resource levels:

• Any event that yields 7 or more fatalities.
• Any situation in which there are more human remains to be recovered and examined than can be handled routinely by first responding resources.
• Any situation in which there are human remains contaminated by chemical, biological, radiological, nuclear or explosive agents or materials.
• Any incident or other special circumstance requiring a multi-agency response to support mass fatality operations.
• Any incident involving a protracted or complex human remains recovery operation.

The plan can be activated modularly; activation of one component does not necessitate activation of the whole. Additionally, while the above criteria generally apply, components of the plan, including public information, as well as components of the Family Assistance Center plan, may be needed for as few as five fatalities, depending on the circumstances of the incident.

4.2 Mass Fatality Disaster Levels

The disaster level will affect resource needs, including number of staff to fulfill all roles. There is currently only one Medical Examiner in Lane County it is likely that even a small disaster would overwhelm the County resources. WLEOG member agencies understand the extent of resource support that may be needed in an overwhelming mass fatality event. The following list include the disaster levels of a mass fatality event:

**SMALL**: Less than 20 fatalities with intact remains

**MEDIUM**: 20-100 fatalities with intact remains or fewer fatalities and fragmented or highly dispersed.

**LARGE**: 101-500 fatalities with intact remains or fewer fatalities that are highly fragmented and/or highly dispersed.

**CATASTROPHIC**: More than 500 fatalities

4.3 Notification

Disaster notification to the Medical Examiner will normally come through routine law enforcement, emergency operations center channels, or news media broadcasts in advance of a request to respond to transport human remains. In rare cases, it is possible that the Medical Examiner would be the first to recognize a cause of death indicating a potential catastrophic event such as the Cascadia Incident.

Medical Examiner notification to the WLEOG Emergency Operations Center is the first step in obtaining supplemental resources. If not already activated by another method of notification, this action results in contact through the State ECC.

During an activation of the WLEOG EOC, the primary and support agencies of Emergency Support Function #8 respond directly to the Emergency Services Branch Chief who reports to the Operations Section Chief
WLEOG Emergency Operations Center activation of Emergency Support Function #8 may result in immediate activation of a mass fatality support organization such as Disaster Mortuary Operational Resource Team (DMORT) that can initiate contact to offer assistance to the Medical Examiner in assessing the scope of the disaster and identifying assets required to process remains.

The Regional Office of the United States Public Health Service, known as Federal Regional Emergency Support Function #8, will be notified of the event status and briefed on any anticipated need for federal assistance. If federal assistance is anticipated, the Regional Emergency Support Function #8 representative will maintain coordination with the State Emergency Support Function #8 desk and serve as liaison with the Federal Emergency Management Agency (FEMA) lead representative present at the State ECC.

4.4 Direction and Control

Once first responders have identified the scene as a mass casualty incident is made of an event with a potential for significant loss of life, a Medical Examiner should attempt to assess the scope of the event and anticipate levels of additional resources that might be needed.

- The WLEOG Emergency Operations Center (EOC) will be activated to establish a command post and base for operations thus creating a direct link between county and state governments.
- Clear channels of communications will be established from the WLEOG EOC to the county EOC to the State Emergency Coordination Center (ECC) in Salem. The ESF #8 EOC Liaison will operate from the WLEOG EOC and be the conduit for the flow of information to the County EOC ESF #8 Coordinator.
- If the Incident Commander determines that deaths have occurred, they will contact the county’s Medical Examiners Office (MEO) immediately. The county MEO will contact the WLEOG EOC if it is determined that local resources are inadequate for the response. The state MEO will provide resources as available. If the State MEO cannot provide all the needed resources, it will contact the State ECC and request additional resources from outside the state.
- The mass fatality operations will be managed using the Incident Command Structure (ICS), under Emergency Services Branch under Operations. The WLEOG Emergency Services Branch Director and the county MEO will establish staging areas and transportation routes for mass fatality responders to reduce congestion and lessen confusion around the disaster scene.
- Separate staging areas for morgue personnel/resources and search and recovery personnel may be necessary and should be determined by the Emergency Services Branch Director and responding MEOs. The staging area should be within easy access, but should not interfere with incident operations.
- Establishing morgue facilities away from the disaster site is necessary to facilitate the removal of remains.

4.5 Operational Units
There are three main operational units within the ICS Mass Fatalities Branch. All three need to be set up and coordinated at the same time:

- Search and Recovery Unit is at the scene for the body and personal effects recovery
- Morgue Operations performs body identification and processing
- Family Assistance Center is set up to collect ante-mortem information and deceased or victim family care.

### 4.6 Advanced Preparation

If possible, the following items should be kept in stock or be accessible within a 12 hour period. Local responders can aid in accessing and stocking these items including:

- Communications systems: Telephone, hard line and cellular
- Body bags
- Refrigerated trucks: Contracts established in advance for trucks at the scene and morgue
- Transportation: Transportation for personnel and bodies
- Security: Security for scene, examination center, and Family Assistance Center (FAC)
- Identification: I.D. badges for all personnel
- Personal protective equipment (PPE) for chemical, radioactive, and biological hazards

### 4.7 Worker Safety and Mental Health

Ensure that provisions are in place for the health and well being of on-scene, morgue, and workers. Involved personnel should take part in a Critical Incident Stress Debriefing (CISD) early.

### 4.8 Pandemic Influenza Considerations:

Although many deaths will occur in hospitals or possibly alternate care sites, it is likely that human remains will also be in homes and they will need to be retrieved over the course of several weeks and taken to morgues for disposition. Because of the lack of staff of the MEO (both state and counties), it is likely that the County ME will deputize private morticians as deputy MEs so they may provide limited death investigation.

It is not known whether the bodies resulting from pandemic influenza deaths will continue to harbor infectious virus, but some experts suggest that mass fatality plans should be made assuming that continued disease transmission will occur for some time after death. Thus, the following issues need to be part of pandemic flu mass fatality planning:

- The MEO morgue does not accept bodies that are contaminated, including with a biological hazard. Thus, this facility may not be available.
- Anyone in Search and Rescue Team or Morgue Operations will need appropriate PPE.
- The Lane County Public Health Director may order that remains be buried or cremated within a specified period (ORS 433.449).
• Under extraordinary circumstances, it may be necessary to bury or cremate remains faster than cultural, religious, or family considerations can be honored in order to prevent the spread of disease. This could include temporary internment in mass graves. In this case, the Lane County ME will advise the State Medical Examiner who, will make a recommendation to the Governor. The Governor may take actions necessary to comply with the recommendations under ORS 401.065, ORS 401.115, or ORS 433.441.

• It should be noted that that the above guidelines will also apply to mass chemical or radiological releases causing mass fatalities.

4.9 Morgue Operations

Morgue Operations are under the Mass Fatalities Branch Chief. The MEO morgue in Lane County is located at 125 E 8th Ave #400, Eugene, OR 97401. A mass fatality will likely necessitate temporary morgues. A number of sites could be used for Morgue Operations including:

• Coos Bay National Guard Amory, 255 Norman Avenue, Coos Bay, Oregon
• Newport National Guard Amory, 541 SW Coast Hwy, Newport, Oregon
• State MEO (practical)
• Lane County Morgue
• Airplane hangers
• Public Works yard

4.10 Family Assistance Center

The FAC is established primarily for the comfort and information gathering point for families and relatives of potential victims. It will be recognized as a central location where families can come to find the status of individuals thought to be victims and circumstances surrounding the event. It is extremely important that the site selected be functional for the incident and that lodging for families are within easy commuting distance. Location should not be close to the actual scene and must not be co-located with the morgue.

National Transportation Safety Board (NTSB) has responsibility for establishing the FAC for major transportation incidents. In the case of influenza pandemic, the FAC will be managed virtually, using websites and telephone hotlines. It will be important to keep public gatherings at a minimum to prevent the spread of disease.

4.11 Cultural and Religious Issues

While there are numerous religious and cultural rituals for handling the dead, mass fatalities present difficulties in acknowledging and complying with these rituals. Although responders to these incidents would like to perform all the correct rituals, in reality it is likely impossible to do so. It is unlikely that the search and recovery and morgue operations staff will be able to easily discern the religion or culture of the victims, and thus not necessarily handle the victims in accordance with appropriate ritual. Instead, all mass fatality operations should make a serious effort at maintaining the personal identity of the victims.
and consider the concerns of their families. Handling the victims with respect, maintaining their identities, and showing compassion for the religious concerns of the families will deflect many concerns. Releasing the remains as quickly as possible to the families will also allow them to perform their rituals soon after death, which is important in most cultures and religions. In some cases, such as the Cascadia event it may take days to years before the remains will be located, removed, identified, and given released to the family member. If a temporary burial in mass graves is necessary, do not embalm the bodies. Track the bodies using Global Positioning System (GPS).

4.12 Records Management

Segregation of disaster records from the normal office records is recommended.

All ante and post mortem information and records should be handled as evidence. The chain of custody of records must be maintained via sign-out and sign-in logs. Records management personnel must be able to account for all received information/records, whether they are in the direct possession of the records management section or checked out to an authorized individual.

Four major file categories should be maintained:

Unidentified Remains case files in morgue case number order and containing:

- Processing paperwork
- Printouts of digital photos.
- CD or other storage media copy of all photos taken.
- Printouts of digital dental X-rays.
- CD or other storage media copy of all digital dental x-rays taken.
- Printouts of digital body x-rays.
- CD or other storage media copy of all digital body x-rays taken.
- Personal effects inventory.

Missing Person Reports (VIP) case files in Last Name alphabetical order and containing:

- Printed VIP interview form along with original hand completed forms.
- Other police missing person reports submitted.
- Medical ante mortem records or body x-rays submitted.
- Fingerprint records.
- Dental ante mortem records including x-rays, and
- Notes of contacts for information gathering.

Identified Remains—Medical Examiner determines which master number to use and merges into one file all related materials:

- VIP ante mortem reporting forms,
- Ante mortem medical records,
• Morgue case number folders (multiple if DNA associates parts),
• Dental records (ante and post mortem),
• Morgue Photographs,
• DNA submission documents,
• Body X-Ray identification (ante and post mortem),
• Fingerprints and comparisons made, and
• Remains release and funeral home documentation.

Court Issued Presumptive Death Certificates and related documents (if applicable):

• Copy of presumptive death certificate issued, and
• Record of transmittal of death certificate to Vital stats
• Affidavits and supporting documents.
• Court Orders
• May require funeral director involvement.
• May require family authorization for funeral home to handle.
• Vital Stats coordination required.

If subsequently identified, an amended death certificate may be issued and all this material is moved to the Identified Remains file.

Records Management (Accounting and Finance)

• Expenses incurred by a Medical Examiner in response to a disaster may be reimbursable depending on the nature of the disaster and whether a disaster declaration was issued at the State or Federal level.
• Expenses may include both personnel overtime and purchases of equipment and supplies when requested through and approved by the Emergency Operations Center process.

Expenses incurred outside of the Emergency Operations Center process may not be reimbursable. Extensive documentation of labor time and purchases will be needed to seek reimbursement including:

• Daily attendance rosters and time worked logs.
• Mission number assignment from Emergency Operations Center or designee.
• Purchasing and tracking of materials.

5. Roles and Responsibilities

This section outlines the roles and responsibilities of the federal, state, and local agencies involved in the preparation for and response to an incident.

5.1 Florence Police Department
If the Florence Police Department responds to a mass fatality criminal investigation they will use standard operating procedures.

Security resources will require at the incident scene, holding areas, temporary morgue facilities, EOC headquarters and the FAC. The EOC and Public Health personnel will rely on law enforcement to make necessary arrangements for security, including closing streets, airspace and providing officers or contract officers to various locations.

If morgue operations take place at temporary facilities, additional security may be needed. If a temporary morgue is set up at Peace Harbor additional security resources may be called upon to provide back up if necessary. If the incident is large enough to stretch beyond initial capabilities, the EOC will work through the county EOC to coordinate further security resources.

### Other locations

Law enforcement will provide security at the incident scene and morgue operations locations. If private security is needed, the EOC will request local law enforcement agency assistance via mutual aid to develop a security plan and select a private contractor.

Security Objectives

- Establish and maintain a secure perimeter
- Staff controlled access points
- Provide standby security for bag, body and vehicle searches as needed
- Operate a badge system for access to secure areas
- As needed, provide onsite response capability
- Preserve evidence
- Protect response personnel and volunteers
- Protect the public from potential physical dangers
- Protect the deceased
- Investigate harassment or attempts to defraud victims’ families or loved ones
- Escort vehicles transporting human remains or evidence

### 5.2 Siuslaw Valley Fire and Rescue District

Manage the removal and/or extrication of the deceased.

### 5.3 Western Lane Ambulance District

The Western Lane Ambulance District (WLAD) may support transport of the deceased to the morgue and/or temporary storage facility.

### 5.4 Peace Harbor Medical Center
Hospitals should plan for the appropriate bagging and storage of the dead, and consider the evidentiary needs (bodies stored with some space/distance between bodies, appropriate identification/labeling of the body). If the body is contaminated, special bagging, handling and labeling procedures must be ensured. The hospital plan for management of mass fatalities must also include a procedure for providing information about viewing the dead by family members. Careful identification and tracking of the dead must be documented by the hospital and provided to authorities when requested.

5.5 Private Agencies

Depending on the size of the incident funeral homes may be the best location to store the deceased. Because of the lack of staff of the MEO (both state and counties), it is likely that the County ME will deputize private morticians as deputy MEs so they may provide limited death investigation.

Burn’s Riverside Chapel
2765 Kingwood St
Florence, Oregon
(541) 997-3416

The National Foundation for Mortuary Care has a mobile morgue at Sky Harbor Airport, Phoenix, Arizona and may be called up in part or total through the State ECC with recommendation or request from the Morgue Operations Manager.

5.6 Lane County Coroner’s Office

The County Coroner’s Office is the lead agency for the collection, storage, and disposition of all human remains and their personal effects. The Coroner has sole authority over the dead and their disposal within the county boundaries. No one will remove bodies or divulge any information concerning the dead without the Coroner’s permission. Only the Coroner may release the names of the dead. The Coroner will not release home addresses unless approved by the family. The Coroner will report to the EOC immediately after a destructive earthquake or upon request in any disaster to:

- Locate, identify, record, transport, and dispose of all human remains, notify next of kin, and administer funds for indigent burials.
- Determine the number of fatalities and their location.
- Maintain a log with the following information:
  - Identified dead
  - Unidentified dead
  - Location of the dead
  - Missing persons
  - Names, sex, age, city and state. No addresses will be on the public log.
- Assign temporary deputy coroners (morticians) to recover the dead. The Coroner and his two deputies can process about ten (10) bodies without assistance.
• The Coroner maintains a list of retired morticians in Lane County that are still in good standing and have valid mortician's license. Peace Harbor Medical Center, if available, will become the temporary morgue.
• The Coroner has verbal agreement with various businesses in the county to utilize their facilities as temporary morgues in an emergency.
• Various departments and agencies have vehicles that can be utilized for transportation of remains as needed. The coroner maintains a list of such agencies.
• The Coroner will brief the EOC staff periodically to inform them of the current situation.

Lane County Medical Examiner’s Office Location: 125 E 8th Ave #400. Eugene, OR 97401 and can be contacted at (541) 682-4261.

5.7 State

The Oregon MEO is a Division of the Oregon State Police Intergovernmental Service Bureau and serves under the direction of the Superintendent. It operates under the guidance of ORS 146 and is headed by the Bureau Commander.

The MEO is responsible for the overall operations and coordination of mass fatality events that are too large for a county ME. It acts as the liaison between county jurisdictions requesting assistance and any other state or federal agency in regards to deceased remains. The MEO may serve as a resource to local county government at their request.

In preparation for a mass fatality incident, the MEO will update its resource list semiannually. It will also identify community-based collection points and morgues that meet temperature requirements.

Fire Marshal’s Office:

Regional Hazmat Teams will provide assistance with decontamination critical to health and safety of personnel responding to the incident as well as that of the victims of the incident. These teams operate under the guidance of the State Fire Marshal’s Office.

Hazmat is responsible for:

• Coordinating decontamination operations and supervising decontamination of personnel on site.
• Contacting the IC and, together with the Safety Officer, Logistics Officer, and technical advisors, determining:
• Any hazardous products present and how to handle.
• Coordinating with the Oregon Poison Control Center (800-452-7165), if secondary contamination is a problem and, if decontamination is necessary, the decontamination procedures are recommended by Poison Control.
• Appropriate level of PPE for entry and decontamination
• Location of zones and established decontamination corridor.
**CISD – Department of Human Services, Addiction, and Mental Health Division**

It is necessary in any incident that trained counseling and mental health personnel are available and/or actively participating in the incident on behalf of volunteers and staff.

Stress management and relief should be addressed prior to, during, and after involvement by participants in the incident. Monitoring of volunteers and staff by trained mental health and counseling personnel should take place for the purposes of identifying and correcting harmful stress reactions.

**5.8 Federal**

Federal support to state and local governments is coordinated by ESF #8 for Health and Medical Services. It can be activated upon request from OEM. Federal ESF #8, when activated, will operate from the state ECC, and coordinate resource requests with the state ESF #8 AOC. In most cases, activation of any of the federal ESFs maybe subject to a state disaster declaration issued by the Governor.

The DMORT(s) are Federal resource directed by the National Disaster Medical System (NDMS) to provide victim identification and mortuary services. Teams are composed of funeral directors, MEs, coroners, pathologists, forensic anthropologists, medical records technicians and transcribers, fingerprint specialists, forensic odontologists, dental assistants, x-ray technicians, mental health specialists, computer professionals, administrative support staff, and security and investigative personnel. DMORTs are deployed to mass fatality scenes to assist in victim identification, cause of death determinations, and disposition of remains. If activated, personnel and equipment can be on site within 8 to 12 hours. (1-800-USA-NDMS or 1-800-872-6367)

While a DMORT brings its own specialized equipment, the requesting jurisdiction must provide the following:

- Convenient access to scene
- Adequate capacity for storage and workers
- Completely secure scene for recovery, morgue operations, and FAC
- Easy access for vehicles
- Ventilation of all work areas
- Hot/cold water in all work areas
- Drainage of all work areas
- Non-porous floors for morgue operations and storage areas
- Sufficient electrical capacity of all work areas
- Refrigerated storage units, including trucks
- Forklift(s)
- Fuel - diesel, propane etc.
- Communication lines and equipment Office space
DMORT may also deploy an evaluation team to the location first to evaluate personnel and equipment that may be necessary.

The US military also has resources for search and recovery and morgue operations. A request for military resources would normally go through OEM to Federal Emergency Management Agency.

The NTSB provides FACs for major transportation disasters.

Depending on the nature of the disaster, other federal teams may be called upon to assist in crime scene protection and investigation.

6. **Annex Development**

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

7. **Mass Fatality Checklist**

- All workers will abide by the universal precautions. (Bio Hazard and PPE)
- None of the remains shall be moved or touched by workers until direction and approval have been given by the medical examiner or the appropriate persons.
- Operations will be coordinated by the medical examiner and, where designated, the mortuary response team’s coordinator.
- A survey and assessment of the situation will be made by the medical examiner. They will note the approximate number of dead, condition of the remains, environment condition, terrain type; identify equipment, personnel and supplies needed to implement an effective plan.
- Once workers have reported to the staging area, a briefing will be held, assignments will be divided into sections, with the recovery teams assigned to a particular section.
- Suitable stakes or markings will be placed at the location of each body, and a number will be assigned to each body or collection of body parts as directed by the medical examiner or his/her designated appointee.
- Remains, or remain parts, will be tagged and records kept as to the location and/or surroundings in which the remains were found.
- Unattached personal effects found on or near the body will be placed in a container, tagged with corresponding numbers and data reflecting the location and/or surroundings, and secured.
- When practical, remains and/or remaining parts will be containerized, most probably in a body pouch, and tagged with a corresponding number on each pouch.
☐ Valuables, such as wallets or jewelry that are attached to the body shall not be removed. Such valuables found on or near the body that have potential identification value should be placed in a container and charted as to the exact location where they were recovered.

☐ Remains may then be removed, as authorized, from their initial discovery site to a staging area for transporting to a morgue or temporary morgue site. This initial movement may require litters, stretchers, or other specialized removal equipment.

☐ The mortuary response team shall provide or acquire the key services requested by the medical examiner and shall call upon a support group of related service personnel.
Appendix A: Storage of Human Remains Checklist

All delays between the death and autopsy hinder the medicolegal processes. All storage options should weigh the storage requirements against the time it takes to collect information that is necessary for identification, determination of the cause and circumstances of death, and next of kin notification.4

**WHY REFRIGERATION IS RECOMMENDED**

- Most hospital morgues’ refrigeration capacity will be exceeded during a disaster, especially if there are many unidentified bodies or remains recovered in the first hours of the event.
- Refrigeration between 38° and 42° Fahrenheit is the best option.
- Large refrigerated transport containers used by commercial shipping companies can be used to store up to 30 bodies. (Laying flat on the floor with walkway between).
  - Enough containers are seldom available at the disaster site.
  - Consider lightweight temporary racking systems. These can increase each container or room’s capacity by 3 times.
- Refrigeration does not halt decomposition, it only delays it.
  - Will preserve a body for 1-3 months.
  - Humidity also plays a role in decomposition. Refrigeration units should be maintained at low humidity.
  - Mold can become a problem on refrigerated bodies making visual identification impossible and interfering with medicolegal processes.

**WHY DRY ICE IS AN OKAY RECOMMENDATION**

Dry ice (carbon dioxide (CO₂) frozen at –78.5° Celsius) may be suitable for short-term storage.

- Use by building a low wall of dry ice around groups of about 20 remains and then covering with a plastic sheet.
- About 22 lbs. of dry ice per remains, per day is needed, depending on the outside temperature.
- Dry ice should not be placed on top of remains, even when wrapped, because it damages the body.
- Expensive, difficult to obtain during an emergency.
- Dry ice requires handling with gloves to avoid “cold burns.”
- When dry ice melts it produces carbon dioxide gas, which is toxic. The area needs good ventilation.

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4 Source: Los Angeles Mass Fatalities Incident Plan, 2008
### WHY STACKING IS NOT RECOMMENDED
- Demonstrates a lack of respect for individuals.
- The placement of one body on top of another in cold or freezing temperatures can distort the faces of the victims, a condition which is difficult to reverse and impedes visual identification.
- Decedents are difficult to manage if stacked. Individual tags are difficult to read and decedents on the bottom cannot be easily removed.

### WHY FREEZING IS NOT RECOMMENDED
- Freezing causes tissues to dehydrate which changes their color; this can have a negative impact on the interpretation of injuries, as well as on attempts at visual recognition by family members.
- Rapid freezing of bodies can cause post-mortem injury, including cranial fracture.
- Handling bodies when they are frozen can also cause fracture, which will negatively influence the investigation and make the medicolegal interpretation of the examination results difficult.
- The process of freezing and thawing will accelerate decomposition of the remains.

### WHY ICE RINKS ARE NOT RECOMMENDED
- Ice rinks are frequently brought up as possible storage sites. As previously mentioned, freezing has several undesirable consequences.
- A body laid on ice is only partially frozen. It eventually will stick to the ice making movement of the decedent difficult.
- Management and movement of decedents on solid ground is challenging in good circumstances. Workers having to negotiate ice walkways would pose an unacceptable safety risk.

### WHY PACKING IN ICE IS NOT RECOMMENDED
- Difficult to manage due to ice weight and transport issues.
- Large amounts are necessary to preserve a body even for a short time.
- Difficult to resource or obtain during an emergency.
- Ice is often a priority for emergency medical units.
- Results in large areas of run off water.
PACKING WITH CHEMICALS

- Some substances may be used to pack a decedent for a short period. These chemicals have strong odors and can be irritating to workers.
- Powdered formaldehyde and powdered calcium hydroxide may be useful for preserving fragmented remains. After these substances are applied, the body or fragments are wrapped in several nylon or plastic bags and sealed completely.

EMBALMING

- The most common method.
- Not possible when the integrity of a corpse is compromised, i.e., it is decomposed or in fragments.
- Embalming requires a licensed professional with knowledge of anatomy and chemistry.
- Expensive, considerable time involved for each case.
- Used to preserve a body for more than 72 hours after death; transitory preservation is meant to maintain the body in an acceptable state for 24 to 72 hours after death.
- Embalming is required for the repatriation or transfer of a corpse out of a country.

TEMPORARY INTERNMENT - Not a mass grave

- Temporary burial provides a good option for immediate storage where no other method is available, or where longer-term temporary storage is needed.
- While not a true form of preservation this is an option that might be considered when there will be a great delay in final disposition.
- Temperature underground is lower than at the surface, thereby providing natural refrigeration.
- Temporary burial sites should be constructed in the following way to help ensure future location and recover of bodies.
- Trench burial for larger numbers.
- Burial should be 5 feet deep and at least 600 feet from drinking water sources.
- Leave 1 foot between bodies.
- Lay bodies in one layer only. Do not stack.
- Clearly mark each body and mark their positions at ground level.
- Each body must be labeled with a metal or plastic identification tag.
All storage options should weigh the storage requirements against the time it takes to collect information that is necessary for identification, determination of the cause and circumstances of death, next of kin notification, and length of time the decedent will need to be stored until release to the Coroner, Morgue, or private mortuary.\textsuperscript{5}

**PROTECTING THE DECEDEDENT**

- Decedents and their personal effects must be secured and safeguarded at all times until the arrival of the coroner’s or mortuary’s authorized representative, or law enforcement (if evidentiary).
- Placed in a human remains pouch or wrap in plastic and a sheet.
- If personal effects have been removed from the body, ensure the items have been catalogued (such as on the Decedent Information and Tracking Card on page 18) and are secure.
- Be sure the decedent is tagged with identification information.

**REFRIGERATION IS THE RECOMMENDED METHOD OF STORAGE**

- Refrigeration between 38° and 42° Fahrenheit is the best option.
- Refrigeration units should be maintained at low humidity.
- Existing hospital morgue: most hospital morgues’ refrigeration capacity will be exceeded during a disaster, especially if there are many unidentified bodies or remains recovered.
- Surge Morgues
  - Rooms, tents or large refrigerated transport containers used by commercial shipping companies that have the temperature controlled may also serve as surge morgues
  - May be cooled via the HVAC system, portable air conditioners, or the correct application of dry ice (see Fact Sheet: Human Remains Storage Myths and Truths: Why Dry Ice Is An Okay Recommendation on page 29)
  - Containers may be used to store up to 30 bodies by laying remains flat on the floor with walkway between

**BEDS, COTS, OR RACKING SYSTEMS – NOT STACKING**

- See Fact Sheet: Human Remains Storage Myths and Truths: Why Stacking is Not Recommended on page 30
- The floor can be used for storing remains, however it may be safer and easier to identify and move remains on beds, cots or racking systems
- Consider lightweight temporary racking systems. These can increase each room or container’s capacity by 3 times, as well as create a specific storage location for tracking. These may be specifically designed racks for decedents, or converted storage racks (such as large foodservice shelving, 72" wide by 24” deep; ensure that these are secured and can handle the weight load).

\textsuperscript{5} Source: Los Angeles Mass Fatalities Incident Plan, 2008
Appendix B: Surge Morgue Equipment and Supplies

Equipment and supplies for the surge morgue areas may include the following. Be sure to identify where items are stored and how to access the storage area.

<table>
<thead>
<tr>
<th>Consideration</th>
<th>Your Facility Notes / How to Access Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff Protection</strong></td>
<td></td>
</tr>
<tr>
<td>□ Personal protective equipment (minimum standard precautions)</td>
<td>• Storage area:</td>
</tr>
<tr>
<td>□ Worker safety and comfort supplies</td>
<td>• How to access:</td>
</tr>
<tr>
<td>□ Communication (radio, phone)</td>
<td>• Notes:</td>
</tr>
<tr>
<td><strong>Decedent Identification</strong></td>
<td></td>
</tr>
<tr>
<td>□ Identification wristbands or other identification</td>
<td>• Storage area:</td>
</tr>
<tr>
<td>□ Method to identify each decedent (pouch label, tag or rack location)</td>
<td>• How to access:</td>
</tr>
<tr>
<td>□ Cameras (may use dedicated digital, disposable, or instant photo cameras)</td>
<td>• Notes:</td>
</tr>
<tr>
<td>□ Fingerprints</td>
<td></td>
</tr>
<tr>
<td>□ X-rays or dental records</td>
<td></td>
</tr>
<tr>
<td>□ Personal belongings bags / evidence bags</td>
<td></td>
</tr>
<tr>
<td><strong>Decedent Protection</strong></td>
<td></td>
</tr>
<tr>
<td>□ Human remains pouches</td>
<td>• Storage area:</td>
</tr>
<tr>
<td>□ Plastic sheeting</td>
<td>• How to access:</td>
</tr>
<tr>
<td>□ Sheets</td>
<td>• Notes:</td>
</tr>
<tr>
<td><strong>Decedent Storage</strong></td>
<td></td>
</tr>
<tr>
<td>□ Refrigerated tents or identified overflow morgue area</td>
<td>• Storage area:</td>
</tr>
<tr>
<td>□ Storage racks</td>
<td>• How to access:</td>
</tr>
<tr>
<td>□ Portable air conditioning units</td>
<td>• Notes:</td>
</tr>
<tr>
<td>□ Generators for lights or air conditioning</td>
<td></td>
</tr>
<tr>
<td>□ Ropes, caution tape, other barricade equipment</td>
<td></td>
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</tbody>
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Support Annex (SA) #4: Communication

1. Purpose and Scope

1.1 Purpose

When an emergency occurs in the community, there may be little or no public information initially available about the incident. Once an incident is made public, there is a need for professional and articulate public information from a credible source. This document describes how WLEOG will respond to public information requests and communicating important information to key partners and agencies.

Communication during a disaster will often be difficult, however, because extreme demands will be placed on systems that may be damaged or overloaded.

1.2 Scope

To manage and coordinate communications systems to:

- Direct and coordinate emergency operations.
- Alert and warn government forces and the general public.
- Provide advice and instructions to the general public.

2. Organizational Structure

2.1 Emergency Management Phases

Preparedness Phase:

During the warning phase, the systems used daily by most agencies, particularly public safety agencies, will be used for intra-jurisdictional communications. Also, such agencies will probably operate, at least initially, from their day-to-day offices and headquarters.

Response Phase:

During larger disasters, the Emergency Operations Center will play a greater role in centralizing communications.

3. Facilities and Systems

3.1 EAS Warning

The Emergency Alert System consists of radio and television stations that use specific procedures to provide emergency information to the public. The primary stations for our area is KCST 106.9FM or 1250 AM and is the protected station and therefore the primary contact. The system is activated by designated local, state, and federal officials.
Priority for use is:

- Presidential messages.
- Local area programming.
- State programming.
- National programming and news.

The Incident Commander and/or EOC Manager will activate the EAS by contacting all broadcast stations to initiate a public broadcast message via phone at (541) 997-9136. If phones are down, a message may be hand delivered to the primary EAS station, KCST, at 4480 US Highway 101, Florence. Radio stations and TV stations will copy the message and interrupt regular programming for the broadcast.

**Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES)**

West Lane ARES/RACES primary mission is to restore the ability of local Emergency Managers to speak directly to those in their chain of command, or counterparts, in the local area, the County EOC, adjacent counties, and at the State OEM. We further support operations by making hard-copy digital record communications available via conventional email over amateur radio circuits. The ARES/RACES team employs 13 fully trained and 4 auxiliary operator volunteers.

When requested by the EOC, licensed Amateur Radio Operators use amateur radio frequencies and networks. The system provides communications between the Emergency Operations Center and field units. Communications from the EOC to the State Office of Emergency Services, Mutual Aid. Further information may be found in the ACS/RACES Emergency Communications Plan.

If communications are down, the most logical source of communications will be the local ACS/RACES organization, which is able to provide portable and self-sustained radio communication that can link critical sites such as the EOC, shelters, hospitals and others that may be needed. The EOC has an ACS/RACES station in the EOC as well as mobile units.

The ACS/RACES will be activated by the IC and/or EOC Manager.

**General Mobile Radio Service (GMRS)**

GMRS radios will be used for communicating with the Community Emergency Response Team (CERT) and the neighborhood leads assisting in response. The GMRS radio network is in the EOC. The IC and/or EOC Manager will activate the GMRS unit.

**Telephone:**

Common carrier telephone service is available to support all emergency systems.
4. Alert and Warning

4.1 Community Emergency Notification System (CENS)

The Incident Commander and/or EOC Manager will initiate a CENS message. CENS allows Public Safety Agencies in Lane County to identify an affected area and, if necessary, send a message that describes the situation and recommend protective actions residents should take. The CENS system will automatically call out to all landline and Alert Me registered telephone numbers within that geographic area and deliver the recorded message once a voice is heard.

4.2 Public Information

The EOC will be responsible for all emergency public education and information. Once appointed, the Public Information Officer (PIO) will be responsible for public coordination and dissemination during the emergency and will clear all press releases through the Incident Commander. All approved press releases will be logged and a copy saved for the disaster records.

During the event, the PIO, in conjunction with the IC, will continue to provide pertinent information over radio and TV. The public will be reminded to remain calm, stay tuned for more information, and to follow the instructions of emergency management personnel. Such instruction may include guidelines for returning to homes, shelter accommodations, sanitation, and where and how to report damages.

The normal alert and warning systems may be down or limited following a major disaster. It may be necessary to augment these systems with mobile public address systems, door-to-door contact, and posting notices on bulletin boards in designated public gathering places such as shelters.

The PIO may also participate in a Joint Information Center (JIC), staffed by PIOs from various jurisdictions, to address the media with a single, coordinated voice.

4.3 Receiving Information from the Public

Providing adequate communications means to receive information from the public, such as damage reports, sanitation problems, health issues, offers for donated goods, and other public safety-related problems, is the responsibility of the Communications Unit Leader and the PIO. This will probably be done by staffing public information lines and releasing the telephone number through the local media. The PIO must also ensure the information received is communicated to the appropriate EOC section to deal with it.

For additional information see ESF 14 Annex in the Basic Plan.

4.4 Communication System

Communications vulnerabilities abound in West Lane County, and include severe weather with high winds and flooding, landslides, extended power outages, and, of course, potentially severe earthquakes. The public switched telephone network (PSTN) and cell service have failed both independently, and
secondarily as a result of the aforementioned natural occurrences. An ever-increasing reliance on high-speed Internet service for both written business communications and telephony, coupled with the extreme vulnerability of shallow-buried and aerial fiber-optic lines is a developing threat. There are several types of potential concerns with the current communication system these are:

**Weak links**

Telecommunications systems are composed of many subsystems, each interconnected and interdependent. A radio network, for example, may use a combination of telephone lines, microwave circuits, satellite interfaces, underground and overhead cables, and secondary radio paths.

The failure of any one link in this electronic “chain” can effectively disable a large portion of the system. The Communications Center has several alternate methods of communications to decrease the possibility of a breakdown in the chain of communications.

**Overloading**

Communications systems may be overloaded or even rendered inoperable in an emergency. Telephone communications may be overloaded by calls within or into affected areas. The situation may be further complicated by physical damage to equipment, loss, of electrical power and subsequent failure of some auxiliary sources.

**Loss of Power**

Loss of emergency power has been the primary cause of communications failure in past disasters. Poor installations and poor generator maintenance contribute to a high failure rate. Scarcity of diesel and gasoline, which are primary fuels for backup generators, may limit the viability of surviving communications sites.

The Emergency Operations Center and Communications has an alternate power supply of one 300 KW generator. Communications also has a UPS System (Uninterrupted Power Supply) to handle short duration interruptions if the generator fails.

4.5 **Communication Resources**

**Emergency Operations Center System**

Communications systems installed at or controlled from the Emergency Operations Center will support field activities. Other available communications systems will provide links to nearby jurisdictions or to higher levels of the Statewide Emergency Organization.

**Operators**

Agencies that use licensed systems regularly will provide communications equipment operators. Communications Officers will provide service and maintenance personnel and operators for extra equipment.
Emergency Alert System

The Emergency Alert System will be used, to the maximum extent possible, for the dissemination of emergency information, advice, and action instructions to the general public. EAS activation will be made by the Public Information Officer or other authorized official, on the authority of the Incident Commander and/or EOC Manager.

Amateur Radio

Auxiliary Communications Service (ACS) personnel will be assigned to back up any of several services in case regular communications paths become inoperative. Special considerations will be given to using ACS/RACES to support disaster medical care and emergency public information operations.

5. Annex Development

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

6. Incident Specific Checklist

Preparedness

- Test all communication equipment regularly.
- Make sure radio batteries will hold a charge.
- Make sure equipment will survive impact of a disaster.
- All equipment securely anchored.
- Emergency power for base stations, repeaters, and portable radio chargers.
- Make sure you have the latest version of the call-up list.
- Locate sources of supplemental emergency communications equipment.
- Set policy regarding who will use what means and channels of communication.
- Arrange with the telephone company to designate essential service lines.
- Make sure staff understands who will use what mutual aid channels.
- Establish emergency communication links with:
  - Hospitals
  - Schools
  - Businesses

Response

- Respond to the Emergency Operations Center, if activated.
- While in the EOC, identify yourself according to EOC Standard Operating Procedures.
- Maintain an Activity Log.
- Obtain briefing from Logistics Section Chief.
Advise on Emergency Operations Center communication capabilities/standby features.
Test primary and alternate communications.
Review and update warning procedures.
Notify Amateur Radio (ACS/RACES) coordinators.
Confirm with Resource Status on emergency fuel supply.
Ensure that communications supplies are on hand.
Work with the Public Information Officer to prepare and issue bulletins as needed for the Emergency Alert System.
Notify private industry and other governmental agencies as needed.
Initiate callout for Communications personnel as needed.
Route all incoming messages to the appropriate Emergency Operations Center staff.
Assign message runners as needed.
Activate public warning system as directed by Logistics Section Chief.
Ensure that outgoing messages are transmitted promptly.
Review and, if necessary, update plans for communicating with emergency field units of other jurisdictions.
If needed, protect equipment from electromagnetic pulse.
Resupply Emergency Operations Center workstation before demobilizing.

Recovery

Re-check equipment
Replace batteries and other supplies as needed.
Identify problems encountered, proposed and implement solutions.
Assemble and check financial records, forward to Logistics Section Chief
Forward all reports to the Logistics Section Chief
Support Annex (SA) #5: Fire and Rescue
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Support Annex (SA) #5: Fire and Rescue

1. Purpose and Scope

1.1 Purpose

The duties of the Fire Districts have evolved to include much more than just putting out fires. Fire personnel are now responsible for such actions as fire suppression, rescue operations, first responder medical care, and hazardous materials response.

Since rescue may include evacuation, debris tunneling, shoring, and stabilization of structures, a variety of other workers such as police officers and engineers may be involved.

Therefore, this annex describes the fire and rescue and functions, not just the tasks of the fire district personnel.

1.2 Scope

- Extinguish and prevent fires.
- Protect the public from hazardous materials incidents.
- Rescue endangered, trapped, disabled, or isolated persons.
- Coordinate with other response functions and agencies regarding medical response, evacuation, public information, law enforcement, heavy rescue, and coroner.
- Alerting, and updating if changes occur, emergency response functions to potential dangers of fire, hazardous materials and radiological products during their operations.

2. Organizational Structure

2.1 Emergency Management Phases

Planning

- During this phase, prepare plans, procedures, and checklists that will guide fire and rescue resources in an emergency. Plans and procedures should provide for coordination and communication with other agencies and individuals that normally operate independently.
- Provide a system for monitoring, reporting, processing and analyzing hazardous materials (including radiological) data. Provide a system for gathering and communicating information that will aid hazardous materials response and recovery efforts.
- Prepare and maintain resource and alert lists.

Warning Phase

- This phase could begin with a warning, such as the forecast of a flood, fire, winds or tsunami.
• During the warning phase, assist law enforcement personnel with alerting, notification and evacuation operations, and help them, as needed, to control access for vacated or threatened areas. Prepare to conduct rescue operations in areas that may be affected.

Response

• Extinguish fires, rescue people, contain or clean up hazardous materials, and help with traffic or access control operations.
• As the emergency continues, provide fire support to shelters and help with detailed damage assessment activities. Make sure all searched areas have been definitely cleared and that all persons are safe and accounted for.
• Use the Fire and Rescue checklists as action guides.

Recovery

• Continue to provide essential fire and rescue services, and help with recovery operations.
• When an area has been contaminated by a hazardous material, measure the degree of contamination and determine when (or if) the area will be safe to re-occupy. Work with Public Health as appropriate.
• Later, when time allows, review your actions and update this EOP as needed.

2.2 Roles and Responsibilities

Fire District Chief

Planning:

• Prepare a deployment plan for local resources.
• Identify hazards and plan mitigation measures.
• Maintain current alert lists with names, telephone numbers, addresses, etc.
• Maintain inventories of fire and rescue resources within the jurisdiction.
• Organize groups and teams of personnel, as appropriate, for response activities; develop procedures for using spontaneous volunteers.
• Coordinate response planning with emergency medical and coroner response plans.
• Establish policies for recalling off-duty personnel.
• Establish pre-event agreements with non-public safety specialty rescue teams within the area.
• Maintain a cooperative understanding with the local law enforcement chief for obtaining rescue resources through the law enforcement/fire mutual aid system.

Training:

• Provide refresher training for district personnel.
• Training and use of non-public safety personnel for administrative staffing and (CERT).
• Help large private organizations to organize and train employee rescue teams and to develop building evacuation and search plans.
• Conduct inter-agency and inter-disciplinary training exercises involving local mutual aid, volunteer, industrial, institutional and, if available, search teams.

Response:

• Coordinate fire and rescue operations.
• Designate and operate staffing areas.
• Maintain communications with field commands, including any established Incident Command System organizations.
• Evaluate status reports and determine priorities for fire and rescue response.
• Deploy available resources.
• Decide whether or not the district needs mutual aid and submit requests to the Operational Area Coordinator.
• Integrate mutual aid and non-fire service resources.
• Coordinate support for field and staging area operations.
• Schedule additional rescue forces to relieve initial crews after the first 24-hour period

Fire and Rescue Branch Director

• Inventory rescue resources within the area including private sector resources.
• Develop fire and rescue resource allocation criteria, with input from fire chiefs of affected areas.
• Locate and list sites suitable for the Mutual Aid Mobilization Center, and developing and executing use of agreements if needed.
• Plan support operations for the Mutual Aid Mobilization Center.
• Mobilize mutual aid resources within the area.
• Staff the Fire and Rescue Branch Director function at the Emergency Operations Center.
• Activate the County fire and rescue mutual aid plan.
• Develop region-wide Fire and Rescue and Search and Rescue Mutual Aid Plans.
• Develop a Staffing Plan for a Regional Multi-Agency Coordination Center.
• Keep a regional inventory of public and private rescue resources.
• Locate and list sites suitable for Mutual Aid Mobilization Center operations.
• Organize and dispatch mutual aid resources.

State Agencies

Department of Forestry and Fire Protection

The Oregon Department of Forestry activities involve all phases of forestry including: responsibility for the protection from fire of the sixteen million acres of private, state, and federal forest lands; the detection
and control of harmful forest insects, pests and forest tree diseases; the rehabilitation and management of state-owned forest lands; and operation of tree nurseries.

Though the Fire Mobilization Plan, ODF can mobilize a substantial response to emergencies including incident management teams, public information personnel, radio systems, communications trailers, kitchens, shower units, and other support services.

ODF assesses damage to lands and infrastructure under its control and may provide staff and vehicle assets to aid in disaster response and recovery efforts. ODF operates the Salem Coordination Center, which is responsible to coordinate the distribution of ODF assets statewide. Area Headquarters located throughout the state direct response activities of ODF assets.

**Oregon State Fire Marshal Office**

Office of the State Fire Marshal’s mission is to protect life, property and the environment from fire, and hazardous materials.

As described in the State Fire Service Plan, the OSFM may coordinate and direct the activities of all structural fire fighting resources of the state through the organization of state and county fire defense boards and their respective mutual aid agreements.

OSFM is responsible for planning and implementing response by structural firefighting forces called up by the Governor under the “Conflagration Act” (ORS 476.510 to 476-610).

Oregon State Fire Marshal oversees training, equipment and response activities of the state’s 14 regional hazardous materials (HAZMAT) response teams. Additionally, they are responsible to coordinate and direct the training, equipment and use of the state’s structural collapse resources. The Oregon USAR Task Force 1 is staffed by local firefighters organized under a state agreement and member-elected governance board. OSFM also coordinates and directs three Type 2 all-risk incident management teams and advanced communication equipment. The teams are staffed with local fire officers and OSFM employees.

OSFM directs the maintenance and use of the statewide Fire Net/HAZMAT microwave relay radio system.

**Civil Air Patrol (CAP)**

CAP is a volunteer organization that equips and staffs, as requested, a communications position for the ECC. CAP directly supports agencies by providing such services as airborne search, airborne disaster assessment, airborne and ground Electronic Locator Transmitter (ELT) tracking, transportation of officials, and assistance in a variety of ground operations. It also has an extensive communications network. CAP directly supports the ARC through a Memorandum of Understanding (MOU) signed at CAP National Headquarters.

**ARES/HAM Radio**
Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) groups are volunteers trained in the operation of amateur radio equipment. They are often utilized before, during and after an emergency or disaster where normal communications such as radio, phone, cellular, or Internet are not functioning. In a disaster or event that requires activation of ARES, volunteers use the pre-positioned and maneuverable amateur radio equipment to provide communication support between all levels of government and agencies to support the response and recovery efforts. The operators in the State ECC facilitate communication to ensure that requests for state supplies and resources are received by emergency management personnel.

RACES is used only when the President places a restriction on radio contact.

**Other Fire Districts and Volunteer Departments**

Provide equipment and personnel for fire fighting.

**Volunteer Organizations and/or Departments**

**Community Emergency Response Team (CERT)**

As each CERT team is formed, its members select a team leader and an alternate and identify an emergency meeting location, or staging area, to be used in the event of an emergency. Teams are encouraged to go into action even during relative moderate emergencies, regardless of actual need, in order to gain practice mobilizing and assessing damage.

The staging area is where the fire department and other services will interact with CERTs. Having a centralized contact point makes it possible to communicate damage assessments and allocate volunteer resources more effectively.

Damage from disasters may vary considerably from one location to another. In an actual disaster, CERTs are deployed progressively and as needs dictate. Members are taught to first assess their own needs and those in their immediate environment.

CERT members who encounter no needs in their immediate area then report to their staging area, where they take on assigned roles based on overall area needs. Members who find themselves in a heavily affected location send runners to staging areas to get help from available resources. HAM radios links also may be used to increase communications capability and coordination.

3. **Command and Control**

3.1 **Policies and Procedures**

A. **Mutual Aid**

When requesting resources, include:

- Why the resources are needed.
What number and type of resources are needed.
When needed.
Where the resources are to be dispatched.
Who the resources should report to and on which communications system.

B. Use established channels to get and coordinate mutual aid resources.
C. When a mutual aid resource is no longer needed, return it to the Operational Area or Regional Mobilization Center.
D. Fire departments should ask law enforcement agencies to help them with rescues outside normal fire service light rescues.
E. Fire and rescue personnel will help with evacuations and warnings as needed.
F. Organize a fire watch for shelters. Conduct fire inspections and training at shelters as needed.
G. Due to different radio frequencies, give incoming mutual aid forces portable radios that use local frequencies, if they don’t already have local capability.
H. Honor mutual aid agreements whenever possible.
I. The official responsible for search and rescue operations within each jurisdiction will determine the boundaries of each separate incident, i.e., building, complex, block, neighborhood, or community as a whole.
J. Appoint liaison officers for each discipline supplying resources to a different discipline.
K. Direct supervision of rescue team members will be the responsibility of the team leader designated by the providing organization. Coordination with coroner and emergency medical operations will be required at each level of operation, direction, and control.

4. Annex Development

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

5. Annex Checklist

5.1 General

Before an Emergency

☐ Keep training (including heavy rescue training) current.
☐ Provide for prevention of flat tires during emergency response in debris-strewn areas.

During an Emergency

☐ Place available public and private search and rescue resources on standby.
☐ Work with Law Enforcement to warn and evacuate the public.
☐ Relocate fire and other emergency equipment to a safe area.
☐ Assist in evacuating non-ambulatory persons.
☐ Coordinate with facility operators to prevent any hazardous materials release.
☐ Determine personnel requirements.
☐ Recruit additional personnel as needed
☐ Establish resource assembly points.
☐ Coordinate with Logistics for emergency equipment and other needed supplies.
☐ Respond to the Emergency Operations Center, if activated. (Fire Coordinator)
☐ While in the EOC, identify yourself according to EOC Standard Operating Procedures.
☐ Maintain an Activity Log.
☐ Help with initial triage of injured persons.
☐ Help with evacuation.
☐ Help Sheriff with perimeter and traffic control.
☐ Help alert and notify the public.
☐ Check with Scene Incident Commander to determine existing or potential rescue requirements.
☐ Verify activation of on-scene Incident Command System.
☐ Ensure that adequate Fire and Rescue resources are on scene.
☐ Request mutual aid assistance, as required.
☐ Tag injured and deceased as required.
☐ Report conditions, needs, observations, resource status, and progress to Operations Chief.
☐ Order evacuation of any facility or area if necessary.
☐ If any evacuation area borders on or can extend into an adjacent area, notify the agency for that area of the actions taking place and the reason for the evacuations.
☐ Mark premises which have been searched.
☐ Determine condition of critical facilities (such as schools, public assembly buildings, high rise buildings, etc.) where life safety is a primary concern.
☐ Determine condition of pre-designated locations where hazardous chemicals, flammable substances, and explosives are stored or used.
☐ Check communications to ensure dispatching and reporting system is operating.
☐ Dispatch units provide alternate communication links if necessary.
☐ Determine if the firefighting water system is working
☐ Extinguish fires when possible
☐ Keep other emergency forces informed of areas threatened by fire.
☐ Work with Public Works to clear debris from roads.
☐ Check with Planning Section Chief for a weather forecast.
☐ Organize rescue teams
☐ Organize and direct rescue of trapped persons.
☐ Protect or save lives; protect property if practical
☐ Deploy ESF 4.9, 10 Coordinator to obtain the EOC for needed tools, equipment, fuel, food, and additional resources.
☐ Keep Planning Section Chief updated.
☐ Coordinate with law enforcement to keep the public as far from the scene as possible.
☐ Call for equipment needed for debris clearance and heavy-duty rescue operations.
☐ Work with ESF #6 Mass Care Coordinator regarding shelter locations.
☐ Work with ESF #8 Health and Medical Coordinator for medical service support
☐ Work with law enforcement to establish access control to damaged areas.
☐ Help people get to safe areas.
☐ Assign mutual aid resources arriving from other jurisdictions.
☐ Coordinate with Medical on the care of the injured.
☐ Request heavy rescue mutual aid assistance as needed and available.
☐ Ensure that resources are released from the scene as soon as possible.
☐ Ensure orderly de-escalation of the emergency response after the situation is controlled

Recovery

☐ Assemble all records for transmittal to appropriate Finance or Planning Chief.
☐ Determine response deficiencies.
☐ Ensure a debrief occurs as soon as possible.
☐ Ensure first responders under your authority receive counseling if needed.
☐ Demobilize personnel and inform Planning Section Chief of actions
☐ Develop recommendation for corrections or changes to the Fire and Rescue

5.2 Incident Specific Checklist

Checklist for Fire

☐ Determine perimeters of fire and projected containment, control, and extinguishment.
☐ Advise Mutual Aid Region Fire Coordinator of the situation and request the Region be on stand-by, if prudent.

Checklist for Earthquakes

☐ Move all emergency equipment to open areas to prevent damage in the event of aftershocks.
☐ Check to make sure there is minimal risk of aftershocks before moving equipment back inside.

Checklist for Hazardous Materials

☐ Secure services of the designated governmental or private hazardous materials cleanup agency.
☐ Make sure that responding units do not drive through the hazardous material.
☐ Make sure that operations are conducted from an upwind position, if incident involves fire or toxic cloud.
☐ Identify spilled or leaked substance. This would include locating shipping papers and/or placards and contacting, as required:

Shipper phone #_______

Manufacturer phone #_______
• ODOT 541-686-7596
• OSP 541-997-2211
• Chemical cleanup company 541-888-9100
• CHEMTREC 800-424-9300
• Oregon Emergency Mngt. 503-378-2911
• US Coast Guard 541-997-3631
• National Response Center 800-424-8802
• OERS 800-452-0311

☐ Make sure that those working in hazardous areas have adequate protective clothing and breathing apparatus.
☐ Reevaluate perimeters as the hazardous material is identified and/or environmental conditions change.
☐ Help medical personnel isolate and remove contaminated or injured persons from the scene.
☐ Take action to contain and/or prevent the spread of the material.
☐ Identify radiological situations.
☐ Provide radiological monitoring if needed.
☐ Provide radiological decontamination procedures if needed.
☐ Avoid attempts to neutralize large volumes of chemical spills (except for contaminated personnel).
☐ Avoid diluting or washing away spills.
☐ Identify the clean up crew.
☐ Order clean up.

Checklist for Flood or Tsunami

☐ Check the inundation maps to verify the area affected and available evacuation routes as needed.
☐ Continue to assist in warning areas not yet flooded.
☐ Help with flood fighting activities.
☐ Dispatch teams to search flooded areas for trapped persons.
☐ Expand search and rescue activities as flood stage diminishes.

Community Emergency Response Team (CERT) Checklist

Preparedness

☐ Prepare your family and home to survive a disaster
☐ To protect yourself first so that you will be able to help others
☐ Create your own disaster plan
☐ Safety survey your home
☐ Store your 72 hour emergency supply kit
☐ Have your CERT response kit ready
☐ Continuing CERT training and education

Response
- Take care of yourself and your family
- Assess damage to your building
- Assist your immediate neighbors
- Assemble at CERT staging area
- Report emergencies
- Decide on actions to take
- Record all activities

Recovery

- Assemble all records for transmittal to appropriate authorities
- Determine response deficiencies
- Make sure all responders participate in a debriefing before going home
- Make sure responders receive counseling if needed
- Recheck the checklist
- Make suggestions for corrections or changes to the CERT
Support Annex (SA) #6: Medical Services
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Support Annex (SA) #6: Medical Services

1. Purpose and Scope

1.1 Purpose

An effective medical response, especially during the first hours of an emergency, may save more lives than any other emergency response function. It describes the basic concepts, policies and procedures for providing disaster medical care to persons during major natural disasters and technological incidents.

This plan applies primarily to major area-wide disasters creating sufficient casualties to overwhelm local disaster medical response capabilities. Medical response to single site emergencies, such as transportation accidents involving multiple casualties are covered by local procedures and the Lane County Casualty Incident Plan.

The Medical Plan and response is the responsibility of the District Manager or designate.

1.2 Scope

- Minimize loss of life, subsequent disability, and human suffering by ensuring timely and coordinated medical assistance or evacuation.
- Coordinate medical facilities, personnel, supplies, communications, and other medical resources.
- Provide information required for effective response to and recovery from a major disaster.

2. Organizational Structure

2.1 Emergency Management Phases

Planning

During this phase, prepare plans, procedures, and checklists that will guide the disposition of public and private medical resources in an emergency. Plans and procedures should provide for coordination and communication with other agencies and individuals that normally operate independently. Prepare and maintain resource lists.

If a situation such as approaching storm or a worsening weather situation warrants an increase in readiness, review and update documents, check medical facilities and supplies, and alert resource suppliers and emergency medical personnel.

Warning Phase

This phase could begin upon receipt of a warning, such as the forecast of a flood or other crisis. During the warning phase, mobilize staff and use the medical checklists to guide your actions.
Response

Impact Phase

- Mobilize staff and provide medical care according to the above priorities. Use the medical checklists to guide your actions.
- As you take action to protect life and property in the event the emergency occurs, continue to provide patient care and respond to day-to-day medical emergencies.

Recovery

- Continue to provide essential medical care services, and assist in recovery operations and restoring the District's medical care delivery capacity.
- Following the incident when time allows, review your actions and update this Plan as needed.

2.2 Roles and Responsibilities

The management of the District's disaster medical operations is the responsibility of the District Manager. The District disaster medical care operations should be centered around the concept of local first aid stations being established in fire stations and community centers, and providing emergency medical support and assistance to hospitals in caring for disaster victims during and after an emergency.

Medical is responsible for:

- Coordinating resources required to support disaster medical care operations.
- Coordinating with Peace Harbor Hospital
- Coordinating the non-emergency transportation of casualties and medical resources to first aid stations, shelters, and other designated areas as required.
- Coordinating the relocation of patients from damaged or untenable health care facilities.
- Maintaining liaison with the Lane County Chapter of the American Red Cross and other volunteer services agencies within the jurisdiction of the District.
- Maintaining liaison with other government emergency functions.
- Communicating with the Lane County Health and Human Services Director on matters requiring assistance from other jurisdictions, county, state or federal governments.
- Developing and maintaining a capability for identifying medical resources, auxiliary transportation, and communication services within the city.

The District's disaster medical response will be supported by the following organizations:

- American Red Cross: Under its charter, the Red Cross provides supplementary medical and nursing care in Red Cross shelters and other health services upon request and within limited capabilities.
- Professional Medical Service Personnel: Provide emergency medical care services.
• Other organizations, listed below under "Supporting organizations in the County" will also support cities and: provide first aid, and pre-emergency disaster medical care training; provide, in coordination with county health officials, manpower to establish and staff emergency first aid stations; Provide first aid treatment, litter bearers, and other medical assistance, including, but not limited to, transportation and essential supplies according to local plans and under local direction and provide for feeding of responding medical personnel.

Supporting Organizations

• Office of Coroner/Medical Examiner: Care of deceased persons
• Animal Control: Care and custody of small and large animals
• Lane County Medical Society: Physician assistance
• Salvation Army, Florence: First aid and medical transportation
• Pharmaceutical Companies: Medical supplies
• American Red Cross: First aid, medical supplies, blood services
• Area Hospitals: Care of injured
• Paramedics: Care and transportation of injured
• Ambulance Service Companies: First aid and transportation of injured
• Skilled Nursing Facilities: Care of injured
• Lane County Health and Human Services Director

State Mutual Aid

If the District medical resources are unable to meet the medical needs of disaster victims, the Incident Command may request assistance from neighboring jurisdictions, Lane County Health and Human Services Director and Oregon Emergency Management or the Oregon Emergency Medical Services Division.

State Agencies

• Emergency Medical Services Division will assist in coordinating state response.
• Oregon Emergency Management
• Military Department
• Provides, as directed by the Governor at the request of Office of Emergency Management:
  • Medical support for the emergency field treatment of casualties.
  • Evacuation of casualties to appropriate disaster medical facilities
  • Emergency medical care and treatment.
  • Communication and logistics support for medical response.
• Department of Administrative Services Department of Forestry
• Oregon State Fire Marshal’s Office
Federal

Federal agencies operating under their own statutory authority may help directly. However, following a Presidential Declaration, the Federal Emergency Management Agency will coordinate the federal response system supporting emergency medical needs resulting from disasters. The Federal Emergency Management Agency (FEMA) will be supported by the Department of Homeland Security (DHS) and Oregon Emergency Management (OEM). As state shortfalls occur, federal agencies will make their resources available to support state and local medical response efforts.

Business and Industry

Businesses and industries with personnel and resources needed to meet emergency medical requirements will be incorporated into the local emergency organization.

3. Command and Control

3.1 District EMS Operations

- County (Operational Area)
- Regional Disaster Medical/Health Coordinator
- Emergency Medical Authority at the State Operations Center.

The following information defines disaster medical operation activities:

- Location of Casualty Collection Points as designated by the District.
- The number, by triage category, and location of casualties.
- The location and air operations accessibility of Casualty Collection Points.
- Land routes information to determine which Casualty Collection Points may be evacuated by ground transportation.
- The resource needs of affected areas.
- Location, capabilities, and patient evacuation needs of operational medical facilities in and around the affected area.

3.2 Casualty and Triage Procedures

Transportation of Casualties

The transportation of the injured within the affected area will be the responsibility of the Medical Coordinator. Treat and transport casualties in accordance with local procedures and the Lane County Multi Casualty Incident Plan.

Treat casualties at local facilities if possible; transport medical personnel and supplies to the affected area. If local facilities are full or damaged, move patients to suitable facilities elsewhere.
Ambulances will be in great demand. If there are not enough ambulances use buses, trucks, and cars for the less seriously injured. Use mutual aid channels to request more ambulances.

**Disaster Triage Procedures**

Disaster triage procedures can be found in the Lane County Multi Casualty Incident Plan and Emergency Operation plan.

**Casualty Collection Points**

Casualty Collection Points are sites that have been pre-designated by county officials for the collection, triage, austere medical treatment and stabilization for evacuation of casualties during a major disaster. Only the most austere medical treatment will be available, and it will be primarily for the moderately to severely injured or ill and who will require later definitive care and who stand a good chance of surviving until they are evacuated to other medical facilities.

Casualty Collection Points are not first aid stations for minor injuries, although provision may be made to refer such injuries to a nearby site for first aid. Nor are Casualty Collection Points only short-term staging areas, since evacuation may be delayed due to transportation problems. Given the uncertainty of the flow of casualties, the availability of supplies and personnel, and the timeliness and rate of casualty evacuation, managers of Casualty Collection Points must be cautious in the allocation of resources (especially during the first twenty-four hours of operation).

**Designation of Casualty Collection Points**

The designation, establishment, organization, and operation of Casualty Collection Points are the responsibilities of the Operational Section Chief. Regional and state resources will be available to resupply and augment Casualty Collection Point operations, but not during the initial response phase.

If you are requested by the County to designate a location for a Casualty Collection Point, consider:

- Proximity to areas that are most likely to have large numbers of casualties
- Distribution in potential high-risk areas throughout the affected area.
- Ease of access for staff, supplies and casualties
- Ease of evacuation by land or air
- The ability to secure the area

If a large number of casualties occur in an area distant from any Casualty Collection Point, you may request a new Casualty Collection Point near the casualties.

**Medical Care**

The purpose of medical care at Casualty Collection Points is to stabilize victims for transport and to relieve suffering. Supplies, personnel, and conditions will not usually allow definitive care of even minor or moderate injuries. Therefore, care will usually be limited to:
• Arrest of significant bleeding
• Splinting of fractures
• Maintenance or improvement of hemodynamic conditions by intravenous solution
• Treatment of severe respiratory conditions
• Pain relief

Potential Problems

The flow of casualties into a Casualty Collection Point is unpredictable and depends on several variables, including the distance from casualties, the success of public information efforts, accessibility, and the pace of search and rescue operations.

Casualty transportation delays may be lengthy, in which case a higher level of pre-hospital care at Casualty Collection Points may be needed. Also, you may want to reconsider the triage of the seriously injured.

Supplies from outside the disaster area to the Casualty Collection Points may be delayed. Water, power, and other resources may be scarce, limiting the type of medical treatment feasible at a Casualty Collection Point. Storms or smoke may hinder delivery of personnel and supplies and the evacuation of casualties.

3.3 Information Reporting and Tracking

The public, fire, and police agencies are to be told the locations of functioning Casualty Collection Points. Each Casualty Collection Point will make a status report to the Operational Area Disaster Medical Coordinator, describing:

• Numbers and triage category of casualties
• Medical supply needs
• Personnel status and needs
• Accessibility by air operations and ground transportation

Patient tracking will begin at Casualty Collection Points, using the triage tag that was attached to the patient during triage operations. This tag will remain with the patient until the final medical treatment facility is reached.

3.4 Disaster Support Area

The Disaster Support Area is medical staging area through which casualties requiring hospitalization for substantial care are transported to the hospitals in uninvolved areas. The Disaster Support Area will most likely be located at or near an airfield that can handle large helicopters.

Coordination
The movement of casualties and resources will be coordinated with all appropriate levels of government, and medical response and emergency medical agencies in the affected area, by Western Lane Ambulance District and Peace Harbor Hospital Staff.

**Operations**

Casualties will be moved as follows:

- Point of injury
- Casualty Collection Point Disaster Support Area
- Distant Hospital.

Personnel and supplies will then be transported to the affected area on the return trip. In general, only minimal medical stabilization aimed at preserving life will be performed at the Disaster Support Area.

Satellite medical operations (Medical Disaster Support Areas) may be created at other locations depending on the location of large pockets of casualties and the amount of responding resources available.

**Medical Function Responsibilities**

- Planning the organization and layout of the medical section of the Disaster Support Area.
- Establishing procedures for patient flow.
- Directing the establishment of the medical site and implementation of patient care procedures.
- Providing orientation for personnel staffing the Disaster Support Area.
- Area medical function.

**4. Annex Development**

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

**5. Annex Checklist**

**Increased Readiness Operations**

- Arrange for the reduction of inpatient census in medical facilities.
- Prepare personnel assignments for hazard area duty and support to reception areas.
- Determine number of patients to be moved to reception areas.
- Determine augmentation needs if evacuation is directed.
- Prepare to expand medical facilities to accommodate patients being moved from hazard areas.
- Mobilize public/private and volunteer organizations that provide medical services.
☐ Coordinate with designated medical facilities to assure their preparedness to respond to the needs of essential workers and other persons remaining in the area.
☐ Coordinate with medical facilities to assure their preparedness to respond to the needs of both residents and evacuees.
☐ Evacuate hospital patients who can be moved to designated reception areas.
☐ As required, establish Casualty Collection Points and Aid Stations to accommodate patients transport from hazard areas.
☐ Deploy ESF #8 Coordinator to the EOC.
☐ Transport required medical resources to support operations in reception areas.
Support Annex (SA) #7: Law Enforcement
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Support Annex (SA) #7: Law Enforcement

1. Purpose and Scope

1.1 Purpose

During a disaster, instincts for protecting home and family are very strong. But the area may be dangerous, and people may have to leave home or stay away against their will.

Law enforcement personnel must guide people toward those difficult actions that, although in their own best interests, are very hard to understand. Law Enforcement personnel must then take over the tasks of protecting life and property that the general public is no longer equipped to perform.

This annex covers evacuation, the maintenance of law and order, and the preservation of life and property during natural disasters, technological incidents, and wars.

1.2 Scope

- Enforce laws and control crowds.
- Coordinate evacuations.
- Control evacuation traffic.
- Help alert and notify the public.
- Control access to areas closed to the public (but provide for access by emergency responders).
- Protect critical facilities and supplies.
- Assist with information collection (such as bridge failures and casualty estimates) as needed.
- Help establish staging areas for incoming resources.
- Support search and rescue operations.
- At the request of the American Red Cross, maintain order in reception centers and shelters.

2. Organizational Structure

2.1 Emergency Management Phases

Planning

During this phase, prepare plans, procedures, and checklists to serve as guides in an emergency. Recruit and train reserves, and prepare and maintain resource lists. Conduct exercises to improve the coordination of staff.

Evacuation plans should include information about population size, special facilities, transportation resources, and persons requiring transportation assistance.

If a situation such as an earthquake, fire, tsunami warning, floods or an approaching storm, review and update documents, check evacuation routes and resource lists, and alert transportation suppliers.
Warning Phase

This phase could begin with a warning such as the forecast of a flood, fire, or natural disaster.

Response

In addition to continuing law enforcement activities, assist with medical emergencies and rescue situations. Evacuate persons from threatened areas. At the request of Shelter Managers, provide support with security issues and handle disruptive citizens in reception areas and established shelters. Close areas and control access as needed. Use the law enforcement checklists as guides.

Impact

Activities may include:

- Implementing warning procedures, evacuating areas, helping with rescues, and establishing pass and entry controls.
- Special procedures may be required to limit exposure if the area has been contaminated.
- As the emergency continues, provide security for dangerous areas and support shelter operations.
- Use the law enforcement checklists as guides.

Recover

After the initial shock of the disaster has passed, the mind of a criminal turns once again to crime. Since a damaged and evacuated area provides opportunities for looting, law enforcement priorities during the recovery phase will shift from evacuation to protection.

- Continue traffic and access controls as needed to allow evacuees to orderly and safely return to their property or residence.
- Later, when time allows, review your actions and update plan as needed.

3. Command and Control

3.1 Roles and Responsibilities

Law Enforcement Branch Director

- Enforce laws and control traffic.
- Direct evacuation operations.
- Secure evacuated areas.
- Determine the need for help and submit requests through the ESF resource management structure.
- Oversees in-county law enforcement mutual aid. He also handles requests for assistance between the Operational Area and the EOC.
- The Transportation Branch will coordinate transportation resources.
• Provide and place traffic barricades, with appropriate assistance from Public Works, and staff roadblocks as needed.
• Animal Control will handle referrals regarding injured and dangerous animals or animals needing evacuation and rescue.

Public Works will provide as needed to assist Law Enforcement:
• Heavy Equipment
• Manpower
• Sandbags
• Staging Area
• Barricades

Access Control

To protect the public and maintain law and order, access to evacuated areas may have to be controlled. Areas may need to remain closed for several weeks.

• Enforce access control point restriction protocol for all personnel entering a restricted area.
• Any unauthorized person who willfully and knowingly enters an area closed by a peace officer and who willfully remains within such area, after receiving notice to evacuate or leave, shall be guilty of a misdemeanor. Nothing in this section prevents a reporter from entering a closed area.
• Keep a record of all persons and cars that enter the closed area. Document when they leave.
• Tell people entering the closed area what to do to protect themselves from hazards.

Evacuation

• All areas of the district may be subject to evacuation. The areas evacuated will be determined at the time of the incident and based upon criteria in the Emergency Evacuation Procedures. The hazard area is continuously evaluated and the evacuation area adjusted as necessary.
• In most situations, the Incident Commander (IC) is responsible for ordering an evacuation. Prior to implementing evacuation the IC will brief the WLEOG Policy Council.
• Evacuation routes, security and traffic control points will be determined by the IC at the time of the incident. Evacuation routes will be adjusted as problems arise and the availability of vehicles changes.
• Coordination is required with the ESF #6 Mass Care as shelters are opened and/or filled and if vehicular traffic becomes a problem.
• Small evacuations can be handled by on-scene public safety personnel.
• For large evacuations set up traffic and access control points, evacuation routes, and evacuation assembly points. Select shelters. The evacuation area may have to be subdivided. Evacuate those closest to the hazard first. Then expand the evacuation area until all of the threatened population is evacuated.
Evacuation Routes and Assembly Areas

There are several surface highways, county roads, and city streets to be utilized for evacuation routes. Each route is subject to disruption.

- Have tow trucks on standby to remove a vehicle from the evacuation route if it becomes disabled. Emergency repairs will be done on side streets.
- Ensure an orderly evacuation to the assembly areas
- Ensure order at the Assembly Areas
- Ensure an orderly evacuation to the Shelter locations

4. Annex Development

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

5. Annex Checklist

5.1 General

Planning

☐ Estimate emergency staffing levels.
☐ Provide for prevention of flat tires during emergency response in debris-strewn areas.
☐ Develop access control policies, procedures and forms.

Warning Phase

☐ Respond to the Emergency Operations Center, if activated.
☐ While in the EOC, identify yourself according to EOC Standard Operating Procedures.
☐ Deploy ESF #13 and ESF #16 Coordinator to the EOC.
☐ Maintain an Activity Log.

Response

Impact Phase

☐ Alert personnel.
☐ Recall off-duty personnel as appropriate.
☐ Mobilize reserves and auxiliaries, as appropriate.
☐ Deputize additional personnel as required.
☐ Protect facilities that will be used during evacuation.
☐ Place tow trucks on standby to assist disabled cars on evacuation routes.
Prepare personnel assignments.
Test equipment, including warning systems.
Tell alerting units that when they deliver the evacuation message, they should stop and deliver the whole message over the loudspeaker before proceeding.
Protect personnel from potential hazards.
Provide access control, if necessary.
Periodically patrol any unmanned barricades.
Help with search and rescue operations.
Assist fire units and heavy equipment operators in entering or leaving vacated area.
Impose curfew, when directed.
Request mutual aid assistance from Cities or the ESF #16 Law Enforcement Coordinator, as required.

Recovery

Establish traffic and other controls to permit re-entry when safe.
Ensure an orderly de-escalation and timely release of mutual aid, off-duty and/or reserve personnel.
Submit all records to the Law Enforcement Branch Director.
Make sure first responders participate in a debriefing before going home.
Make sure first responders receive counseling if needed.

5.2 Incident Specific Checklist

Earthquake Checklist

NOTE: Use this checklist as a supplement to the basic Checklist for all Disasters.

Dispatch units to survey damage, particular pre-designated key facilities
Drive vehicles out from under cover to prevent damage from aftershocks.
If little or no damage is reported prepare to support more heavily damaged jurisdictions.

If extension damage is reporting, take the following actions are needed:

Provide alternate communications, if telephones or radios are unusable.
Call in regular personnel and reserves.
Assign responsibilities according to plan.
Provide public safety information to the Public Information Officer.
Continue surveys for further damage and advise the Operations Section Chief of observed hazards.
Protect jail inmates.
Make sure that searched building are adequately marked.
Provide traffic control.
Supervise and monitor patrol traffic and assign units as required.
Hazardous Materials Checklist

☐ Dispatch units to survey damage, and to estimate the extent of the affected area
☐ Make sure that responding units do not drive through the hazardous material.
☐ Work with the Fire District to notify appropriate local, state, and federal hazardous response agencies.
☐ Ensure that all personnel remain upwind or upstream of the incident site. Reposition personnel and equipment if condition change.
☐ Check with Planning Section Chief regarding wind direction and weather forecast.
☐ Direct designated hazardous incident responders to the incident site.
☐ Identify spilled or leaked substance. This would include locating shipping papers and/or placards and contacting, as required:

Shipper phone #_______
Manufacturer phone #_______

- ODOT 541-686-7596
- OSP 541-997-2211
- Chemical cleanup company 541-888-9100
- CHEMTREC 800-424-9300
- Oregon Emergency Mngt. 503-378-2911
- US Coast Guard 541-997-3631
- National Response Center 800-424-8802
- OERS 800-452-0311
☐ Help coordinate medical assistance.
☐ Establish a command post with other emergency responders.

Checklist Flood and Tsunami

Warning Phase

☐ Check the inundation maps to verify the area affected and available evacuation routes as needed.
☐ Alter patrol areas to accommodate flood conditions.

Impact Phase

☐ Survey extent and severity of damage.
☐ Coordinate with Public Works for debris clearance for responder and evacuation routes.
☐ Provide alternate communications if necessary.

Checklist for a Fire Incident

☐ Verify activation of on-scene Incident Command Post.
☐ Determine projected containment, control and extinguishment from fire representative
Determine projected completion time of rescue operations if not part of fire event.
Ensure that adequate resources are on the scene.
Provide information to the Public Information Officer as appropriate.
Ensure that relief crews are provided as needed.
Support Annex (SA) #8: Public Works
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Support Annex (SA) #8: Public Works

1. Purpose and Scope

1.1 Purpose

The purpose of this annex is to provide a consistent and flexible framework for the City of Florence Public Works department to respond in a coordinated manner to assess and restore critical services for roads, bridges, water, sewer, storm, street, airport and park services.

1.2 Scope

The annex supplements the WLEOG EOP by describing how the Public Works Department will respond to and begin to recover from an emergency and/or disaster. The Public Works Department has 18 full time employees, plus seasonal employees as available.

The Public Works Department is responsible for:

- 3,700 water and sewer connections.
- 62 miles of water transmission and distribution system pipes and 4.5 million gallons of storage.
- 79.06 lane miles of streets.
- 93 miles of sanitary sewer lines, 38 pump stations, and 28 STEP Systems.
- 34 miles of Stormwater system lines.
- The parks department maintains over 154 acres of parkland at 20 different sites.

2. Organizational Structure

2.1 Emergency Management Phases

Planning

During this phase, prepare plans, procedures, and checklists to serve as guides in an emergency. Prepare and maintain resource lists. Conduct exercises to improve the coordination of staff.

Debris Management plans should include information about population size, critical facilities, transportation conveyance systems, alternative transportation routes, and debris collection sites.

If a situation such as an earthquake, fire, tsunami warning, floods or an approaching storm, review and update documents, check transportation routes and resource lists, and alert transportation debris removal suppliers.

Warning Phase

This phase could begin with a warning such as the forecast of a flood, fire, or natural disaster.
Response

In addition to continuing public works activities, assist with debris removal or push away to ensure primary transportation routes remain clear. Support debris clearance for transportation routes to provide for clear routes for evacuees.

Impact

Activities may include:

- Assess damage to the transportation conveyance systems
- Assess damage to the wastewater and water systems
- Assess damage critical infrastructure.
- Use the public works checklists as guides.

Recovery

After the initial shock of the disaster has passed, the all divisions within Public Works will be involved in the recovery process.

- Restore Public Works systems
- Continue to remove, store, destroy debris from the site to the collection sites
- Later, when time allows, review your actions and update plan as needed.

3. Command and Control

3.1 Roles and Responsibilities

The Public Works Director will support the incident response, the WLEOG Policy Council and will assign department emergency management personnel to participate in the EOC. The Florence City Manager will determine if the Florence Public Works Department will support response activities outside of the Florence city boundary.

Emergency responsibilities of Florence Public Works include:

- Communicating the Initial Damage Report to the City Manager.
- Clearing primary routes of debris
- Conducting and coordinating the damage assessment of essential facilities and other structures within the impacted areas.
- Providing technical and permitting assistance to property owners and businesses in making needed repairs to damaged properties and/or their demolition;
- Maintaining a permitting system to track the repair and/or demolition of damaged structures.
- Issuing demolition permits to maintain accurate records of building inventories, and properly documenting and inspecting structures that are removed due to extensive damage.
- Providing assistance in stabilizing damaged structures and debris danger areas.
• Performing damage assessment on the airport, parks, stormwater systems, and wastewa
ter facilities.

Road Division

The Florence Road Department’s role in maintaining clear transportation routes encompasses response to
any hazard that could impair and impede transportation such as landslides, tsunami debris, earthquake
debris, floods, snow and ice and ash fall from volcanic eruptions. Routine operations include management
of transportation dispatch and the transportation operations center for monitoring traffic conditions.

Emergency responsibilities of the Florence Road Department include:

• Serving as the lead response department for snow and ice, flood, landslide/erosion, tsunami and
earthquake debris, and volcanic eruption incidents and establishing incident/unified command as
appropriate for other hazards.
• Performing damage assessment of transportation infrastructure:
  ❖ Emergency transportation routes (ETRs), bridges and overpasses.
  ❖ Arterial roads, collectors and local streets.
  ❖ Designating those sections of streets, roads and bridge structures that are unsafe for
    vehicular or pedestrian traffic and requiring closure.
• Providing emergency signage and barricades.
• Repairing and maintaining streets, sewers, sidewalks, bridge structures, and critical facilities and
  overseeing the restoration of damaged infrastructure.
• Conducting removal of roadway obstructions such as snow, ice and slides and assisting with
  debris clearance for primary emergency transportation routes and ingress/egress to critical
  facilities.
• Implementing flood protection measures when property is threatened and providing flood-
  fighting resources (sand piles and sand bags) to the community.
• Maintaining traffic signals and control devices, road signs and operating traffic variable
  messaging board system.
• Assisting with traffic control and evacuation efforts and limiting or preventing access to
  evacuated or hazardous areas through barricade placement.
• Prioritizing restoration needs of transportation infrastructure and conducting transportation
  infrastructure restoration.
• Coordinating with the Police Department to direct and control traffic and access control points.
• Coordinating with Florence Public Transit and other regional or local transportation systems to
  establish alternate modes of mass transit.
• Reassigning personnel and resources as required for emergency response and recovery.

Airport

The Florence Municipal Airport features a 3,000 foot paved lighted runway and self serve fuel station for
100LL and Jet A. The Florence Airport does not have tower and limited air to ground communication
system. The airport would be used following an emergency and/or disaster for:
• Civil Air Patrol (CAP)
• Helicopter landing zone
• Aviation drop shipments of resources
• Storage for drop shipments of resources
• Staging area for response

Planning Division

Emergency responsibilities of the Planning Department include:

• Coordinating debris management efforts with local and regional partners.
• Assuring that response and recovery efforts facilitate community sustainability efforts and are in alignment with land use laws and zoning requirements.
• Reassigning personnel and resources as required for emergency response and recovery.
• Re-define the Right of Way Permitting regulation following mass debris removal and cleanup.

Parks Division

Emergency responsibilities of Parks include:

• Providing facility support to first responders – assessing use of Parks facilities for locating incident command posts, bases, camps, helispots, staging areas and / or rest and recovery areas.
• Assessing facilities and coordinating with the EOC to determine whether sites may be used for staging, points of distribution, evacuation, mass care sites, or alternate city facilities.
• Where Parks facilities are adjacent to hospitals and as appropriate, working with public health officials to provide triage area outside hospital emergency rooms.
• Providing a framework for coordinating and utilizing emergent park volunteers.
• Performing damage assessment on parks facilities.
• Conducting disaster debris cleanup and management of parks sites.
• Reassigning personnel and resources for emergency response and recovery.

Water Division

Emergency responsibilities include:

• Overseeing the finance, operation, maintenance and improvement of the City's water distribution system.
• Serving as the lead response department for water contamination and local water system failures and establishing incident/unified command as appropriate for other hazards.
• Performing damage assessment of water system infrastructure (treatment plants, reservoirs, hydrants, mains, and distribution lines). Prioritizing restoration needs of water infrastructure and conducting water infrastructure restoration.
• Coordinating with the local and regional water providers to ensure potable water supply.
• Reassigning personnel and resources as required for emergency response and recovery.
Wastewater Division

City of Florence Wastewater Division provides residents with wastewater collection and treatment, sewer management.

- Emergency responsibilities include:
  - Conducting damage assessments of wastewater infrastructure.
  - Providing flood safety information to affected property owners.
  - Restoring services for wastewater treatment facilities and pump stations.
  - Coordinating with ODOT regarding the restoration of sanitary and storm water sewer operations.
  - Reassigning personnel and resources as required for emergency response and recovery.

Stormwater Division

- Emergency responsibilities include:
  - Conduct damage assessment on the stormwater structures and facilities
  - Repairs damage to the stormwater collection, conveyance, storage system
  - Develop mitigation activities to ensure for a resilient stormwater system
  - Support debris removal activities

4. Annex Development

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

5. Annex Checklist

5.1 General

Planning

- Estimate emergency staffing levels.
- Provide for prevention of flat tires during emergency response in debris-strewn areas.
- Develop access control policies, procedures and forms for debris field.

Warning Phase

- Respond to the Emergency Operations Center, if activated.
- Deploy the ESF 1,3,12 Coordinator to the EOC.
- While in the EOC, identify yourself according to EOC Standard Operating Procedures.
- Maintain an Activity Log.

Response
Impact Phase

- Alert personnel.
- Recall off-duty personnel as appropriate.
- Mobilize divisions, as appropriate.
- Identify priorities for each division.
- Assess damage to critical facilities, transportation routes, wastewater and water systems.
- Remove or push off road debris for responders and for evacuation routes.
- Prepare personnel assignments.
- Protect personnel from potential hazards.
- Provide access control, if necessary.
- Periodically patrol any unmanned barricades.
- Help clear debris for search and rescue operations.
- Assist fire units and heavy equipment operators in entering or leaving vacated area by pushing debris aside.
- Develop and or identify third party contractors to assist with Public Works unmet needs.

Recovery

- Restore transportation and critical systems.
- Ensure an orderly de-escalation and timely release of personnel.
- Submit all records to the Public Works Branch Director.
- Ensure all personnel who have been removing debris with bodies have access to a counselor.
- Work with the community to restore and rebuild.

5.2 Incident Specific Checklist

Earthquake Checklist

- Dispatch units to survey damage, particularly pre-designated key facilities.
- Drive vehicles out from under cover to prevent damage from aftershocks.
- If little or no damage is reported prepare to support more heavily damaged jurisdictions.

If extension damage is reporting, take the following actions are needed:

- Provide alternate communications, if telephones or radios are unusable.
- Call in regular personnel and volunteers.
- Assign responsibilities according to plan.
- Provide Public Works safety information (i.e.: bridge and road closure etc.) to the Public Information Officer.
- Continue surveys for further damage and advise the Operations Section Chief of observed hazards.
- Restore life safety and life sustaining systems.
- Make sure that damage assessed building are adequately marked.
☐ Provide barricades for traffic control.
☐ Supervise and monitor debris removal.

**Hazardous Materials Checklist**

☐ Provide barricades for traffic control
☐ Make sure that personnel do not drive through the hazardous material.
☐ Ensure that all personnel remain upwind or upstream of the incident site. Reposition personnel and equipment if condition change.
☐ Check with Planning Section Chief regarding wind direction and weather forecast.

**Checklist Flood and Tsunami**

**Warning Phase**

☐ Check the inundation maps to verify the area affected and clear debris from evacuation routes as needed.
☐ Alter Public Works activities to accommodate flood conditions.

**Impact Phase**

☐ Survey extent and severity of damage.
☐ Coordinate Public Works for debris clearance for responder and evacuation routes.
☐ Provide alternate communications if necessary.

**Checklist for a Fire Incident**

☐ Coordinate with Fire where to place the barricades for traffic control.
☐ Ensure that adequate resources are on the scene.
☐ Provide information to the Public Information Officer as appropriate.
☐ Ensure that debris removal equipment is provided if needed.
Support Annex (SA) #9: Public Information
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Support Annex (SA) #9: Public Information

1. Purpose and Scope

1.1 Purpose

During emergency situations, the public and the media will demand information and will need instructions on what to do.

Telephones may be out of service and radio and television stations may be off the air. The demand for information may be overwhelming. It is important to have enough trained staff available to handle this demand.

The local media, particularly radio, will perform an essential role in providing emergency instructions and information to the public. During a major disaster, regional and national media will also demand information and may play a role in reassuring (or alarming) distant relatives of disaster victims.

The Public Information function, led by the Public Information Officer (PIO) addresses the following concerns:

- First priority: Information that could save lives or protect health.
- Second priority: Emergency status information (the emergency situation and response efforts; how to contact relatives, etc.)
- Third priority: Other useful information (stories, background, how to get monetary assistance, etc.).

1.2 Scope

- The rapid dissemination of accurate instructions and information to the public during periods of emergency.
- Response to media inquiries and calls from the public. Names of casualties will not be released.
- Establishment of a Joint Information Center (JIC) near or at the Emergency Operations Center.
- Establish a Media Center away from the Incident Command Post and EOC to hold press conferences and/or briefings for reporters
- Establishment of an On-Scene Public Information Team at the site of the incident.

2. Organizational Structure

2.1 Emergency Management Phases

Planning

- During this phase, prepare and update the plans, response checklists, contact lists, sample news releases, radio/TV messages, emergency instructions, periodic status reports, forms, etc. that will
guide the public information response to an emergency. Plans and procedures should provide for coordination and communication with other emergency organizations. Prepare maps for television use.

- Assign and train staff. Consider training extra staff in case the primary emergency public information staff, particularly the Public Information Officer, are injured or are unable to report for duty.
- Coordinate with Public Information Officers for the local Cities and invite them to supplement emergency public information staff during emergencies, if possible. Coordinate with public information officers from responding law enforcement and fire agencies. Develop a rapid communication system between public information officers of different jurisdictions.

**Warning Phase**

This phase could begin upon receipt of a warning, such as the forecast of a flood, fire, winds or Tsunami. During the warning phase, mobilize staff and use the public information response checklist to guide your actions.

- During emergency operations (including the warning phase), the Public Information Officer will serve as the dissemination point for all media releases from the district.
- Other agencies or departments in this jurisdiction wishing to release information to the public must coordinate through the Public Information Officer.

**Response**

**Impact Phase**

During this phase, mobilize the public information organization and provide information according to the above priorities. Use the public information response checklist to guide your actions.

Make sure that all information is clear, concise, confirmed and approved by the appropriate authority before release to the media or public. Do not release unconfirmed information or speculate on the extent of the emergency, even if repeatedly urged to do so. “I don’t know.” and “I don’t have that information.” are acceptable responses.

**Recovery**

During this phase, continue to release information on the restoration of essential services, travel restrictions, and assistance programs. Later, when time allows, review your actions and update this Emergency Plan as needed.

**2.2 Role and Responsibilities**

The PIO has the responsibility to release emergency instructions and information to the public through all appropriate and available means. Maintenance of the situation boards and maps in the Media Center is part of this responsibility.
The PIO additionally has the responsibility to coordinate control of all visitors to the Emergency Operations Center. This includes issuing security badges, providing briefings, tours, spokespersons, escorts, and as appropriate, accommodations and transportation.

The PIO has the further responsibility to provide on-scene public information as the situation warrants. Initially this is supplied by the first responding agency, but PIO staff may be mobilized to relieve the first responder. If appropriate, a media control point will be established in the vicinity of, but physically separated from, the incident site or field command post. The intention is to satisfy the needs of the media in a safe and orderly manner without interfering with response operations. In the event that PIO staff are on-scene, periodic communications to update the EOC staff are required. This can be through amateur radio (ACS/RACES) or other means.

**County, State, and Federal PIO**

The State PIO gathers information from the counties in order to summarize the disaster situation for the media and to report on state agency response activities.

The State PIO will also establish statewide Emergency Alert System programming, in addition to local efforts; keep the Federal Emergency Management Agency (FEMA) Public Information Officer informed of developments; and provide public information staff support to local counties on request.

The FEMA Public Information Officer will provide information on federal response efforts and federal assistance programs and may provide public information staff support to the state on request. The federal government determines nationwide EAS programming.

When possible, the State PIO will coordinate news releases regarding the district with the County Public Information Officer prior to release to the media.

**Public Information Coordination**

Government Public Information Officers and cooperating response agency Public Information Officers (American Red Cross, Salvation Army, utility companies, etc.) should coordinate efforts so that mutual needs may be fulfilled during emergencies. Community Public Information Officers may be asked to supplement government public information staff if necessary.

### 3. Command and Control

#### 3.1 Policies and Procedures

**Release of Information**

Only the designated PIO, with approval from the Incident Commander has the authority to release any information regarding disaster operations, damage assessment and casualties when the Emergency Plan is
activated. All requests shall be directed to the PIO and the identity of the calling party confirmed prior to releasing sensitive information.

**Media Relations**

Maintain working relationships with local reporters and share with them the details of this plan and their responsibilities under this plan. As appropriate, brief the media periodically throughout the year on hazardous material incident response procedures and related emergency public information procedures. Maintain media contact lists.

**Media Center**

During emergency situations, the Siuslaw Valley Fire and Rescue Communications Shop will be designated as a media center. Access to the main building must be controlled, by using the gates and locking doors.

The media center should be equipped with at least one large table and several chairs. During a prolonged emergency, phones should be installed for media use. Status boards can help in the release of information to the media.

Maps of the disaster area and maps of local radio/TV broadcast coverage areas should also be on hand.

**Visitors to the EOC**

Visitors may enter the EOC after they have received approval from the Incident Commander. The Public Information Officer will talk with reporters and hold press conferences in the media center. Arrangements may be made with the Incident Commander and/or EOC Manager to allow media into the EOC.

4. **Annex Development**

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

5. **Annex Checklist**

5.1 **General**

**Planning Phase**

- Maintain an updated media contact list.
- Check PIO supplies in the Emergency Operations Center.
Warning Phase

- Review this plan.
- Alert emergency public information staff to the situation and make tentative shift assignments.
- Arrange for inspection and installation of communications equipment and other supplies/equipment necessary for emergency public information functions, including television, radio, maps, automatic telephone answering equipment, display charts, and status boards.
- Respond to media and public calls.
- Review appropriate stock of emergency public information material including Emergency Alert System Messages and CENS.
- Review emergency public information priorities.
- Prepare public information for the hearing impaired and non-English speaking populations.
- Warn the public and provide instructions on how to avoid the hazard or reduce its impact.

Response

Impact Phase

- Go to the EOC if activated
- While in the EOC, identify yourself according to EOC Standard Operating Procedures.
- Maintain an Activity Log
- Hazardous/contaminated/congested areas to avoid.
- Curfews.
- Road, bridge, freeway overpass, and dam conditions, and alternate routes to take.
- Evacuation:
  - Routes.
  - Instructions (including what to do if vehicle breaks down).
- Arrangements for persons without transportation.
- Location of shelter/medical/coroner facilities, food, safe water.
- Status of hospitals.
- First aid information.
- Instructions on how to deal with fire.
- Emergency telephone number (otherwise request people not to use telephone). Stress to out-of-area media that people should NOT telephone into the area.
- Instructions/precautions about utility use, sanitation, how to turn off utilities if necessary.
- Essential services available hospitals, grocery stores, banks, pharmacies, etc.

5.2 Incident Specific Checklist

Weather hazards (if applicable).

- Information for parents on the status and actions of schools (if in session).
- See hazard-specific checklists for samples of news releases to be made during specific emergencies.
☑ Obtain periodic situation updates from Emergency Operations Center Section Chiefs.
☑ Open Media Center if a number of reporters arrive in person at the Emergency Operations Center.
☑ Maintain Media Center status boards and maps. Monitor Emergency Operations Center status boards and resolve conflicts.
☑ Compile situation reports and provide hard copy of news releases to the other emergency operations staff as needed.

**Release Emergency Status Information**

☑ Media hotline number/Public hotline number.
☑ Description of the emergency situation, including number of deaths and injuries, property damage, persons displaced.
☑ Description of government and private response efforts (shelter, medical, search and rescue, emergency repair, debris clearance, fire/flood fighting, etc.).
☑ Any of the top priority information in summary form on a “nice to know” rather than “vital to know and act upon” basis.
☑ Status of local and Governor’s Proclamation, Presidential Declaration.
☑ Where people should report or call to volunteer.
☑ How people in other areas can obtain information about relative/friends in the disaster area, and how disaster victims can locate family members (work with Care and Shelter and the Red Cross).
☑ Damage assessment figures when available.
☑ Monitor published and broadcast emergency public information for accuracy. Correct serious mistakes whenever possible. Use this opportunity to evaluate success of current efforts to provide information.
☑ Provide enough staff and telephone and/or additional cell phones to handle incoming media and public calls and to gather status information with minimal delay.
☑ Ensure that officials’ spokespersons are throughout briefed on all aspects of the emergency situation.
☑ Regularly brief the WLEOG Policy Council
☑ Ensure the Incident Commander is informed of all actions taken or planned.
☑ Ensure PIOs in the jurisdiction, county, state, and federal agencies are kept informed.
☑ Maintain a file of all information, instructions and advise released to the public.
☑ Mobile the JIC
☑ Brief emergency PIO staff on current situation.
☑ Request staff support, as needed, from the county staffing PIO pool.
☑ Release general survival/self-help information to the public as appropriate
☑ Release ‘media only’ telephone number and public number.
☑ Respond to the media/public calls.
☑ Record telephone messages for media and public hot lines and update as the situation changes.
☑ Release public information numbers
□ Arrange for installation of communication equipment and other supplies/equipment necessary for emergency public information functions, including television, radio, maps, social media, website, display charts, and status boards.
□ Maintain liaison with Incident Commander.
□ Keep public information staff in the Emergency Operations Center informed of situation.
□ Arrange interviews and media tours of the disaster area if such action will not hinder response efforts.
□ Determine the status of local media outlets and telephone service. If telephones are not in service, set up an amateur radio (ACS/RACES) relay system for use by public information staff.
□ Post hard copy of news releases.
□ Attend periodic Emergency Operations Center briefings and policy meetings.
□ Consider additional methods of distributing emergency instructions as required.
□ Arrange media briefings and press conferences on a regular or "as needed" basis. Arrange for official spokesperson. Announce briefing times. Arrange media tours/filming (one crew at a time) of Emergency Operations Center and interview with Emergency Operations Center spokesperson(s), if such action will not hinder response efforts.
□ Produce news releases as required.
□ Provide emergency public information in foreign languages as required.
□ Greet and badge visitors. Conduct situation briefings for visitors. Arrange accommodations and transportation for official visitors and media as necessary.
□ Release information about approved vantage points from which persons may view the destruction. Consider safety, traffic flow, and parking.
□ Periodically check Public Information staff for signs of agitation or fatigue and reassign or relieve them if possible.

Recovery

□ After an Emergency
□ Update media contact lists.
□ Assemble and check financial records; forward to Finance.
□ Assemble and check operation reports and forward to IC
□ Continue to release status information on request.
□ Release information on restoration of utilities and any travel restrictions still in effect.
□ Release other useful information such as:
  • State/Federal assistance available.
  • Disaster Application Center opening dates/times/location.
  • Historical events of this nature.
  • Charts/photographs/statistics from past events.
  • Human-interest stories.
  • Acts of heroism.
  • Historical value of property damaged/destroyed.
  • Prominence of those killed/injured.
☐ Gather all records kept during all phases of the emergency and prepare a chronological summary of all events, actions taken, inquiries made, and responses given. Collect newspaper clippings and TV videotapes, if available.

☐ Survey staff and the local media for suggestions on how to improve the public information response to future emergencies.

CHECKLIST FOR HAZARDOUS MATERIAL INCIDENTS

NOTE: Use this checklist as a supplement to the basic Checklist For All Disasters

General

☐ All releases must be cleared through the Incident Commander and technical adviser (if available) at the scene or the Director of Emergency Services at the Emergency Operations Center.

Unidentified material

☐ If incident is in a heavy traffic area, and alternate routes are available, notify media (primarily radio) and request frequent announcements of instructions to avoid the area. (Coordinate announcements with Fire and Sheriff.)

☐ Notify media with full explanation as soon as material has been identified. (Clear with Incident Commander and technical adviser to avoid unduly alarming or confusing the public.)

Low Hazard - No General Evacuation

☐ Notify media (primarily radio) that an incident has occurred.

☐ Indicate alternate routes for traffic and request frequent announcements of instructions to avoid the area.

☐ Indicate nature of incident, precautions for public.

☐ Release hot line number for public inquiries (if available and staffed).

☐ Indicate response agencies involved (coordinate with response agency Public Information Officers), cleanup efforts underway, time frame for resumption of normal traffic patterns, if known.

High Hazard - General Evacuation

☐ Release all of the above information.

☐ Release evacuation instructions to media (primarily radio). Use established Emergency Alert System procedures as appropriate.

☐ Release shelter information when known (coordinate with Care and Shelter and Red Cross).

☐ Have medical/technical spokesperson(s) available to describe the nature of the toxic substance, possible symptoms, and precautions for the public to take.

☐ Hold media briefings at scene where Incident Commander and medical/technicians spokesperson can answer media questions. Arrange for similar media briefings at the EOC if needed.

☐ Be prepared to answer questions similar to these:

Support Annex Page 129
• How many deaths or injuries were there?
• Any property damage?
• What response agencies were involved?
• Why was the evacuation ordered?
• Why wasn’t evacuation ordered?
• Number of persons evacuated.
• What are the long-term effects on people and the environment? (Long-term studies have not been done on most chemicals. Be careful not to speculate).
• What chemicals are involved?
• How toxic are they?
• What symptoms are produced?
• What are their normal uses?
• What precautions should residents take?
• What company/agency was involved?
• Is legal action being considered? Unless a definite “Yes” or “No” answer is known, do not speculate.
• Has the company been involved in any other incidents recently?
• Does this jurisdiction have a plan for response to such incidents? If not, why not? If so, how did it work? (Answer honestly).
• What hazardous material incident training is required for company workers at the location of the incident?
• What hazardous material incident training is required for response personnel?
• How can such incidents be avoided in the future? (Do not speculate. A possible answer: “This is a subject all the organizations involved will be exploring during the next few months. We all want to avoid incidents of this type.”)

CHECKLIST FOR FLOOD OR TSUNAMI

NOTE: Use this checklist as a supplement to the basic Checklist For All Disasters

General

All releases must be cleared through the Incident Commander and technical adviser (if available) at the scene and the Emergency Operations Center Manager must be briefed.

Increased Readiness Phase

☐ Monitor dam or levee authority and engineers’ reports.
☐ Provide prepared map(s) and script to local television station(s) for broadcast when authorized.
☐ Provide prepared radio message(s) to local radio stations for broadcast when authorized.

Warning Phase: Evacuation ordered
- Monitor water levels and weather advisories.
- Monitor dam or levee authority and engineer’s reports.
- Provide prepared map(s) and script to local television station(s).
- Include release instructions.
- Provide prepared radio message(s) to local radio stations.
- Include release instructions.
- Release information on where to buy sandbags and sand, if appropriate.
- Authorize broadcast of radio message(s) or access the Emergency Alert System (EAS).
- Coordinate with Sheriff to release evacuation instructions through patrol car and helicopter public address systems and door-to-door contact, as needed.
- Release information about school evacuation (in coordination with school authorities.)
- Authorize television broadcast of evacuation map(s) and script.
- Encourage people to visit, if possible, friends or relatives outside the potential hazard area.
- Release instructions for evacuating pets. (Animals will not be allowed in Red Cross shelters.)
- Broadcast information on:
  - Locations of shelters and emergency medical aid stations.
  - What to do if dam or levee failure occurs during evacuation.
  - What to do if vehicle breaks down during evacuation.
  - Potential dangers and traffic controls or other restrictions.
  - The number of persons being housed and fed at shelters.
  - Curfews and travel restrictions in the evacuated area.
- Advise the public not to return to the evacuated area until told to do so.

**Impact Phase: Sudden flooding occurs**

- Activate the public information function at the Emergency Operations Center or other location as determined by the Director of Emergency Services.
- Request public information mutual aid if needed.
- Access the EAS; use surviving local radio stations (and other means as needed) to convey emergency instructions. Use regional stations if local ones are not broadcasting.

**After the Flood: Return home authorized**

- Announce return home and any traffic or access controls in effect.
- Announce mass transportation pickup points for those without vehicles.
- Announce instructions for cleanup and telephone number for those (elderly or disabled) needing cleanup assistance.
- Announce procedures for reporting public and private damage (for damage assessment report).
Appendix A: Sample Media Messages

Radio Message for an Unidentified Spill/Release in heavy traffic area.

This is __________________ at the __________________. An unidentified substance, which may be hazardous, has been [spilled/released] at (specific location). Please avoid the area, if possible, while crews are responding. The best alternate routes are __________________________. If you are already in the area, please be patient and follow directions of emergency response personnel. The substance will be evaluated by specially trained personnel, and further information will be released as soon as possible.

Thank you for your cooperation.

Radio Message for a Low Hazard/Confined Spill/Release. No general evacuation

This is __________________ at the __________________. A small amount of ________, a hazardous substance, has been [spilled/released] at __________________________. Streets are blocked, traffic is restricted, and authorities have asked residents in the immediate block area to evacuate. Please avoid the area.

The material is [slightly/highly] toxic to humans and can cause the following symptoms: __________________________.

If you think you may have come in contact with this material, you should (give health instructions and hot line number, if available). For your safety, please avoid the area if at all possible. Alternate routes are identified and traffic is being diverted. If you are now near the [spill/release] area please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.
Radio Message for a High Hazard Spill/Release. Evacuation (Requested/Mandatory)

This is __________________ at the _______________________. A large/small amount of _________________ a highly hazardous substance, has been [spilled/released] at _______________________. Because of the potential health hazard, authorities are [requesting/requiring] all residents within _______________________ [blocks/miles] of the area to evacuate. If you are within (give evacuation zone boundaries), you and your family [should/must] leave [as soon as possible/now]. Go immediately to the home of a friend or relative outside the evacuation area or to (indicate shelter). If you can drive a neighbor who has no transportation, please do so. If you need transportation, call ___________________. Children attending the following schools: (list) will be evacuated to do not drive to your child’s school. Pick your child up from school authorities at the evacuation center.

Listen to this station for instructions.

The material is highly toxic to humans and can cause the following symptoms:

If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area, or at the evacuation center at ________________________________.

To repeat, if you are in the area of you _____________________________ [should/must] leave, for your own safety. Do not use your telephone unless you need help.

Summary Statement for High Hazard Spill for Media

(To be adapted to the situation)

At approximately______[a.m./p.m.] today a [spill/release] of a potentially hazardous substance was reported to this office by (a private citizen, city employee, etc.) [Sheriff/fire] were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be__________________________ (describe), a [hazardous/harmless] [chemical/substance/material/gas] which, upon contact, may produce symptoms of ____. Precautionary evacuation of the [immediate/block] area surrounding the spill was [requested/required] by (agency). Approximately________________________persons were evacuated. (Number) cleanup crews from (agency/jurisdiction) were dispatched to the scene, and normal traffic had resumed by (time), at which time residents were allowed to return to their homes. There were no injuries reported -OR- (Number) persons, including [fire, police] personnel, were treated at area hospitals for ________________________________ and [all/ number] were later released. Those remaining in the hospital are in ___________ condition. Response agencies involved were ________________________________.
Radio Message for a Road Closure Due to Flood

This is __________________ from the __________________. The recent storm has caused [severe/moderate] flooding in [several/many] areas of the district. Numerous county roads are closed due to localized flooding. Motorists are advised to use extreme caution when traveling and avoid unnecessary travel. The following major travel routes are closed:

Please avoid these routes. If you must travel, use alternate routes. Again, the major travel routes, which have been closed are: ________________________________.

Please stay tuned to this station for more road closure information.

TV/Radio Message: Evacuation Due to Flood

This is ________________ (high ranking official if possible). The flooding situation continues in parts of __________________________ (community) and may worsen. For your safety, I am asking that all people in the following area leave as soon as possible: (give boundaries of local area, evacuation routes).

Take items you may need, such as medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers -- but do not overload your car. Lock your home before you leave. If you smell gas, turn off your gas connection. Turn off the water and disconnect all electrical appliances except refrigerators and freezers. Be sure you have a full tank of gasoline in your car. Be sure to check on any neighbors who may need help.

If you cannot stay with relatives or friends outside of the evacuated area, go to (one of) the Red Cross shelter(s) at: (give locations)

Pets are not allowed in Red Cross shelters. If you cannot make arrangements for someone outside the evacuated area to take care of your pet, (give instructions). Do not allow your pet to run loose. If you cannot make arrangements for your large animals, (give instructions).

If you have no means of transportation or if you are physically unable to evacuate on your own, ask a neighbor to help you or call ________________. Otherwise, please do not use your telephone except to report an emergency.

I repeat. If you live in the __________________________ area (give boundaries), you [should/must] leave for your own safety. Stay tuned to this station for more information and instructions.

Thank you for your cooperation.
Support Annex (SA) #10: Damage Assessment
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Support Annex (SA) #10: Damage Assessment

1. Purpose and Scope

1.1 Purpose

This plan is intended to provide a framework for a coordinated effort to assess damage to infrastructure, public property, and private property in the City of Florence and/or West Lane Emergency Operations Group (WLEOG) Response Area if activated following a disaster. It augments the WLEOG Basic Emergency Operations Plan, existing department plans, and Emergency Operations Center (EOC) procedures.

1.2 Scope

Damage assessment information will aid Incident Commanders and the WLEOG Policy Council (WPC) in prioritizing response activities and allocating resources immediately following an event. Damage assessment information will also be necessary to determine if additional support is needed from county, state, or federal sources. If additional support is needed, the damage assessment efforts would support the county, state, and federal process required for a presidential disaster declaration, and would document the WLEOG’s claims following a declaration.

2. Organizational Structure

2.1 Roles and Responsibilities

Operations Section:

The Operations Section leads the coordination and assignment of damage assessment teams. These teams will conduct initial damage inspections, assess and document damage to buildings and facilities, prepare structural damage assessment reports, post and secure unsafe buildings, mark hazardous areas, and recommend building emergency repairs. The Damage Assessment Team works under the supervision of the Infrastructure Branch Director and is managed by the Damage Assessment Unit Lead.

Infrastructure Branch:

- Works with representatives from City of Florence Public Works Department, EOC, and ODOT, if available, to coordinate the activities of the damage assessment teams. These teams will be dispatched through the Infrastructure Branch, Damage Assessment Unit Lead if activated to evaluate the condition of critical infrastructure and will forward damage assessment information to the EOC Manager and Planning Section.
- Coordinates the assessment and safety inspection of critical facilities and structures.
- All WLEOG member agencies will communicate to the Infrastructure Branch any significant damage to critical buildings and infrastructure.
• Damage Assessment Teams assigned directly may include personnel from Planning, Parks, Community Emergency Response Team (CERT) members, and other City of Florence Departments, and non-city employees assisting with damage assessment.

**Planning Section:**

Receives and compiles damage assessment information and, if a cost estimate is not provided in the field, provides a rough cost estimate based on insured or assessed value. Planning must work with Infrastructure Branch to coordinate timely receipt of data from on-site damage assessment teams.

**Finance Section:**

Completes the IDA summary report submitted to the County. They will summarize estimates of all WLEOG response area costs, such as those related to debris removal and incident stabilization, and combine these with estimates of damage from the Planning Section in order to complete the IDA Summary Report.

**Public Information Officer (PIO):**

Coordinates with county partners to disseminate public information on how to report damage and how eligible entities can apply for federal assistance, if authorized. Additionally, the PIO will pass relevant damage assessment information from traditional and social media sources to the planning section.

**Safety Officer:**

Develops safety plan for incident responders, including damage assessment and safety inspection teams. Recognizes the potential for physical hazards and emotional impacts to field personnel and plans for appropriate resources and support.

**Utilities:**

Develops safety plan for incident responders, including damage assessment and safety inspection teams. Recognizes the potential for physical hazards and emotional impacts to field personnel and plans for appropriate resources and support. Electrical, natural gas, and telecommunications utilities would activate their own emergency operations centers if their resources were significantly damaged or service disrupted; the Planning Section would communicate with these utility EOCs through their liaison officer, or request a liaison to the EOC to help coordinate damage assessment, debris management and restoration of service.

**City of Florence Public Works:**

City of Florence Public Works Department damage assessment personnel and facility maintenance personnel assigned to city buildings will report damages to facilities, other life safety hazards observed in the course of their work, and condition of major ingress/egress Emergency Transportation Routes (ETRs) using their established reporting process. The Florence City Manager will decide if the City’s Public
Works Department will assess damage through West Lane area or just for the City of Florence. If the Florence Public Works Department is assessing only the City’s critical infrastructure it is expected that other WLEOG member agencies will activate their damage assessment teams and communicate the damage to the Planning Section Chief and EOC Manager.

**Lane County:**

Emergency Management will activate its EOC following an event that causes major damage. Damage assessment information will be provided to the County for submission to the OEM ECC. WLEOG and the County will use the same damage assessment forms and seek to coordinate damage assessment activities as much as possible to avoid duplication and ensure that critical information is collected quickly. All reports submitted to Lane County will be cumulative.

The County will generally inspect its own facilities within the West Lane area.

**State:**

Once an Initial Damage Assessment Summary Report has been submitted by Lane County to the State, the state will assign a liaison to work with the City through the Joint Preliminary Damage Assessment process and the Public Assistance grant application and reimbursement process.

**Federal:**

FEMA coordinates Public Assistance (PA) Grant Programs. Following a presidential disaster declaration, FEMA, in coordination with Oregon OEM, will assign a Public Assistance Coordination (PAC) Crew Leader to each eligible applicant. The assigned PAC Crew Leader will work with City of Florence and WLEOG member agency representatives to process recovery projects.

3. **Command and Control**

Damage assessment activities initially focus on rapid damage assessment—identifying life safety hazards and the status of critical infrastructure—so that the incident commander can rapidly gain situational awareness and prioritize response activities following an incident. Later phases of damage assessment provide more detailed information about damages through safety inspections and estimates of financial damage. This information is the basis for the IDA and joint PDA. In all phases of damage assessment, the collection and dissemination of information is key.

This concept of operations responds to the planning scenario, a major earthquake. In an incident that produced less damage, such as a flood, wildfire, or small earthquake, the phases would progress more quickly, and unnecessary actions (e.g. inspect every fire station) would be omitted. However, this concept would still provide the basis for response and the basic steps of rapid evaluation, IDA, and PDA would still be followed.
Damage assessment also includes collecting estimated costs for debris removal, necessary emergency work, and emergency protective actions that may be eligible for federal reimbursement. Thorough documentation is required for reimbursement.

3.1 Direction and Control

Rapid Damage Assessment: Operations Section Infrastructure Branch will oversee damage assessment activities during a WLEOG response. Once activated, the EOC will coordinate the work with the Operation Section Infrastructure Branch, the Damage Assessment Unit Lead will directly manage damage assessment teams. The Infrastructure Branch Director will manage the collection, compilation, analysis and synthesis of information from all sources (damage reporting website, social media, traditional media, etc.) The EOC Manager will use the information to complete the Disaster Declaration form if applicable.

Initial Damage Assessment: Infrastructure Branch will follow established procedures for damage assessment and report information to the Operations Section, who will review the information and forward the information to the Planning Section. Operations Section Infrastructure Branch Director will communicate all assessment results to the EOC Manager who will in turn brief the WLEOG Policy Council.

Joint Preliminary Damage Assessment: The EOC will engage agency representatives and critical infrastructure owners and operators eligible for public assistance to participate in Joint PDA preparation. EOC representatives will coordinate with county, state and federal partners to facilitate required assessments. If the EOC has been deactivated, the City of Florence Public Works Director or designee will be responsible for coordinating these activities.

Recovery: In the recovery phase, long-term safety inspection and permitting activities will transition back to the City of Florence Public Works Department, which is the building authority for the jurisdiction. WLEOG member agencies will manage contracts and individual projects following FEMA Public Assistance Grant guidelines.

4. Annex Development

A review of the annex will be conducted annually by the primary agency. Additionally, the annex will be exercised annually internally and with WLEOG member agencies, volunteer groups and other disaster stakeholders. Changes in procedures, lessons learned from activations, identification of improved capabilities, and deficiencies for corrective action will guide any necessary revisions to this annex.

5. Annex Checklist

Rapid Damage Assessment: 0-48 hours

Rapid damage assessment holds life safety first and foremost. It provides the first description of the extent of damage following a destructive incident. During this phase, the focus is on quickly gaining situational awareness of damage, particularly critical infrastructure damage, major structural collapses or mass
casualty sites, and an overall assessment of areas that sustained the most damage. The rapid damage assessment is the basis for developing the incident action plan for the first few operational periods, and prioritizing assignments for the Initial Damage Assessment phase.

During rapid damage assessment, the EOC will rely in large part on information provided by emergency responders who are on-duty when the incident occurred, self-deploying bureau damage assessment teams, media reports, information in the computer-aided dispatch (CAD) system, social media, and information from the Lane County EOC and OEM.

**Activation Phase:**
- The EOC will be activated and responders will report.

**Operational Phase:**
- EOC public information staff will monitor traditional and social media forums and gather critical situation status information. They will provide this information to the Planning Section.
- The Planning Section will begin collecting information from Infrastructure Branch and the Lane County EOC, CAD, State WebEOC, and public safety radio, including amateur radio if needed.
- Information from damage assessment teams will generally be in a standard format (ATC forms) that matches State WebEOC boards and rolls up to state damage assessment summary forms, also in State WebEOC. Information from other sources may be incomplete. The Planning Section will enter all information in State WebEOC and complete the forms as much as possible.
- Planning Section will develop the first situation status report; this report will be updated regularly throughout the incident, according to Planning Section procedures for situation status reporting.
- The Planning Section GIS Unit will map rapid damage assessment information according to section procedures.
- On-duty fire fighters will assess their station and report its status to their battalion chief, and then patrol their Fire Response Area, reporting structural collapses, fires, and other major life safety hazards to the 911 Communications Center.
- On-duty police patrol officers will check in with their sergeant via public safety radio or in-person, and then patrol their assigned area, similarly reporting life safety hazards to the 911 Communications Center. Police personnel working in Police facilities will assess the safety of the facility and report to the 911 Communications Center and the Law Enforcement Branch.
- On-duty 911 Communications Center employees will remain at work and continue to work; supervisors will inspect the facility and report damage to the Planning Section in person or via telephone or radio.
- Florence Public Works will activate and assemble their damage assessment teams, and proceed to inspect the critical facilities of their bureau. They will report damage assessment information to the Infrastructure Branch Director or Damage Assessment Unit Lead, if applicable.
- All City of Florence and/or WLEOG member agencies personnel working in the field following an incident will also report life safety hazards they observe in the course of their work, calling
911 if lives are in immediate danger and phones are working, and otherwise contacting their EOC via telephone or radio. Employees may also report other significant damage they observe if time and resources allow.

- Public Works and/or WLEOG member agencies will not tag any structures as safe or unsafe without also reporting their assessment to Infrastructure Branch and EOC.
- Volunteers with unknown qualifications may take it upon themselves to mark buildings as safe or unsafe to occupy. The damage assessment teams will not remove these markings without inspecting the building. However, these markings will not be considered official, as the inspector may not have been qualified to make a determination.
- It may be necessary to utilize other resources to obtain a comprehensive assessment of the impact and magnitude of the event. Aerial assets are available through Lane County, Civil Air Patrol and private contractors to conduct fly-overs of damaged infrastructure.

**Initial Damage Assessment Phase: 48 hours to 2 weeks**

The initial damage assessment phase yields the information required for an IDA report to the state. The IDA is the first step in applying for federal assistance. Information collected during the initial damage assessment phase is more detailed than information from the rapid damage assessment phase. Information from rapid damage assessment will be used to prioritize areas of need during initial damage assessment. Whenever possible, safety inspections (to ATC-20 standards) and assessments of the extent of damage for the IDA will be completed simultaneously.

The Florence Public Works Department will complete detailed assessments of all damaged City facilities. The EOC will provide avenues for the public to report damage to homes and businesses.

**Operational Phase:**

- Infrastructure Branch Director will activate its Damage Assessment Teams and inspection teams will report. The Infrastructure Branch Director will review situation status reports from the Damage Assessment Teams and other information and attempt to contact facility managers at pre-identified critical infrastructure. Based on this information and the incident objectives.
- The Infrastructure Branch Director will dispatch teams to inspect damaged facilities, beginning with critical infrastructure. Teams will perform safety inspections using ATC-20 Detailed Evaluation Safety Assessment forms and collect the additional data needed for the IDA forms.
- If damages are extensive, the Infrastructure Branch Director will deploy inspectors to perform windshield surveys in heavily damaged areas. Windshield survey routes should be chosen in collaboration with the EOC so they are coordinated with debris management operations ATC-20 Rapid Evaluation Safety Assessment forms will be used to collect this data.
- If necessary, Infrastructure Branch Director may request additional personnel from the EOC via resource request, to support damage assessment. Trained inspectors or other qualified personnel identified by Branch Director will lead each team. The Branch Director may engage registered
ATC-20 trained engineers and other qualified professionals on the list maintained by the Florence Public Works Department.

☐ All damage assessment field teams will record data as they work, if possible. If this is not possible, data will be reported to the Branch Director and/or EOC no later than the end of the operational period.

☐ Planning Section Situation Status Unit will collect information and use it to populate an IDA Summary Report for the EOC, categorize damages eligible for Public Assistance and Individual Assistance using damage summary forms provided by the state, and provide input to situation status reports.

☐ EOC GIS Unit will continue to produce updated maps of damage.

☐ Finance Section will collect costs for temporary protective measures, emergency work and debris management from the finance sections, combine them with EOC costs and monetary estimates of damage from the Planning Section and use these to complete the IDA Summary Report.

☐ Homeowners, businesses, and public entities may be encouraged to complete and submit an initial assessment of financial damage to their property,

☐ EOC PIO or designee will provide information on where to obtain damage assessment forms and how to submit them. The EOC may accept reports from the public via the Internet, via telephone, or at a community field office coordinated by the City EOC.

Joint Preliminary Damage Assessment (PDA): Occurs 2-3 weeks and takes 3-5 days to complete

A joint PDA is conducted when the initial damage assessment indicates per-capita thresholds for Public Assistance or Individual Assistance grants have been met. Oregon OEM and FEMA jointly conduct the PDA, visiting and assessing damages reported. FEMA uses the information from the PDA to decide whether a presidential disaster declaration is warranted. The PDA also informs further response activities by providing information to state and federal responders on unmet needs that may require immediate response, and to forecast staffing levels, space requirements, technical and other resources necessary to ensure proper management of disaster recovery operations.

☐ The EOC will coordinate with Lane County, Oregon OEM, and FEMA to arrange site visits of damaged areas in West Lane.

☐ The Planning Section will help to develop routes and information to accompany the site visits in area, and will provide a WLEOG liaison for site visits.

☐ The Planning Section/GIS Unit will support the site visits with maps of the damaged area.

Administrative Support and Finance

☐ Rapid Damage Assessment: During rapid assessment, individual WLEOG member agencies will be responsible for tracking damage assessment data as well as expenditures for personnel, equipment and material resources.

☐ Initial Damage Assessment: The Planning Section will collect all reports of damages and provide estimates of monetary losses to the Finance Section for inclusion in the IDA Summary
Report. The Finance Section will collect costs from WLEOG member agencies, track costs for the EOC, receive cost estimates of damage from the Planning Section and compile them in the IDA Summary Report.

☐ **Joint Preliminary Damage Assessment:** The Planning Section will assist the Infrastructure Branch Director with the development of site/project packages to be reviewed and validated during the Joint PDA. If the EOC has been deactivated, the City of Florence Public Works Director will be responsible for coordinating these activities.

☐ **Recovery:** Activities will transition back to WLEOG member agencies that will manage their own capital projects following FEMA Public Assistance Grant guidelines. Depending on the magnitude of the event, the City may opt to establish a long-term team to manage recovery efforts.
INCIDENT ANNEXES
11. Incident Annexes

Incident Annexes describe how WLEOG, city, county, state, and federal entities; the private sector; volunteer organizations; and nongovernmental organizations (NGOs) coordinate and execute the common functional processes and administrative requirements based on a specific incident. During an incident, numerous procedures and administrative functions are required to support incident management.

The actions described in these Annexes are not limited to particular types of response, but are overarching in nature and applicable to nearly every type of incident. In addition, they may support several Emergency Support Functions (ESFs). Examples include public affairs, Mass Care, and Health and Medical.

The Incident Annexes may be fully or partially implemented without a Disaster Declaration.

The following section includes a series of annexes describing the roles and responsibilities of WLEOG member agencies, City departments and programs, NGOs, and the private sector for those common activities that support the majority of incidents. The annexes address the following areas:

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Incident Annex (IA) #1: Active Shooter

1. Introduction

On May 20, 1998 Lane County was shocked by the Thurston High School shooting which was considered the deadliest shooting at a U.S. high school until one year later, on April 20, 1999, when two gunmen opened fire at Columbine High School killing 12 students, one teacher, injuring 24 more and then killing themselves. Since that time, the number of active shooter incidents has been on the rise, particularly since 2008.

In 2013, President Obama signed into law the Investigative Assistance for Violent Crimes Act of 2012, which granted the attorney general the authority to assist in the investigation of “violent acts and shootings occurring in a place of public use” and in the investigation of “mass killings and attempted mass killings at the request of an appropriate law enforcement official of a state or political subdivision.”

To provide further clarity on these threats, the Federal Bureau of Investigation (FBI) in 2014 initiated a study of “active shooter” incidents. The goal of the FBI study is to provide federal, state, and local law enforcement with data so they can better understand how to prevent, prepare for, respond to, and recover from these incidents.

This Emergency Operations Plan Annex is, in part, the Lane County Sheriff’s Office response to the 2014 FBI study. The Lane County Sheriff’s Office continuously strives to keep pace with lessons learned from active shooter incidents and has created this document to provide guidance on planning, training, equipping (including personal protective equipment [PPE]), as well as the stages of response and recovery. Because Active Shooter situations typically involve multi-agency response, the goal of this document is to help facilitate consistent policies, strategies, tactics, terms, prohibitions, training, coordination and communications on a countywide / regional basis. Although community involvement is integral in planning, mitigation, response and recovery, the scope of this document is specifically directed to first responders.

1.1 Purpose

This document includes recommendations on all phases of response and draws heavily (oftentimes verbatim) from the state of Maryland’s “Guidance to First Responders for the Active Assailant Incident” published October 2, 2014. This guidance is intended to be scalable to allow some variation in local plans and standard operating procedures (SOPs), but still provide some consistency countywide. If local officials already have operational plans, this is not intended to override or limit those plans. It is recommended that those local plans be reviewed to ensure that they incorporate at a minimum the tenets discussed here. The protocols and operations of tactical and other special teams are not addressed in this document as their availability may be limited and response to such an unplanned operation may be delayed.

1.2 Scope

Active shooter incidents present unusual circumstances that require law enforcement officers (LEOs) and fire and emergency medical service personnel (Fire & EMS) to respond simultaneously to subdue the shooter and provide immediate treatment to those injured. All personnel will be thrust into situations in
which they do not normally operate. Law enforcement patrol officers arriving first on scene will be placed into tactical situations and may need to provide initial lifesaving care for victims while Fire & EMS personnel may need to enter areas that have not been completely cleared of the shooter.

2. Organizational Structure

2.1 Roles and Responsibilities

Specialty or tactical teams’ (e.g., LCSO Special Response Team, HazMat, or bomb squads) operations will be directed through the appropriate command structure upon arrival at the scene.

Securing the Scene

After all occupants are safely removed from the facility, LE should complete a final sweep of the area to ensure all threats are removed. Deceased victims should remain in place until investigation is complete unless they would restrict safe evacuation of the other victims. Their initial locations must be marked if they are moved. Once investigation is complete and deceased victims are removed, command must then work with the facility owners and elected officials to safely turn control back to them.

Recovery

Short-term recovery should include typical rehab operations, debriefing, and demobilization. Critical Incident Stress Management services should be made available to the responders requesting assistance. Consideration should be given to requesting mutual aid resources to fill in for the primary responders until recovery can be complete. An After Action Conference should be scheduled within a week or two of the event and include all response and support agencies or departments.

Long-term recovery will involve more than just the immediate first responders. Local Emergency Managers should cooperate with local elected officials to determine the plan for long-term recovery.

Crime‐related disasters pose a uniquely high level of stress and psychological hazards to emergency responders. Some factors that make crime‐related disasters more traumatic than natural disasters are the unexpected nature of the incident, the malicious intent behind it, and the extreme threat to life often associated with these incidents. As the personnel on the front lines of confronting such threats and disasters, emergency response personnel are especially susceptible to the psychological hazards associated with them. Furthermore, the relative infrequency with which emergency responders encounter these scenarios only further heightens the stress associated with them. These added stresses and psychological hazards directly influence emergency responders’ levels of performance and their long-term resilience. By preparing emergency responders psychologically for crime‐related disasters, responders’ performance and resilience can be significantly enhanced.

Education prior to the incident about what they may experience under severe stress allows them to anticipate normal psychological and physical reactions, prepare them to remain focused on life‐saving and/or other damage‐mitigating activities, and enable them to better cope with the incident afterward.
3. Command and Control

3.1 General Premise of Response

Immediate intervention is imperative. LEOs must make an immediate entry to subdue or isolate the shooter(s) rather than waiting for specialty tactical teams. Should Fire & EMS arrive first, they should stage at a safe location at an appropriate distance and out of line of sight from the affected facility until law enforcement arrives. They should establish an external treatment area, care for injured that make it to the secure area, congregate the uninjured, inform law enforcement of the status, and anticipate making entry behind law enforcement to begin care as soon as law enforcement can provide adequate security.

When an initial entry is made, first responders should establish unified command between command personnel from law enforcement and Fire & EMS as quickly as possible. Early, face-to-face interaction between initial commanders is paramount. As upper level law enforcement command personnel arrive, a more formal Unified Command (UC) structure can be established.

Care for the injured must begin as “security and care teams” enter the area. This means that law enforcement personnel may need to initiate basic critical lifesaving interventions (e.g., hemorrhage control). Both injured and ambulatory victims must be removed rapidly through a Warm Zone evacuation route.

All of these actions must be completed, but do not take priority over the safety and security of the personnel responding. The assurance of safety and security is based on assessment of locally-available resources and establishment of specific operational plans, adequate equipment and PPE, proper training, and frequent exercises.

3.2 Training

First and foremost, the Lane County Sheriff’s Office has adopted the ALICE program as its curriculum of choice for preparing individuals to handle the threat of an Active Shooter. ALICE is broken up into five strategies: Alert, Lockdown, Inform, Counter, and Evacuate. Understanding that active shooters aim to inflict mass casualties as quickly as possible – on average, causing multiple deaths in about 8 minutes - there is a need for faster response from everyone involved. The Sheriff’s Office considers the delivery of ALICE training to schools, shopping malls, large industrial centers, places of worship, hospitals and other locations with large gatherings to be a crucial mitigation strategy. ALICE training can help lessen the impact of a potential active shooter incident and is deemed effective at reducing the number of individuals either killed or injured.

The Sheriff’s Office has trained instructors in ALICE and delivers training upon request on a regular, ongoing basis.

The Sheriff’s Office has also adopted the “Single Officer Response” protocol designed to potentially lessen the toll of casualties while exposing the responding officer to little additional risk as compared to waiting for assembly of 3 or more officers. The Sheriff’s Office Special Response Team (SRT) has trained tactical instructors that deliver training upon request to law enforcement agencies throughout Lane County.
There are multiple packaged training programs available for presentation. They include:

- **LASER** – Law Enforcement Active Shooter Emergency Response (PER-275) is the Louisiana State University model (www.ncbrt.lsu.edu/catalog/performance/laser.aspx)
- **ALERRT II** – Advanced Law Enforcement Rapid Response Training (ALERRT) is the Texas State University model (www.alerrt.org)
- **Tactical Emergency Casualty Care (TECC)** (www.tecc.org)
- **GTI SWAT and Active Shooter Training** (www.gtitraining.org) (includes STORM)

In addition to encouraging and providing training, the Sheriff’s Office conducts and participates in exercises that ensure all trained personnel participate in some manner. The exercises are not necessarily extravagant, but instead smaller, combined LE and EMS, drills that can easily be repeated for multiple shifts. (Any exercises involving weapons must meet standards to ensure all weapons are deemed safe and a security perimeter is established.)

The Sheriff’s Office believes it is imperative that both training and exercises be conducted jointly with LE and Fire & EMS regularly. Every effort should be made to conduct realistic scenario-based training that mimics and induces stressors unique to actual active shooter situations in order to adequately prepare responders to function in this dynamic environment.

### 3.3 Response Stages

#### Call Intake

It is strongly recommended that each Public Safety Answering Point (PSAP) in Lane County (Central Lane Communications, South Lane 911/Cottage Grove Police, West Lane 911/Florence Police, Junction City Police, Lane County Sheriff’s Office and Springfield Police) use the most current version of “Active Assailant (Shooter) – Protocol 136” from the International Academies of Emergency Dispatch when taking calls about active shooters. This information is critical to a successful and consistent response by all involved agencies. The initial call to 9-1-1 provides an opportunity to assess the area of greatest threat and can help the initial responders ensure situational awareness and make critical decisions based on intelligence gathered.

#### Dispatch and Communication

Dispatch of law enforcement and Fire & EMS should be simultaneous and tactical frequencies/talk groups should be established immediately. Communications should not be delayed while information gathering is taking place. There should be one talk-group assigned to LE and one assigned to Fire & EMS operations for primary response; additional channels may be needed later. While initial units are responding, it is imperative to have dispatchers push the latest intelligence to all responding agencies so that all units, LE and Fire & EMS, will have good situational awareness of the event.

Once command declares an active shooter incident, the dispatcher should announce to all responding units that this is now a declared “Active Shooter.” This announcement should trigger Life Sustaining Interventions (LSI) and Multiple Casualty/Unusual Event (MCI) protocols for EMS providers. The LSI
Protocol allows EMS providers to prioritize their care of patients while in an area of hazard. The MCI protocol ensures that hospitals and other support services are notified.

Until commanders can arrive on the scene and establish face-to-face contact, dispatchers must be vigilant in exchanging the information among all allied agencies to ensure a coordinated response. Incident pre-plans (if available) could assist responders in identifying staging areas, zone perimeters, and potential points of entry. Once command personnel arrive on the scene and establish face-to-face contact, they should announce that Unified Command is established on both talk groups and reconfirm designated areas of operation. The primary responsibility for interdisciplinary coordination would then shift from the dispatchers to the on-scene command.

All communication in Hot and Warm Zones should be done using tactical communications devices to limit the possibility of exposing protective positions. As per the MCI/Unusual Event protocol, notification of hospitals and other response resources should be made immediately.

It is also recommended that each PSAP have or develop an “Active Shooter Checklist” for the dispatcher to ensure he or she has the necessary resources for a rapidly evolving incident. This checklist is completely jurisdictional-dependent, based on available assets (see Appendix A for an example).

**Establish Command Structure**

Early initiation of Unified Command is paramount. Face-to-face communication between the initial operations-level commanders will ensure both are aware of the other’s operations. As upper level commanders arrive on the scene, a more formal Unified Command can be established. This does not negate the need for the respective Operations Chiefs to remain together for coordination and unified supervision at the Operations Section Chief and tactical levels, especially if mixed asset teams are being deployed. Once the formal Unified Command Post (UCP) has been established, they can then begin to solidify staging areas, establish areas to debrief and shelter unharmed occupants, liaison with other responding agencies; perform crisis communication, and begin other planning, logistic, and administrative tasks required to manage what could easily become a protracted incident.

Staging Area Managers and Liaison Officers should be appointed early and incoming units/agencies should be directed to report to those locations.

Each incident is a primary LE event but requires coordination between the LEO on-scene-lead and the Fire & EMS on-scene-lead. Unified Command provides the proper vehicle for command and control of active shooter incidents involving mass casualties; therefore, responders should establish Unified Command and a Unified Command Post as soon as possible. Fire & EMS command elements should recognize that the LE on-scene-lead will be actively sending LE officers into the impacted area to directly engage the threat, secure the perimeter to ensure the perpetrator doesn’t evade, and to exclude entry by any unauthorized person(s). Additionally, from almost the moment of arrival on-scene, the LE lead will be determining LE resource requirements, developing intelligence on the incident(s), identifying the location and viability of the victim(s), and many other tasks. Thus, the fire and EMS commands should move to the LE Command Post (CP) and establish Unified Command as planned. By maintaining awareness of LE activities, Fire & EMS commanders can begin to prepare for entry to rescue the injured.
Scene Security and Awareness

All responding personnel must be vigilant to protect the security of the scene. Shooters may target first responders with secondary devices in staging areas and entrance areas. As other tasks are being performed, responders must continually scan the environment to be alert for suspicious unattended packages, improvised explosive devices (IEDs), hazardous material threats, individuals acting extremely nervous or having an unusual response to the incident, and individuals with unusually bulky clothing or bulging pockets. A Safety Officer must be assigned for both LE and Fire & EMS operations. Periodic safety messages should be broadcasted over all talk groups to remind responders of potential threats.

While on scene, non-uniformed LE and EMS personnel MUST wear locally-approved high visibility arm bands or traffic safety vests that clearly identify them as LE or EMS personnel to facilitate easy recognition and reduce the risk of “blue on blue” or “friendly fire” encounters.

3.4 Zones of Operations

The scene of an active shooter incident should be divided into several operational “zones.” These zones and the actions that should occur in each are described below.

A) Perimeter Operations: LE and Fire & EMS will coordinate to establish an inner and outer perimeter as soon as practical. Consideration should be given to search/check for secondary threats and/or devices within the perimeter. Identified concerns should be reported to incident command for investigation and remediation.

B) Zone Operations: LE and Fire & EMS will coordinate to establish Cold, Warm, and Hot Zones.

- **Cold Zone** (Safe Zone): Any area surrounding the Warm Zone where first responders can operate without concern of danger or threat to personal safety or health.
- **Warm Zone** (Indirect Threat): Any operational area with a potential threat to personal safety or health. The Warm Zone typically exists between the Hot and Cold Zones.
- **Hot Zone** (Direct Threat): Any operational area with a direct and immediate threat to personal safety or health.

Hot Zone Operations

As per local SOPs, initial LEOs should enter the Hot Zone and begin to pursue and neutralize the shooter. That team should not stop to care for the injured and should instruct non-threatening occupants to shelter in place or evacuate, if safe to do so.

Warm Zone Operations

In this Zone the primary objectives are to further stabilize and secure each area initially cleared by law enforcement and to begin to care for the victims. As local officials draft their operational plan they should decide upon a method to accomplish these objectives. Following are two models that help to ensure providers remain safe and the injured receive the immediate lifesaving interventions they require to survive. One of these or another method should be outlined in the local operational plan.
Cold Zone Operations

In the Cold Zone EMS/fire/rescue personnel should establish treatment areas as per protocol. Multiple CCPs or triage/treatment areas may be required depending on the size and configuration of the facility involved. Treatment can continue there to complete life/limb-sustaining procedures and prepare the patient for transportation to definitive care. As soon as transportation is available, patients should be moved to the Transportation Unit for disposition and transfer.

Communications

All personnel operating in Hot or Warm Zones should be provided portable radios with the ability to complete discrete communication so they will be aware of the evolving response without broadcasting their location through the radios.

Figure 2: Active Shooter Threat Zones
3.5 Security and Care Team

Security and Care Team Entry

A security and care team of primarily LEOs should make entry to the Hot Zone with the intention of creating and extending the cleared Warm Zone. As they make entry, they may perform immediate care of the injured and direct any uninjured to a safe evacuation corridor once it is established. They should then begin to identify a safe location that can be secured for collection of casualties. Warm Zone victims should be evacuated through a safe corridor to the Cold Zone as soon as possible. Only if evacuation cannot occur due to safety issues should a Warm Zone casualty collection point be established using the best concealment and protection available.

Rescue Task Force

Some jurisdictions may elect to establish an interdisciplinary Rescue Task Force (RTF), which is comprised of at least two armed LEOs and two EMS providers. The LEOs assigned to the RTF remain vigilant of the potential threats and supply cover/protection as EMS providers deliver immediate care. It is not recommended that RTFs be incorporated into operations unless the given jurisdiction can ensure that all LEOs and primary EMS providers can be properly trained and the operations can be regularly exercised. All personnel should also have direct access to ballistic protection if they operate in this configuration.

3.6 Casualty Collection Procedures

A casualty collection point (CCP) is an area outside the Hot Zone that can be protected by LE and where immediate life-sustaining care can be delivered by EMS providers. Multiple CCPs may be required in both Warm and Cold Zones.

i) Considerations for the selection of the CCP should include, to the extent possible:

   a. A position of cover
   b. Concealed vehicular ingress and egress
   c. Adjacent to an exterior wall to aid in victim removal
   d. Proximity to the majority of injured
   e. Other factors as defined by the medical threat assessment

ii) Operations of CCP(s)

   a. Area is to be protected by LE and swept for threats before accepting injured.
   b. There should be a continuous and dedicated LE presence.
   c. Appropriately trained local EMS providers will staff the area.
   d. An experienced EMS provider is required in this area to supervise personnel and ensure care is expedient and patients are extricated at the earliest possible opportunity.

Actual care will be dictated by the LSI protocols in the CCP. The intent is to maintain patients until a safe corridor for evacuation can be identified and adequate personnel can be assigned to move the victims. Triaging and tagging of patients per protocol should be done as patients arrive in this area. All patients
brought to the CCP must be checked for weapons or IEDs prior to entry. Efforts should be made to not
bring uninjured or deceased persons to the CCP. CCP personnel will provide incident command with
regular updates and resource management requirements. Patient tracking will be initiated at the earliest
opportunity using paper logs or the state’s electronic patient tracking system. The method employed will
be communicated to UC. Patients who are in LE custody and/or who have movements restricted by LE by
the use of handcuffs or flexcuffs, for example, should be segregated in the CCP and triage/treatment area
(see example below). This practice will require a continuous LE presence whose role is solely the custody
of these patients. Consideration should be given to the ratio of patients in custody and LE personnel.
Patients in LE custody should receive treatment and transfer prioritized to their condition, in conjunction
with all other patients.

3.7 Evacuation Corridor

Operational elements will direct the selection of the Evacuation Corridor and communicate the selection to
UC.

i. Considerations for the selection of the Evacuation Corridor may include:
   
   a. A route that offers a position of cover or concealment
   b. Able to be traversed with limited hindrance

ii. Operation of Evacuation Corridor

   a. Travel route(s) should be established as soon as possible.
   b. Corridor route should be cleared before use and kept clear for emergency ingress and egress.
   c. A LE element may accompany/facilitate patient movement.
   d. If required, vehicles to shuttle patients through the evacuation corridor should be positioned as
close to CCP as possible.

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e. Corridor operations should be coordinated by UC.

Transfer to Definitive Care

The Transportation Unit will be responsible for gathering information on hospital capacity, determining the destination of patients, and tracking their disposition as per the MCI/Unusual Event protocol (see Appendix X). Regardless of the number of CCPs or triage/treatment areas established, all patients being transported MUST be processed through ONE Transportation Unit to ensure the accountability of patients and the appropriate utilization of the medical facilities available.

Local Emergency Operation Center

In accordance with your local Emergency Operations Plan, Emergency Managers should consider activation of their emergency operations center (EOC) while the initial response is progressing. The EOC will be used to coordinate the support services that may be required in the Cold Zone, assist in the coordination of public messaging, and begin to plan the operational periods beyond the initial response. They must plan to support the community and begin to guide them toward recovery.

Evacuee Holding Areas

A systematic process for evacuating and interviewing uninjured survivors is imperative. The primary goal of incident commanders should be separating uninjured survivors from the threat. Although an expedited evacuation is desirable, it should be done in a methodical manner.

Survivors who witnessed or have knowledge of the active shooter need to be interviewed by LEOs. Unfortunately, evacuees may include the shooter or an accomplice so the approach to assisting evacuation must be organized. If possible all evacuees should be directed into one of three areas. These areas must be physically separated from one another, be sufficiently far away from the crisis scene, and be out of the view of the incident.

- **Known Suspect(s) Holding Area:** This area is marked/designated as “KNOWN SUSPECTS.” In this area suspects should be isolated from one another and be secured (handcuff or restraint), searched, silenced, segregated, and safeguarded. Once safeguarded, the known suspect must be transported away from the scene and debriefed rapidly.
- **Survivor/Witness Holding Area:** In this area marked as “SURVIVORS/WITNESSES,” all individuals should be searched and vetted, and then debriefed. Once it is determined they can be released, they may need to be sheltered or require assistance in arranging for transportation home. Emergency Management should arrange to provide victim assistance adjacent to this area.
- **Unknown Evacuee Holding Area:** In this area marked as “UNKNOWN EVACUEES,” evacuees should be secured (armed supervision), searched, silenced, segregated, and safeguarded. Initial vetting and determination of the evacuee’s status must be conducted and confirmed. Once the evacuee’s status has been determined, they will be either transported to the Known Suspects area or the Survivor/Witness area.
3.8 Family Reunification

Early into the incident, incident command must establish the location of a reunification facility where family of those evacuated can be directed to gain information about the incident and to learn the status of their loved ones. Emergency Managers should plan to have Behavioral Health service providers in this area to assist. Once the area is established, the Joint Information Center (JIC) (see the Public Information section below) will relay the location of the reunification center to the media.

In addition to a physical location where survivors can be temporarily sheltered, a toll-free number must be activated to assist families with locating loved ones. The number should be pre-established before an incident occurs and should be activated or relayed to the media through the JIC during the incident. EMS must maintain records of the patients transported to the hospital to assist with reunification.

3.9 Public Information

Active shooter incidents attract intense media interest, which must be actively managed. As early as possible, a JIC should be established. Coordinating public messaging among local, state, and federal response partners is critical in creating a unified message about the incident. The JIC serves as the link between the incident command and the public. Rather than viewing the media as a nuisance, incident commanders, through the JIC, should leverage the media to communicate to families about locating survivors at the family reunification site, ensure that the public avoids the area, and gather information to aid in the investigation.

Social media has revolutionized the rate and method by which information is shared. Local, state, and federal entities all utilize social media to connect with stakeholders on a regular basis. Thus, the JIC must incorporate both traditional mediums as well as new mediums such as Twitter, Facebook, etc. Social media is a powerful tool that should be leveraged by the JIC to aid in information flow and rumor control. Like establishing an active shooter protocol, a social media program must be developed before an incident occurs.

The JIC should be located adjacent to a media staging area. The media staging area should be in a location that will not impede ingress or egress routes for emergency response personnel, in the Cold Zone, and in a location in which survivors’ privacy is protected. Incident commanders should expect and plan for a large convergence of local and national network media at the incident site.

3.10 Equipment and Personal Protective Equipment (PPE)

All LEOs should be issued and required to wear the kits for all active shooter incidents and planned mass gatherings. All EMS/fire/rescue apparatus should have adequate tactical emergency casualty care (TECC) kits for personnel assigned to that apparatus. Commercial TECC kits are available for purchase. Before purchase, buyers should ensure they contain at least the following:

1. Two (2) commercially available tourniquets
2. Hemostatic dressings
3. Kling or bandaging to retain dressings
4. Nasal/oral airway assortment with lubricant (Optional based on training)

5. Occlusive dressings or chest seals

6. Non-sterile procedure gloves sized to the individual

Supplies for Casualty Collection Points (CCPs) should be packaged separately in a “grab and go” kit. They should not be assembled by gathering multiple bags or packages. The care of patients will be limited to LSIs, so equipment will also be limited. A list of suggested items that may be included in a CCP supply kit appears below. It is recommended these kits be checked monthly and the stock rotated with the daily use stock on EMS units. It is difficult to determine the number of casualties one might be required to treat in a CCP. This list contains enough equipment to treat approximately ten patients. For Warm Zone care, we recommend that the kit contain what appears on the list below in order to provide LSI while reducing unnecessary gear.

This is a recommended list. The actual supplies carried by local EMS programs should be consistent with the operational procedures and response model selected by those programs and the certification/licensure levels of the providers available.

- 4 - Commercially available tourniquets
- 4 - Occlusive dressings or chest seals
- 2 - 4 in. pressure dressings
- 2 - 6 in. pressure dressings
- 1 - Oral airway kit
- 1 - Nasal airway kit
- 2 - Supraglottic airways of varying sizes (as per Maryland Medical Protocols)
- 1 - Bag-valve-mask
- 1 - Tactical suction device
- 2 - Surgical Cricothyroidotomy Kits
- 25 - 4X4 gauze pads
- 2 - Large trauma pad dressings
- 4 - Assorted hemostatic impregnated dressings
- 4 - Z-Fold Gauze
- 2 - Rolled formable splints
- 2 - Trauma shears
- 4 - 14g catheters or needle decompression thoracostomy kits
- 4 - 18g IV catheters w/saline locks
- 1 - EZ-IO Needle Kit
- 2 - Macro-drip IV administration kits
- 2 - 500mL bag Lactated Ringer’s
- Pain Medication consistent with Maryland Medical Protocols and provider’s level of certification/licensure
- 4 - Rolls adhesive tape
- 4 - Sets of triage marking tape containing four colors of tape each (black, red, green, and yellow)
- 2 - Indelible markers
- 4 - Stethoscopes
To be continued...
Incident Annex (IA) #2: Coastal Lane County Cascadia Subduction Zone (CSZ) Annex
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THIS ANNEX IS UNDER DEVELOPMENT