



**City of Sherwood, Oregon
Resolution No. 2001-966**

A RESOLUTION ADOPTING THE CITY OF SHERWOOD EMERGENCY OPERATIONS PLAN AND AUTHORIZING THE EMERGENCY PROGRAM MANAGER TO MAKE THE REVISIONS NECESSARY TO KEEP THE PLAN UPDATED AND CURRENT

WHEREAS, the City of Sherwood Emergency Operations Plan (herein referred to as EOP) provides a framework to guide the City of Sherwood's effort to mitigate and prepare for, respond to, and recover from major emergencies or disasters; and

WHEREAS, the EOP describes the roles and responsibilities of emergency responders in the City of Sherwood and sets forth general policies, and documents the guidelines and agreements that have been reached in order to integrate all emergency response systems into a program for comprehensive emergency management; and

WHEREAS, the EOP is a living, working document and will be updated as necessary by the Emergency Program Manager to reflect changes such as current staffing, resources, geographic descriptions, current events, and other items necessary to keep the Plan current.

NOW THEREFORE BE IT RESOLVED AS FOLLOWS:

The City of Sherwood Emergency Operations Plan attached hereto as Exhibit "A" is hereby approved and adopted.

Duly adopted by the City Council June 26, 2001.

Keith S. Mays, Council President

Attest:

C.L. Wiley, City Recorder



City of
Sherwood
Oregon

Home of the Tualatin River National Wildlife Refuge

EMERGENCY OPERATIONS PLAN

FISCAL YEAR 2001-2002

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Emergency Operations Plan

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Home of the Tualatin River National Wildlife Refuge

Government at all levels has the responsibility to plan for and respond to emergencies resulting from hazards that are known to threaten the jurisdiction. In view of this fact, the City of Sherwood has developed this Emergency Operations Plan to provide overall planning and coordination for emergencies. The Emergency Program Manager is the City Manager, and duties are further delegated to Department Directors, the Emergency Management Coordinator, Tualatin Valley Fire and Rescue and Incident Management Teams.

Emergencies may require the City government to operate in a manner different from normal, day-to-day routines, and may seriously over-extend City resources. This Emergency Operations Plan provides specific guidance to City Departments during emergencies. The Plan will also serve as an indicator of City capability. If the City is unable to provide adequate coverage for a particular resource or potential hazard, alternate sources or contingency plans shall be developed within political and budgetary constraints.

The accomplishment of emergency management goals and objectives depends on the development and maintenance of competent staff and familiarization of other City personnel with their emergency responsibilities. It is hereby directed that this plan be reviewed by all City Department Directors prior to July 1, annually, or as indicated through Plan activation or exercise. Thorough familiarity with this Plan will result in the efficient and effective execution of emergency responsibilities and in better service to the citizens of City of Sherwood.

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

City Manager

Date

CITY OF SHERWOOD

ADMINISTRATIVE OVERVIEW

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I. PREFACE-HOW TO USE THIS PLAN

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

This Plan describes the roles and responsibilities of emergency responders in the City of Sherwood. It sets forth general policies, and documents the guidelines and agreements that have been reached in order to integrate all emergency response systems into a program for comprehensive emergency management.

The **Emergency Operations Plan** is divided into four major sections:

SECTION I-ADMINISTRATIVE OVERVIEW

This section provides the user with 1) an introduction to the Plan, 2) reference to the legal authority for planning, 3) brief descriptions of local hazards, 4) a statement of responsibilities for planning activities, 5) a glossary of terms, and 6) plan distribution information.

SECTION II-COMMON MANAGEMENT FUNCTIONS

This section is the function-specific portion of the plan. In it can be found specific information and guidelines for those emergency activities in which all City Departments are likely to participate, and which may be common to all emergencies. These include, among others, Public Information, Communications, and Alert and Warning.

SECTION IV-HAZARD SPECIFIC ANNEXES

This section includes directions and guidelines specific to individual hazards or kinds of emergencies.

SECTION III-CALL LISTS

This section provides emergency telephone numbers for City responders.

CITY OF SHERWOOD EMERGENCY OPERATIONS GUIDE

In addition to the Operations Plan, the *City of Sherwood Emergency Operations Guide* provides specific information to efficiently implement the policies and procedures outlined in this Plan. This guide provides activation information, Incident Command organization checklists, and planning, communications, and resource ordering information.

II. AUTHORITY

This Emergency Operations Plan is adopted by the City of Sherwood City Council pursuant to the provisions of the City Resolution -----, and to Chapter 401, Oregon Revised Statutes (ORS).

A. City of Sherwood Emergency Resolution

Section 1: TITLE:

This Resolution shall be known as the EMERGENCY POWERS RESOLUTION and may be so cited and pleaded.

Section 2. DEFINITION OF EMERGENCY

The conditions required for the declaration of a state of emergency within the City of Sherwood shall be as set out in ORS 401.025(4), which provides:

"'Emergency' includes any man-made or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS

466.605, contamination, utility or transportation emergencies, disease, blight, infestation, crisis influx of migrants unmanageable by the county, civil disturbance, riot, sabotage and war."

Section 3. DECLARATION OF EMERGENCY

A declaration of emergency by the City of Sherwood is the first step in accessing state and federal disaster assistance. The City of Sherwood Council has the legal authority under ORS Chapter 401 (see *Section I-G*) to declare that a local emergency exists. The City Manager is delegated this authority under certain circumstances described in the Emergency Resolution. After making a declaration of a state of emergency, the City Manager will request the Mayor to call a special meeting of the City Council in order to ratify the declaration. If the City Manager is unable to act due to absence or incapacity, the Emergency Management Coordinator, or the Incident Commander may exercise local Declaration authority. The declaration of emergency shall authorize specific emergency powers, and shall exist for the period set forth in the declaration. The state of emergency may be extended for additional periods of time as necessary.

Section 4. REGULATION AND CONTROL

The City Council may by resolution adopt procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. These procedures may include, but are not limited to, the following measures:

- (A) redirect City funds for emergency use and suspend standard City procurement procedures;
- (B) establish a curfew which fixes the hours during which all persons other than officially authorized personnel may not be upon the public streets or other public places;
- (C) prohibit or limit the number of persons who may gather or congregate upon any public street, public place, or any outdoor place;
- (D) barricade streets and prohibit vehicular or pedestrian traffic, or regulate the same on any public street leading to the emergency area for such distance as may be deemed necessary under the circumstances;
- (E) evacuate persons from the area designated as an emergency area;
- (F) close taverns or bars and prohibit the sale of alcoholic beverages;
- (G) prohibit or restrict the sale of gasoline or other flammable liquids;
- (H) prohibit the sale, carrying, or possession of any weapons or explosives of any kind on public streets, public places, or any outdoor place;
- (I) curtail or suspend commercial activity;
- (J) turn off water, gas, or electricity;
- (K) commit to mutual aid agreements
- (L) order such other measures as are necessary for the protection of life or property, or for the recovery from the emergency.

Section 5. RESPONSIBILITY OF THE MANAGER

The Emergency Manager shall oversee the emergency management program, and carry out the emergency duties or functions as prescribed by the resolution establishing procedures to deal with an emergency.

Section 6. EMERGENCY ACQUISITION OF RESOURCES

During a declared emergency, the city is authorized to extend government authority to non-governmental resources (i.e. personnel, equipment) which may support regular government forces during an emergency, and may enter into agreements with other public and private agencies for use of resources. When real or personal property is taken under power granted by this section, the owner of the property shall be entitled to reasonable compensation.

Section 7: TIME LIMIT ON EMERGENCY REGULATIONS.

- (A) The proclamation of emergency shall become effective on its issuance and dissemination to the public by appropriate news media.
- (B) A proclamation of emergency shall terminate 48 hours after its issuance, or on the issuance of a proclamation determining that an emergency no longer exists, whichever occurs first; however, the Council may, by resolution, extend a proclamation of emergency for additional periods of time as determined necessary.

Section 8. PENALTIES

No person shall knowingly violate any regulation promulgated pursuant to this resolution, and imposed in a state of emergency declared under this resolution. Violation of an emergency regulation shall subject the defendant, upon conviction, to a fine of not more than \$300 per offense. Each day of violation shall be deemed a separate offense for purposes of imposition of penalty.

Section 9. SEPARABILITY

If any section, subsection, sentence, clause, phrase, or portion of this Resolution is for any reason held invalid or unconstitutional by a court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions of this Resolution.

B. Executive Responsibility.

The City Manager is responsible for implementation of the **Emergency Operations Plan**. When the City Manager determines that a state of emergency exists, the City Manager shall make a declaration to that effect and request the Mayor to call a special meeting of the City Council in order to ratify the declaration of emergency.

C. Declaration and Ratification of Emergency.

- (1) The declaration by the City Manager of a state of emergency shall:
 - (a) state the nature of the emergency;
 - (b) designate the geographic boundaries of the area which is subject to the emergency controls; and
 - (c) state any special regulations or emergency powers imposed as a result of the state of emergency.
- (2) In addition to the statements enumerated above, the ratification by the City Council of a state of emergency shall:
 - (a) state the duration of time during which the area so designated shall remain an emergency area.
 - (b) confirm specific emergency powers for the duration of the emergency period set forth in the declaration.

D. Oregon Revised Statutes

401.305 Emergency management agency of city: . . . emergency program manager. "Each City may establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the . . . city. The executive officer or governing body of each . . . city which participates shall appoint an emergency program manager who shall have responsibility for the organization, administration, and operation of such agency, subject to the direction and control of the . . . city. The local governing bodies of counties and cities that have both city and county emergency management programs shall jointly establish policies which provide direction and identify and define the purpose and roles of the individual emergency management programs, specify the responsibilities of the emergency program managers and staff, and establish lines of communication, succession, and authority of elected officials for an effective and efficient response to emergency conditions. Each emergency management agency shall perform emergency

program management functions within the territorial limits of the . . . city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the . . . city. Such emergency management functions shall include, as a minimum, coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities, and establishment of an incident command structure for management of a coordinated response by all local emergency service agencies.

- 401.315 City authorized to incur obligations for emergency services. "In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325 and 401.355 to 401.580, . . . cities may enter into contracts and incur obligations necessary to mitigate, prepare for, respond to, or recover from emergencies or major disaster."
- 401.325 Emergency management agency appropriation; tax levy.
- 1) "Each . . . city may make appropriations in the manner provided by law for making appropriations for the expenses of the . . . city, for the payment of expenses of its emergency management agency, and may levy taxes upon the taxable property within the . . . city."
 - 2) "An appropriation made under subsection 1) of this section shall be budgeted so that it is possible to identify it as a distinguishable expense category."
- 401.335 Temporary housing for disaster victims; political subdivision's authority. "Any political subdivision of this state is expressly authorized to acquire, temporarily or permanently, by purchase, lease, or otherwise, sites required for installation of temporary housing units for disaster victims, and to enter into arrangements necessary to prepare or equip such sites to utilize the housing units."

III. POLICY STATEMENTS

It is the policy of the City of Sherwood to safeguard life and property by making maximum use of all available resources, public and private, to minimize the effects of environmental, technological, civil, and political emergencies.

A) General Policies

- 1) Essential City services will be maintained as long as conditions and resources permit.
- 2) An emergency will require prompt and effective response and recovery operations by City departments, disaster relief, volunteer organizations, and the private sector.
- 3) Environmental, technological, and civil emergencies may be of such magnitude and severity that County, State, and Federal assistance is required.
- 4) County and State support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local and mutual aid resources prior to requesting assistance from either Washington County Emergency Management or the State of Oregon.
- 5) When an emergency situation exists, all City Departments will put their emergency operations plans and operating guidelines into limited or full operation, as necessary.

- 6) In the event of an emergency, the Incident Commander has the authority to re-assign City personnel to assist in response.
- 7) Operational situation and status reports will be made by incident management staffs based upon severity of the emergency or anticipated emergency to include:
 - a) Estimated time and location of impact.
 - b) Date, time, and location of the actual emergency.
 - c) For emergencies with minimum or no warning-date, time, location, known or estimated number of injuries or casualties, and estimated damage at time of report.
 - d) Date and time of activation of department emergency operations.

Such reports will be forwarded to the Mayor, City Manager, Department Directors, EOC staff, and affected jurisdictions as appropriate.

- 8) Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or handicap. The needs of special populations shall be identified and planned for as directed by policy makers and according to federal regulations and guidance. Special populations may include, but not be limited to:
 - Physically or mentally handicapped
 - Non-English speakers
 - The aged or infirm
 - The incarcerated
 - The hospitalized

The City has the following programs in place for special populations:

- Handicapped access to City facilities and Red Cross shelter facilities.
- Routine fire inspections of adult assisted living facilities, rest homes, nursing homes and hospitals.

9. Emergency response often requires decisions to be made quickly under adverse conditions. Emergency conditions may require actions which are not listed in this plan, or which run counter to guidelines suggested. Government entities complying with this plan shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.

B. Operational Policies

1. **Levels of Activity:**
 Since accidents and emergency incidents occur frequently, but rarely with the scope and complexity which would require the implementation of this plan, activation will be based on the following definitions and criteria:

Level I-The normal organization and procedures of City departments that will not require implementation of this plan.

Level II-An incident that has special or unusual characteristics requiring response by more than one City Department, or which is beyond the scope of available resources, may require partial implementation of this plan. The following incidents require an automatic Level II activation:

- Mass Casualty Incidents (MCI)
- Interface fires
- Moderate to major hazardous materials incidents within the City of Sherwood
- Any evacuation expected to last more than 4 hours

Level III-An incident that requires the coordinated response of all levels of government to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the effected population. Under such conditions, this plan shall be implemented. The following incidents require an automatic Level III activation:

- Earthquake involving obvious structural damage
- Major civil disorder
- Hazardous materials incident involving major airborne release, sheltering in place, or evacuation.

2. City Departments shall retain their identity and autonomy during a declared state of emergency. Each hazard identified within this plan has one or more Departments identified as "lead agencies." In general, the lead agencies will be responsible for taking the lead in response to their identified hazard. However, all Departments share planning responsibilities in all phases and all activity levels, and will work cooperatively to achieve the overall objectives set by the emergency management organization. Lead agency authority does not preclude the use of a unified command approach to incident management, delegation of authority to the Incident Commanders of the City's Incident Management Teams, or the assumption of command by the City Manager, if such actions are appropriate.

Hazard	Lead Agency/Agencies
Civil Disorder	Police Department
Drought	City Engineer/Public Works
Drug Labs	TVFR/Police Department
Earthquake	City Engineer/Public Works
Energy Shortage	City Engineer/Public Works
Fire	Tualatin Valley Fire and Rescue
Flood	City Engineer/Public Works
Hazardous Materials	Tualatin Valley Fire and Rescue
Transportation	Tualatin Valley F&R/Police Dept.
Volcano	City Engineer/Public Works
Weather	City Engineer/Public Works
Continuity of Service	Office of the City Manager

3. All City Departments have the following common tasks:

- Developing operating guidelines to implement assigned duties within this plan.
 - Assigning personnel to the City's Incident Management Teams.
 - Training personnel to accomplish emergency duties.
 - Establishing internal lines of succession of authority.
 - Protecting Department vital records, materials, facilities, and services.
 - Warning Department personnel of impending emergencies.
 - Assigning support personnel to the Emergency Operations Center.
4. During an emergency, the City Manager has the ultimate authority and responsibility for the direction and control of City resources. On a 'day to day basis, this authority is delegated to the Police and Public Works Departments and Tualatin Valley Fire and Rescue who have the power to establish control of an emergency incident through the Incident Command structure. The City Manager may re-assume the duties of overall Incident Command, if in his or her judgment emergency response will be enhanced by this action. Operational control and incident tactics shall remain with the lead agency or agencies.
 6. Responsibility for coordination of emergency activities with County, State, and private organizations has been delegated to those Departments involved in emergency response.
 7. A declaration of emergency by the City of Sherwood is the first step in accessing state and federal disaster assistance. The City of Sherwood Council has the legal authority under ORS Chapter 401 (see *Section I-G*) to declare that a local emergency exists. The City Manager is delegated this authority under certain circumstances described in the Emergency Resolution. After making a declaration of a state of emergency, the City Manager will request the Mayor to call a special meeting of the City Council in order to ratify the declaration. If the City Manager is unable to act due to absence or incapacity, the Emergency Management Coordinator, or the Incident Commander may exercise local Declaration authority. The declaration of emergency shall authorize specific emergency powers, and shall exist for the period set forth in the declaration. The state of emergency may be extended for additional periods of time as necessary.
 8. The role of the Mayor and Council in emergencies is primarily that of liaison with the public and with the elected officials of other effected or assisting jurisdictions.

C. Phases of Emergency Management

Emergency management planning can be divided into four phases: mitigation, preparedness, response, and recovery. Although each phase has tasks assigned to it, the process is dynamic and interconnected. For example, tasks taken to recover from a disaster may have effects on mitigation, preparedness and response to future occurrences.

Mitigation: Includes those actions taken to eliminate a hazard, or to reduce the potential for damage should a disaster occur. Such actions include implementing building codes, requiring special identification and routing for the movement of hazardous materials, and enforcing land use and zoning requirements.

Preparedness: includes actions taken to plan, equip, and train citizens and local governments to respond to emergencies arising from hazards which cannot be eliminated through mitigation. This may include preparation of emergency operations plans and guidelines, and exercises to test them. It may also include training in evacuation procedures, home fire safety, and purchase of equipment and supplies needed to respond to the emergency.

Response: includes actions taken to save lives and protect property during an emergency. This may include search and rescue, fire suppression, evacuation, emergency feeding and sheltering. It may also include such behind the scenes activities as activating emergency plans, and opening and staffing Emergency Operations Centers from which jurisdictional decision-makers direct emergency activities.

Recovery: includes those processes required to return the jurisdiction to normal. This could include reconstruction of roads and public facilities, securing financial aid for disaster victims, and review and critique of response activities.

All Departments of the City of Sherwood have responsibilities in all emergency phases. The responsibilities of mitigation and preparedness are addressed in City codes, Departmental operating guidelines and position descriptions. Response and recovery tasks are detailed in this **Emergency Operations Plan**.

IV. HAZARD ANALYSIS

A. Geographic Description

The City of Sherwood, located in northwest Oregon, currently has a population of approximately 12,000, and a total land area of approximately five square miles. Highways 99W and Tualatin-Sherwood run through the City. A major rail line runs through downtown. Attendant with these routes is the risk of transportation accidents and transportation-related hazardous materials releases.

The City has several small streams that may be subject to flooding.

B. City of Sherwood Hazard Analysis

1. **HAZARDOUS MATERIALS:** Hazardous materials incidents include fixed site and transportation related incidents involving hazardous and radiological materials. Also included in this hazard are drug labs.
2. **EARTHQUAKE:** This hazard includes earthquakes themselves, as well as associated hazards such as landslides and rockfalls. Although City of Sherwood has a history of small earthquakes, actual damage has been slight. Recent evaluation of the earthquake potential in the Pacific Northwest indicates that the threat has been underestimated, and that the region may experience a "great" subduction zone earthquake (in excess of 9 on the Richter scale).
3. **WEATHER:** Weather extremes with a history of occurrence in City of Sherwood include windstorms, snow and ice storms, and periods of extreme heat and cold.
4. **TRANSPORTATION:** Transportation accidents may include major automobile or airplane crashes, or train derailments.
5. **VOLCANO:** This hazard includes the ash fall that might result from an eruption of Mt. Saint Helens. In addition, Mt. Hood is also considered to be potentially active.
6. **UTILITY FAILURE:** this hazard includes the shortage or loss of power for periods in excess of 24 hours, and shortages of fuels, pipeline interruptions (except for those that qualify as hazmat), such as oil, gasoline, and diesel.

7. DROUGHT-Extreme and prolonged drought may threaten drinking water and fire suppression supplies, as well as water-dependent agriculture and industry.
8. CIVIL DISTURBANCE/TERRORISM: This hazard includes riot, protests, demonstrations, and strikes, as well as acts of terrorism.

V. TRAINING AND EXERCISE

Training and exercise are vital to determine the effectiveness of this **Emergency Operations Plan**. These preparedness activities ensure that the operational concepts outlined are sound, and that personnel are adequately trained to carry out necessary functions in time of disaster. In addition, such testing will provide a basis for the updating and revision of this plan, and for the identification of inadequate resources.

Participants and observers will evaluate training and exercises, and specific elements of the plan changed as indicated.

City Departments and agencies shall work with Washington County Emergency Management to develop and coordinate the delivery of ongoing disaster training and education programs, and to develop and implement exercises of this **Emergency Operations Plan**.

VI. PLAN REVIEW CYCLE

The following plan review cycle will ensure that the entire **Emergency Operations Plan** is kept up-to-date. Necessary updates resulting from a review will be made effective within thirty days of the review. Administrative updates may be made without a council resolution. The Emergency Management Coordinator is responsible for coordinating this review, with the assistance of responsible Department Directors, Washington County Emergency Management, Tualatin Valley Fire & Rescue, and other subject matter experts as necessary.

July	Administrative Overview, Call Lists**
August	Alert and Warning
September	Emergency Management Organization/Medical
October	Communications
November	Resource Management, Call Lists**
December	Evacuation
January	Reporting
February	Housing, Sheltering, Feeding and Human Services, Call Lists**
March	Public Information
April	Operations Guide*
May	Resources*
June	Continuity of Service/Call Lists**

Annexes with no asterisk will be reviewed bi-annually. Annexes with an asterisk will be reviewed annually. Annexes with two asterisks will be updated quarterly.

VII. GLOSSARY

Alert:

Informs people of impending danger.

American Red Cross:

The National organization with a Congressional mandate to undertake the relief of persons suffering from disaster.

Common Program Control Broadcast Station:

An element of the Emergency Alert System. The primary broadcast station in each operational area assigned the responsibility for coordinating the broadcasting of common emergency public information in that area.

Damage Assessment:

The appraisal or determination of the actual effects resulting from an emergency or disaster. This estimate of the damages to a geographic area is made after a disaster has occurred, and serves as the basis for the Governor's request for a Presidential Disaster Declaration.

Disaster:

"Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe in any part of the United States which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant Major Disaster assistance under PL 93-288, above and beyond emergency services by the federal government, to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship or suffering caused thereby." (PL 93-288).

Disaster Application Center (DAC):

An office established in the disaster area where individual disaster victims may receive information concerning available assistance, and apply for programs for which they are eligible. The DAC will house representatives of the Federal, State and Local agencies that deal directly with the needs of individual victims.

Emergency:

"Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe which requires emergency assistance to save lives and protect public health and safety, or to avert or lessen the threat of a major disaster." (PL 93-288)

Emergency Alert System (EAS):

Consists of broadcasting radio stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies.

Emergency Management:

Refers to programs and capabilities designed to mitigate, prepare for, respond to, and recover from the effects of all hazards.

Emergency Program Manager:

The individual who has the primary responsibility for emergency management programs and activities, and coordinates a jurisdiction's mitigation, preparedness, response, and recovery activities.

Emergency Operations Center (EOC):

The site from which jurisdiction officials direct response during an emergency or disaster.

Federal Disaster Relief Act:

Public Law 93-288 as amended, gives the President broad powers to assist state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from major disasters.

Federal Emergency Management Agency (FEMA):

Agency established to oversee federal assistance to individuals and local government in the event of major disasters. Also administers the Emergency Management assistance program, which provides emergency management funds to local governments through the states.

Federal On-Scene Coordinator (FOSC):

Federal employee responsible for coordinating the on-scene federal response to a hazardous materials incident. The FOSC will usually be a member of the US Coast Guard or the Environmental Protection Agency.

Hazard:

Any situation or condition that has the potential of causing injury to people or damage to property.

Hazardous Material:

A substance or material in a quantity or form, which, in an unconfined state, may pose an unreasonable risk to health and safety, or to property. These substances may exhibit one or more of the following characteristics: toxicity, flammability, corrosiveness, explosiveness, radioactivity, or a tendency to rapidly decompose when exposed to oxygen or elevated temperatures.

1. Toxicity: the capability of a substance to produce serious illness or death.
2. Flammability: ability to support combustion.
3. Corrosiveness: causing visible destruction of or irreversible alterations in living tissue upon contact; a liquid that causes a severe corrosion rate in steel.
4. Explosiveness: the characteristic of a chemical compound, mixture, or device involving the instantaneous release of gas or heat, by deflagration or detonation.
5. Radioactivity: a characteristic of some elements which involves the spontaneous release of alpha, beta, or gamma radiation, and results in the disintegration of the material.
6. Oxidation: a process by which a change occurs when a substance is exposed to oxygen.

Hazardous Materials Incident:

A situation involving a spill or uncontrolled escape of a hazardous material from a fixed facility or mobile container.

Level I Incident: incidents that are handled on a local level with little or no outside involvement. Selected members of Hazardous Materials Response Team required. Entire Hazardous Materials Response Team response if necessary.

Level II Incident: incidents that involve multi-agency response. HM9 required.

Level III Incident: large scale hazardous materials incidents that require multi-jurisdiction response or State assistance. HM9 required.

Hazardous Materials Response Team (HM 9):

Personnel from Tualatin Valley Fire and Rescue specially trained and equipped to respond to hazardous materials incidents. The Unit is dispatched through WCCCA, and is qualified to respond to A-level (fully encapsulated) incidents. The team is equipped with communications equipment, resource information, plugging, diking, and containment supplies, and protective equipment for its personnel. The Hazardous Materials Response Team is on call 24 hours a day.

Incident Command System (ICS):

System which provides effective incident management through the identification of specific roles and responsibilities, and chain of command. Utilizes functional groupings of tasks, management by objectives, and unified command.

Integrated Emergency Management System (IEMS):

A broad, all hazard emergency management system which encompasses all the various types of emergencies, and addresses mitigation, preparedness, response, and recovery activities. It encourages the development of the common management functions required for response to emergencies for all types, while recognizing the unique preparedness requirements of specific hazards. IEMS enables each level of government to integrate with other levels and with private sector resource providers. Optimum use and integration of skilled personnel, emergency facilities, and emergency equipment across all levels of government is encouraged.

Label:

A 4 x 4 inch, diamond-shaped color-coded sign glued to the individual shipping containers that identifies a specific hazard associated with the contents.

Local Emergency:

The duly proclaimed existence of conditions of disaster or extreme peril to the safety or health of persons and property within local jurisdictional boundaries.

Local Government:

Any County, City, Village, Town, District, or other political subdivision of the State, any Indian Tribe, or authorized tribal organization, and including any rural community or unincorporated town or village or any other public entity for which an application for assistance is made by the State or political subdivision thereof.

Major Emergency:

An incident that requires the coordinated response of many departments or more than one level of government to save lives and protect the property of a large portion of the jurisdiction's population.

National Warning System (NAWAS):

The Federal portion of the Civil Defense Warning System, used for the dissemination of warning and other emergency information from Federal and State warning points to the County warning point. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis.

Placard:

A 10 ¾ x 10 ¾ inch, diamond-shaped, color coded sign affixed to the front, rear, and both sides of a transport vehicle that identifies a specific hazard regarding the material being transported.

704 placard:

A diamond-shaped, color-coded sign affixed to a fixed site designating the multiple hazards associated with chemical storage at that site.

Perimeter:

Emergency incidents may require controlled access to the work area.

Inner Perimeter:

Access restricted to those directly involved in the containment or control of the incident. This may include the "hot zone" of a hazardous materials incident, the suppression area of a structural fire, or the containment area for a SERT operation. Security of the inner perimeter is the responsibility of the lead agency.

Outer Perimeter:

Access restricted to assisting agencies and other authorized personnel. Security of the outside perimeter is the responsibility of the Police Department.

Radiological Monitor:

A person who has been trained to detect, record and report radiation exposures. The monitor may provide limited field guidance on the radiation hazard associated with an emergency response operation.

Radiological Officer:

A person who has been trained to assume the responsibility for policy recommendations for the radiological protection of a geographic area, facility, or a relatively large group of organized personnel.

Regional Radiological Technical Assistance

A team specially trained to respond to incidents involving radioactive substances. Organized at the State level, and supervised by the Oregon Department of Energy.

Shipping Papers:

Documentation carried by the driver of a truck or other mode of transportation that states what the hazardous material is, the amount, and how it is packaged (e.g., boxes, drums, and tanks).

Utility:

Structures or systems of any power, water storage, supply and distribution, sewage collection and treatment, telephone, transportation, or other similar public service.

Vector Control:

Control of disease spread by insects, rodents, etc.

Volunteer Organization:

Any chartered or otherwise duly recognized tax-exempt local, state, or national organization which has provided or may provide services to the state, local governments, or individuals in a disaster or emergency.

Vulnerability:

Susceptibility of life, property, or the environment to damage if a hazard results in an emergency.

Warning:

Notifies people of the imminent impact of a specific hazard, and protective actions that should be taken.

VIII. DISTRIBUTION LIST

The following positions, personnel, or agencies have copies of the City of Sherwood Emergency Operations Plan:

- Mayor
- Councilors
- City Attorney
- City Manager
- City Manager, Assistant/CFO
- Public Works Director/City Engineer
- Public Information Services Director
- Police Chief
- Police Records
- City Recorder
- Tualatin Valley Fire and Rescue Division Chief
- Fire Stations
- Fire Public Information Officer
- Oregon Emergency Management Division
- Washington County Emergency Management
- American Red Cross, Oregon Trail Chapter
- Emergency Operations Center
- Emergency Management Coordinators

IX. RECORD OF CHANGES

Change Number	Subject:	Date	Initial

SECTION II-A

EMERGENCY MANAGEMENT ORGANIZATION

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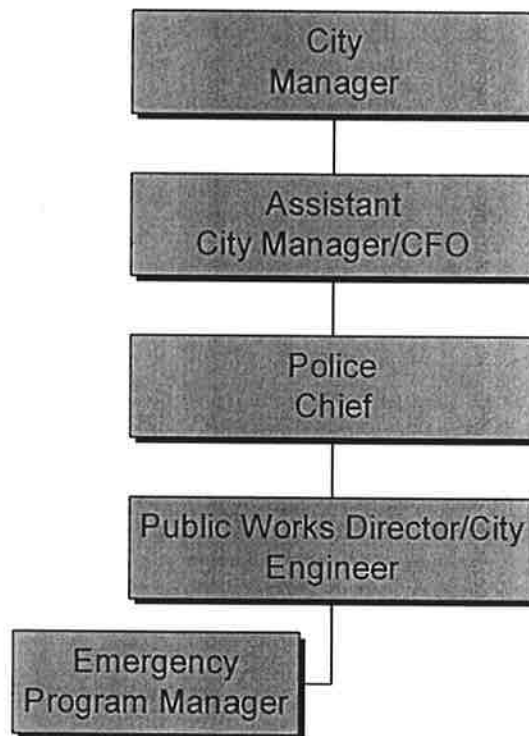
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I. GENERAL

The City of Sherwood has established an Emergency Management Organization consistent with its authority under Oregon revised statutes 401.305 to 401.335 and City Resolution ----- Organized under the auspices of the City Council, and under the supervision of the City Manager, the Emergency Management Organization has both administrative and operational components.

A. Administration

The City's Management Team administers the emergency management program when convened as the Emergency Management Steering Committee, and includes all City Department Directors. An organizational chart which shows the administrative chain of command and line of succession for the Emergency Management Organization appears below. General Departmental responsibilities are described beginning on page A-5.



B. Operations

Management of emergencies is the responsibility of the Incident Management Team as described in the *City of Sherwood Emergency Operations Guide*. The Team will operate within the framework of the Command and General Staff of the National Interagency Incident Management System (NIIMS) Incident Command System structure, and perform the assigned duties outlined in the *City of Sherwood Emergency Operations Guide*. Depending upon the constraints of the incident and the needs of the Incident Commander, the Incident Management Team may staff the Emergency Operations Center, or respond to other locations as directed by the IC.

II. STAFF ACTIVATION

Emergency Management Staff may be activated by the Incident Commander of any incident, Fire Battalion Chief, Police Commander, or at the instigation of any Department Director or the City Manager. Activation shall begin by contacting team members directly. Activation levels correspond to incident complexity as defined in the Administrative Overview:

Level 1:

Notification of selected members or entire emergency management organization, and activation of the Incident Management Team at the discretion of the Incident Commander.

Level 2:

Notification of Emergency Management Staff as defined in the *City of Sherwood Emergency Operations Guide*. Activation of the Incident Management Team and the EOC at the discretion of the Incident Commander and the Emergency Management Staff.

Level 3:

Notification of Emergency Management Staff as defined in the *City of Sherwood Emergency Operations Guide*, activation of the EOC and the Command and General Staff.

Some emergencies require a self-triggered response. In the event of an emergency in which telephone or pager service is interrupted, the Incident Management Team should ensure the safety of their families and then report to the EOC. The Emergency Alert System may also be used to notify personnel to respond to the EOC.

A list of Emergency Management Staff and the primary Incident Management Team members appears in the *City of Sherwood Emergency Operations Guide*.

For information on specific names and phone numbers of the Emergency Management Organization and other EOC staff, see *Section III, Call Lists*, or the *City of Sherwood Emergency Operations Guide*.

III. ACTIVATION PROCEDURES

The activating official should contact Police Records (during regular working hours) or the Emergency Coordinator (after hours) and request a level 1, 2, or 3 activation, and identify those members of the Incident Management Team required. Police Records or the Emergency Coordinator will then make the contacts defined in the *City of Sherwood Emergency Operations Guide*.

The Incident Management Team has the authority to involve any or all City personnel in the response to a disaster or other emergency incident.

The declaration of a citywide disaster nullifies leaves and vacations as deemed necessary by the City Manager.

Each City Department Director is identified in the call lists of this plan.

IV. EMERGENCY CHAIN OF COMMAND-CITY

In the event of activation, emergency chain of command is vested in the on-scene and EOC Incident Management Team as described in the *City of Sherwood Emergency Operations Guide*.

V. GENERAL RESPONSIBILITIES

The following section outlines general responsibilities of City and other organizations that play key roles in City of Sherwood's Emergency Management program.

A-4

A. Mayor and Council

- 1) Ensure adequate program staffing and funding.
- 2) Ensure elected officials are briefed on emergency roles.

B. City Manager

- 1) Provide policy level emergency management.
- 2) Ensure adequate program staffing and funding.
- 3) Maintain departmental notification/call rosters.
- 4) Establish internal lines of succession.
- 5) Appoint representatives to Emergency Management Steering Committee.
- 6) Appoint representatives to Incident Management Teams.
- 7) Ensure staff is trained to assume emergency responsibilities.
- 8) Provide overall incident management and incident strategy during activation (assumption of command is at the discretion of the City Manager).
- 9) Declare local state of emergency and request Governor's declarations of emergency and disaster through Washington County as necessary.
- 10) Safeguard essential records.
- 11) Establish and maintain liaison with Mayor and Council.
- 12) Oversee emergency response and incident command structure as outlined in the *City of Sherwood Emergency Operations Guide*.

C. Department Directors

- 1) Assist in development of emergency management policy and procedures.
- 2) Ensure departmental lines of succession and call back procedures are in place.
- 3) Ensure an integrated, all-discipline approach to emergency management.
- 4) Assign staff to Incident Management Teams.
- 5) Participate in plan review.
- 6) Ensure that newly hired personnel understand their role in the emergency management process.
- 7) Safeguard essential records.

D. Incident Management Team Members

- 1) Obtain appropriate ICS training.
- 2) Participate in team meetings and training.
- 3) Participate in exercises.
- 4) Participate in plan review as requested.
- 5) Respond to and manage emergencies and disasters according to the provisions of this Plan, departmental operating procedures, and the dictates of the emergency.

E. Tualatin Valley Fire and Rescue

- 1) TVFR will participate as a department.
- 2) Serve as lead agency for structural and wildland fire, explosion, transportation accidents, pre-hospital medical care, and hazardous materials emergencies.
- 3) Develop guidelines and procedures for responding to emergencies.
- 4) Train personnel in the safe and effective accomplishment of emergency duties.
- 5) Provide emergency response and incident management according to Departmental guidelines and the provisions of this Plan.
- 6) Establish and enforce fire prevention codes.
- 7) Assist Police and Public Works emergency responses as requested, and within capability.
- 8) Safeguard essential records.
- 9) Maintain internal notification/call rosters.
- 10) Establish internal lines of succession.
- 11) Develop and maintain mutual aid agreements necessary to Department Response.
- 12) Provide fire protection to vital City facilities, shelters, etc.
- 13) Develop alternate dispatch plans in the event 911 service is disrupted.
- 14) Prepare and keep updated the City's *Hazardous Materials Response Plan and Standard Operating Guidelines*.

F. Police Department

- 1) Serve as lead agency for civil disturbances, terrorism, and drug labs.
- 2) In cooperation with 911, serve as City alert and warning, and activation point.
- 3) Develop operating guidelines and procedures for responding to emergencies.
- 4) Train personnel to safely and effectively carry out emergency responsibilities.
- 5) Provide emergency response and incident management according to Department operating guidelines and the provisions of this plan.
- 6) Provide security for vital facilities, including the EOC, shelters, etc.
- 7) Direct incident/site security.
- 8) Provide support to Fire and Public Works emergency operations as requested and within capability.
- 9) Safeguard essential records.
- 10) Maintain internal notification/call rosters.
- 11) Establish internal lines of succession.
- 12) Develop and maintain mutual aid agreements necessary for Department response.
- 13) Develop alternate dispatch plans in the event 911 service is disrupted.
- 14) Prepare and keep updated the City's *Evacuation Plan and Standard Operating Guidelines*.

G) City Engineer/Public Works Department

1. Serve as lead agency for earthquake, flood, drought, volcano, energy, and weather-related emergencies.

2. Train personnel in the safe and effective fulfillment of emergency duties.
3. Develop operating guidelines and procedures for responding to emergencies.
4. Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
5. Develop and maintain mutual aid agreements necessary for Department response.
6. Provide support to Police and Fire emergency operations as requested, and within capability.
7. Assist in damage assessment.
8. Maintain internal notification/call rosters.
9. Establish internal lines of succession.
10. Safeguard essential records.

H) Finance Department

1. Develop operational guidelines and procedures for emergency fiscal management.
2. Train personnel in the safe and effective fulfillment of emergency duties.
3. Assist in damage assessment.
4. Maintain internal notification/call rosters.
5. Establish internal lines of succession.

I) Parks and Recreation Department

1. Train personnel in the safe and effective fulfillment of emergency duties.
2. Assist in or facilitate welfare activities such as childcare, family surveys, volunteer management, etc.
3. Assist in damage assessment.
4. Develop operating guidelines and procedures for responding to emergencies.
5. Direct repair of City facilities and infrastructure.
6. Maintain internal notification/call rosters.
7. Establish internal lines of succession.

J) City Attorney

1. Provide legal counsel to Emergency Management Organization.
2. Assist in the development of emergency policy, guidelines, and procedures.
3. Maintain internal notification and call rosters.
4. Establish internal lines of succession.
5. Safeguard essential records.

K) Library

1. Train personnel in the safe and effective fulfillment of emergency responsibilities.
2. Maintain internal notification and call rosters.
3. Establish internal lines of succession.
4. Safeguard essential records.

8. Assist in or facilitate employee welfare activities such as childcare, family surveys, critical incident stress debriefings, counseling, etc.

L) Municipal Court

1. Train personnel in the safe and effective fulfillment of emergency responsibilities.
2. Maintain internal notification and call rosters.
3. Establish internal lines of succession.
4. Safeguard essential records.

M) American Red Cross

- 1) Direct emergency housing and feeding operations, including providing food, clothing, and other necessities for persons in reception and care facilities.
- 2) Conduct shelter registration activities.
- 3) Provide food to disaster workers.
- 4) Establish a welfare inquiry service.

VI. EMERGENCY OPERATIONS CENTER FACILITIES

The City of Sherwood Emergency Operations Center (EOC) is located at 540 NW Washington St. in the City of Sherwood. The EOC is established as a location in which City officials can receive relevant information on the emergency and provide coordination, direction, and control of emergency operations. The EOC has auxiliary power.

The facility does not have a PF 100 rating, nor is it protected against electromagnetic pulse.

Coordination and control of City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the Sherwood fire station may be used as an EOC should it be necessary to relocate.

If environmental conditions do not allow direction and control functions to be conducted from the above facilities, alternate locations will be identified, selected, and announced. In addition, private or public facilities may also be used as EOC's or Command Posts if determined necessary by Incident staff.

See *City of Sherwood Emergency Operations Guide* for information on how to activate the EOC.

VII. INCIDENT MANAGEMENT TEAM

A. General Responsibilities:

The Incident Management Team will provide information and recommendations to decision and policy makers as necessary to help determine a course of action to contain, control and recover from an emergency. In order to gather this information and provide recommendations, the Team must:

1. Receive emergency warnings and make warning dissemination.
2. Collect, collate, display and assess situation reports.
3. Receive requests for assistance and emergency information from the public.

4. Provide emergency information and instructions to the general public and private institutions, business, industry, and disaster relief organizations.
5. Establish and maintain contact with:
 - a. Other functioning Emergency Operations Centers.
 - b. Neighboring jurisdictions.
 - c. Washington County Emergency Operations Center
 - c. State of Oregon Emergency Management Division Emergency Center/OERS.
 - d. Public and private agencies with available resources and capabilities to support City emergency operations.
 - e. Federal agencies to include, but may not be limited to, the Federal Emergency Management Agency (FEMA).
 - f. General public, business, industry, community organizations, and disaster relief agencies.
 - g. Tualatin Valley Fire & Rescue to utilize overhead team for on-scene emergencies.
6. Establish guidelines for the ordering, use, and release of resources to meet urgent needs.
7. Direct and manage emergency service resources.

B. Incident Management Team Staffing Pattern

City Departments involved in emergency response, and the Incident Management Team are required to respond to the EOC, and will assume positions according to the incident command organization outlined in the *City of Sherwood Emergency Operations Guide*. Personnel assigned to the EOC have the authority to make the decisions associated with their Command or General Staff position, and to commit their department or organization's resources in support of the incident. The Incident Commander has the responsibility for ensuring that the appropriate Command and General Staff positions are filled. Subunit positions, and positions within the Operations Section, will be filled by additional City personnel and representatives of assisting jurisdictions/agencies, or volunteer organizations as required by the needs of the emergency.

C. General Instructions for All Incident Management Team Personnel

The organization and responsibilities within the EOC will vary with the level of activation and nature of the emergency. City Incident Management Team and EOC staffing will follow the NIIMS Incident Command structure. Checklists for each position are included in the *City of Sherwood Emergency Operations Guide*. The Incident Command organization outlined is flexible; duties may be delegated, positions filled as necessary. It is the responsibility of the Incident Commander to ensure that the organization is appropriately staffed. The following instructions apply to all Incident Management Team personnel:

1. Receive briefing from immediate supervisor.
2. Acquire work materials, bring required equipment such as radios to the EOC.
3. Organize and brief subordinates.
4. Complete forms, reports, and other documentation required of the assigned position, and send material through supervisor to the Documentation Unit.
5. Fulfill assignment according to position guidelines, and Department and City policy.

SECTION II-B

ALERT AND WARNING

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I. DESCRIPTION

The effectiveness of an alert and warning system depends in a large degree upon the specificity and clarity of instructions, and whether or not the public perceives the warning entity as credible at the time the warning is issued. Studies have shown that warnings issued in the names of several authorities are more likely to be perceived as credible than those issued under a single authority. For example, an alert issued in response to a hazardous materials incident might be issued in the names of the Incident Commander, the Fire Chief, and the City Manager. In addition, messages must be geographically precise, repeated more than once, and presented in more than one medium.

The City of Sherwood has developed an alert and warning system which utilizes:

- A) The Emergency Alert System,
- B) Mobile Police and Fire public address systems,
- C) Door to door contact.

These methods may be used separately, or in combination to alert and warn the public of an emergency.

II. GENERAL GUIDELINES

- A) Upon detection of an emergency condition arising within the City, the Incident Commander will decide if there is a need for immediate local or city-wide alert and warning, devise the message and means of delivery, and direct its implementation. If the position is filled, the Incident Information Officer may be delegated this responsibility.
- B) City of Sherwood may also receive warning information from 911 and the Washington County Emergency Management via telephone, the Oregon State Police and the State Emergency Management Division via the Law Enforcement Data System (LEDS), and the National Weather Service through the Emergency Alert System. Warning information received via telephone should be confirmed by return phone call. When warnings are received in this manner, the Command staff of the Department with authority for response shall determine the need for further alert and warning, devise the message and means of delivery, and direct its implementation.
- C) If the emergency is localized, City emergency response personnel will alert residents in the area by telephone, mobile public address systems and/or door to door contact. Evacuation planning should take into account the fact that certain industrial facilities may need time to shut down vital operations before they can evacuate.
- D) When appropriate, EAS-authorized personnel shall provide preliminary (best available) public protection information to KXL 750 am for immediate broadcast.
- E) Updated information will be given to the public through the methods outlined above, and according to guidance outlined in *Section II-D, Public Information*.
- F) A log of all warnings issued during the incident shall be maintained by the Information Officer, or the public safety official issuing the warning. (An example of the warning log form can be found as Appendix A to this Annex).
- G) Rumor control may become essential to the public information effort. The phone banks assigned to the message center function within the EOC may be activated under the direction of the Logistics Section Chief and the Information Officer to respond to inquiries from the public.

III. EMERGENCY ALERT SYSTEM

The Emergency Alert System (EAS) consists of broadcast stations linked together and to government offices to provide emergency alert and warning to the public. The system may also be used to call back off-duty personnel in the event of phone system failure. In Washington County, the EAS may be accessed directly with the Common Program Control Broadcast Station (KXL 750 am).

The City of Sherwood's EAS Common Program Control Broadcast Stations are KXL 750 am. Detailed instructions for the activation and use of the Emergency Alert System are outlined in the EAS Plan (Appendix B) following. Specific instructions for City of Sherwood personnel can be found on the last page of the EAS plan. Sample EAS messages can be found in Appendix D.

IV. MOBILE PUBLIC ADDRESS SYSTEMS

The following City vehicles are equipped with mobile public address systems which may be used for alert and warning.

Police: All marked cars.

Fire: All fire apparatus.

Direction of these resources shall be the responsibility of the Incident Commander through the Operations Section (most commonly through the Law Enforcement Branch Director). All messages should be approved by the Incident Commander, and coordinated with the Information Officer to ensure that conflicting information is not issued.

See Appendix C, *Section II-F Evacuation*, for guidelines for use of mobile Public Address systems.

V. DOOR TO DOOR ALERT

Door to door alert may be necessary in the event of a rapidly emerging incident, which poses a clear threat to public safety. Residents will be directed to temporary shelter depending upon the weather, and the expected duration of the emergency.

Direction of this activity shall be the responsibility of the Incident Commander through the Operations Section Chief (ordinarily through the Law Enforcement Branch Director). All messages should be approved by the Incident Commander and coordinated with the Information Officer to ensure conflicting information is not issued.

See *Section II-F, Evacuation*, Appendix C for door-to-door alert protocols.

VI. EOC STAFF RESPONSIBILITIES

A) Command and Command Staff

Development of warning messages and activation of the EAS is the responsibility of the Incident Commander. This responsibility may be delegated to the Information Officer. All messages outside of standard Departmental operating guidelines will be approved by Command before release.

- 1) With input from other EOC Sections and from the Operations Section Chief, determine the proper protective actions, warning mediums, and the need to activate this plan.
- 2) Gather information from Planning and Logistics Sections on affected areas, evacuation routes, and congregation points, and shelter locations.
- 3) Develop public information bulletins. Confirm bulletins with Incident Commander prior to release.

- 4) Request activation of appropriate alerting methods. Coordinate use of field alerting resources with Operations Section Chief.
- 5) Activate Emergency Alert System if indicated.
- 6) Schedule and hold media briefings.
- 7) Document bulletins, monitor public information flow. Correct misinformation, provide rumor control.
- 8) Publicize the end of emergency conditions.
- 9) Terminate warnings.

B) Operations Section

- 1) Supervise, coordinate and deploy City field alert and warning resources.
- 2) Advise field personnel of strategic considerations; provide tactical input.

C) Planning Section

- 1) Monitor progress of field alert and warnings.
- 2) Track resources dedicated to the alert and warning effort.
- 3) Develop alert and warning contingency plans.

D) Logistics Section

- 1) Support alert and warning activities as requested.
- 2) Keep Command, Operations Section and Information Officer apprised of shelter status.
- 3) Assign personnel to provide liaison at congregation points and shelters.
- 3) Coordinate activities with field personnel, Information Officer, and Planning and Logistics Sections.
- 4) Advise Planning Section, Command and PIO of progress of alert and warning activities.

E) Finance Section

- 1) Support alert and warning activities as requested.

APPENDIX A WARNING LOG

1. Date _____ Time _____ Warning # _____ EAS Station KXL 750

2. Situation:
Describe emergency incident. Include description of threat to life/safety, and specific geographic boundaries affected and covered by this warning.

3. Content of Warning:
Include exact wording of warning given.

4. Method of Warning: EAS _____ Mobile Public Address _____
Door to Door Contact _____

Signature of authorizing official _____

5. Warning Terminated _____ Date _____ Time _____
Ensure that all methods of alert and warning have been notified to terminate activities.

Signature of terminating official _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

APPENDIX B CITY OF SHERWOOD LOCAL EAS PROCEDURES

City of Sherwood officials authorized to activate the Area EAS Plan include:

1. Any Command officer acting as Incident Commander (IC) in an incident which, in his or her judgment, threatens public safety.
2. Any member of the Command or General Staff at the direction of the Incident Commander. Delegation of this authority by the IC to another member of the incident staff must be documented in writing at the time of the order.
3. The following personnel have authority in their own right to activate the EAS. However, **this should not be done without the knowledge and concurrence of the Incident Commander:**
 - City Manager
 - Police Chief
 - Tualatin Valley Fire and Rescue Duty Chief
4. Due to the 24-hour accessibility to emergency responders, Washington County 911 (WCCCA) will provide the authentication point for City implementation of this plan. In the event of a major disaster, which involves the failure or the overloading of the telephone system, the EAS may be used to notify off-duty personnel to return to work.
5. Upon notification that a City official intends to activate the EAS, WCCCA 911 will either supply that person with the phone number for KXL 750 or will perform the activation under the direction of the activating official.
6. Upon activation of the EAS, a City official will notify:
 - Washington County Emergency Management
 - City of Sherwood Police Chief
 - City of Sherwood Police Commander
 - TVFR Duty Chief
 - City Manager
 - City Information Officers
 - City of Sherwood Police Records
7. When the threat to public safety has passed, the activating official will advise WCCCA 911 to contact KXL 750 am and terminate emergency transmissions.

APPENDIX C: SAMPLE EAS MESSAGES

SHELTER IN PLACE

"At (*time* _____) today, City of Sherwood public safety officials responded to an industrial accident involving hazardous materials. The accident occurred at (*location and time* _____) today. The Incident Commander, City Manager, and the Chiefs of Police and Fire request that all persons in (*names of areas* _____)

should remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. If you are in the affected area, turn off heat, ventilation, and cooling systems and window or attic fans. Close all windows, doors and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information."

PREPARE TO EVACUATE

"At (*time* _____) today, City of Sherwood public safety officials responded to a potentially serious condition involving (*description of situation* _____). The incident is occurring at (*location* _____). The Incident Commander, City Manager and the Chiefs of Police and Fire request all persons in (*affected area*) _____ to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time, but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change."

EVACUATION

"At (*time* _____) today, City of Sherwood public safety officials reported an incident involving (*description of situation*) _____. The incident occurred at (*location and time* _____). The Incident Commander, City Manager and the Chiefs of Police and Fire request all persons in (*names of area* _____) to evacuate the area in an orderly manner. Please take the following actions to secure your home before you leave (*instructions may include shutting off gas and water, etc.*) _____

Drive or walk toward (*evacuation route*) _____

Emergency personnel will be along this route to direct you out of the area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

TERMINATION OF EMERGENCY TRANSMISSIONS

"City of Sherwood public safety officials have determined that the incident which occurred at (*location and time* _____) no longer represents a threat to public safety. All those who have been evacuated may now return home. Those who have been directed to take shelter in their homes may now leave. The City of Sherwood thanks this station for its assistance, and those impacted for their cooperation and patience. This station will now return to normal programming"

SECTION II-C

COMMUNICATIONS

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I. DESCRIPTION

Effective emergency communications among on-scene personnel, off-scene City departments and EOC staff, communications points, and the public is vital to the protection of life and property as well as efficient and effective emergency management. Effective communication is the responsibility of all emergency workers and emergency staff, and will take place using guidelines in this Annex, the *Public Information Annex*, the *Alert and Warning Annex*, and the *City of Sherwood Emergency Operations Guide*.

General guidance and information can be found in this annex. Specific activation information, lists of resources, and communications planning checklists can be found in the *City of Sherwood Emergency Operations Guide*.

II. GENERAL RESPONSIBILITIES

- A. Police, TVFR, and Public Works will identify and train communications personnel to staff EOC radios.
- B. All Departments will identify and train personnel to staff EOC and City communication point telephones.
- C. Police, TVFR, Public Works, Library, Information Services and Amateur radio groups will identify trained personnel to serve as Communications Unit Leaders, Message Center Managers, Radio Operators and Call Takers.
- D. Information Services will provide technical support and assistance for land-line and cellular phone, fax, and electronic mail communications mediums.

III. COMMUNICATIONS POINTS

Communications points are those contacts usually employed by the public to gain information about an emergency or to request assistance. In the event of an emergency, timely, standard information must be provided to all communications points. The Public Information Officer will provide all communications points with a standard statement about the incident, and provide updates as the incident evolves. All information must be approved by Command.

A. Dispatch

Day to day dispatch and emergency communications responsibilities for the City of Sherwood are contracted through Washington County 911 (WCCCA). WCCCA 911 will serve as the primary after hours notification point for the City of Sherwood.

Emergency messages may be received via radio, telephone, OERS or LEDS, and will be distributed according to the Lead Agency contact list provided to WCCCA 911 by the City of Sherwood. Once notified by WCCCA 911, it is the responsibility of the Lead Agency contact to determine what further notifications should be made and actions taken in response to the message. Emergency activation will take place according to the procedures outlined in *The City of Sherwood Emergency Operations Guide*.

In a major emergency, 911 will continue to receive requests for assistance and information related to the emergency. WCCCA 911 may refer incident-related calls to the EOC at the request of the EOC staff.

B. Department Staff

During a major emergency, all City Departments can expect to receive calls from the public and the media concerning the incident. It is vital that information released be uniform from all sources. Departments may refer all such calls to the EOC, or respond with a prepared statement provided by the Information Staff.

IV. COMMUNICATIONS SYSTEMS

A. Radio Systems

1. Police Department Radio

2. Tualatin Valley Fire and Rescue Radio

3. Public Works Radio

--	--

4. Radio Maintenance

The City of Sherwood contracts all maintenance of its radio systems with WCCCA.

5. Frequency Management

Frequency management during emergencies is the responsibility of WCCCA 911 the Incident Commander, and Logistics. Any of these may request that a talk group or frequency be closed to all but incident related traffic. Overall incident communications planning is the responsibility of the Logistics Section within the EOC.

B. Cellular Telephones

Cellular telephones may form a key component of the emergency communications plan. In the event of an emergency, all City cellular telephones may be recalled and reissued in support of the incident. A complete list of cellular telephone numbers can be found in the *City of Sherwood Emergency Operations Guide*.

C. FAX Machines

FAX Machines can greatly reduce radio traffic, and increase accuracy. A complete list of City Fax numbers can be found in the *City of Sherwood Emergency Operations Guide*.

D. Electronic Mail

The City-wide electronic mail system may be used to keep communications points up to date.

V. Additional Communications Resources

Very large or long-term incidents may require additional communications assets. The resources below are also listed in the Resource Annex, along with ordering instructions.

A. State/Federal Wildland Systems

Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through the Oregon Department of Forestry, the US Forest Service, or the Bureau of Land Management.

B. Oregon State Police

OSP has a mobile EOC/Communications Van, which may replace or augment emergency communications. The van contains State Police frequencies, programmable highband, UHF, CB and HAM radios, cellular phones, and search and rescue and Oregon Police Emergency Network frequencies.

C. FEMA

FEMA has several Mobile Emergency Response Systems (MERS) which are mounted on vans. MERS carries a variety of communications resources, including satellite-based radios. The closest MERS is in Bothell, WA.

VI. EOC Communications Capabilities

A. City of Sherwood EOC

The City of Sherwood EOC has Police and TVFR, capabilities. A handheld on the Public Works frequency must be brought to the EOC on activation.

VII. EOC Activation

A. External Communications

1. All incident-related calls should be referred to the EOC, with the exception of requests for general information, which can be satisfied by the prepared statement provided by the Information staff. Any requests for assistance or information not satisfied by the prepared statement should be referred to the appropriate EOC function. EOC phone numbers and the names of Incident Management Team members can be found in the ***City of Sherwood Emergency Operations Guide***.
2. Phone lines will be dedicated to providing a communications link between the Communications Points and the EOC. This number shall not be released to the public, or any other entities, and will not be used by EOC staff for other purposes (see ***City of Sherwood Emergency Operations Guide*** for additional telephone information).
3. Communications between the EOC and Communications Points may be further augmented with written messages; runners may be assigned to transfer written messages from Communications Points to the EOC.
4. Although radio links exist between the Police, Fire, and Public Works Departments and the EOC, due to the tactical communications needs of the incident, the EOC will not communicate with the Departments via radio unless it is the only functioning communication medium. Radio traffic from the incident to the EOC will be answered in the EOC.

B. Internal EOC Communications

During activation, communications in the EOC are the responsibility of the Communications Unit within the EOC Logistics Section. For detailed information on Unit responsibilities, see ***City of Sherwood Emergency Operations Guide***

1. Within the EOC, messages internal to a Section will be documented on the Unit Log. Messages external to the Unit or Section will be documented on the Message Form. The Message Manager will maintain files of message form copies to ensure documentation of messages and action taken. These files will be delivered to the Planning Section at the end of each 24-hour period.

SECTION II-D

PUBLIC INFORMATION

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I. Description

Major emergencies often result in intense media attention from both local and national news agencies. Coordination of information with the media, and the orchestration of an effective response from the entire community, can best be accomplished by establishing procedures which ensure complete and accurate information before, during, and after an emergency. Effective public information can enhance respect and understanding of local government, as well as aid in response to emergencies.

The procedures outlined in this document are intended to enhance, not supersede, departmental standard operating guidelines affecting public information. This annex will be placed in effect when the EOC is activated, or when the City public information officials determine that the best interests of the City and the public are better served by its implementation. At all other times, departmental guidelines remain in effect.

II. Assignment of Responsibilities

A. General

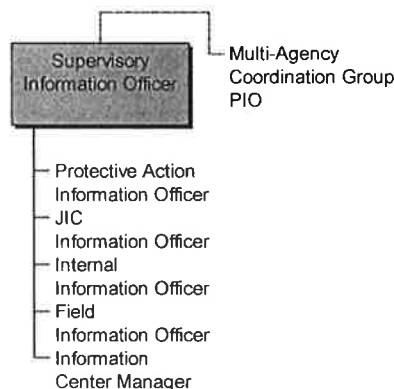
During routine operations, public information for the City of Sherwood is the responsibility of the Public Information Officer of the involved Department.

B. Emergency Operations Center

During an emergency which involves the activation of the EOC, or at the discretion of Department Public Information Officers, Public Information staff from the city's incident management teams shall be appointed to coordinate the dissemination of information about the incident. The Supervisory IO shall disseminate public information with the approval of the Incident Commander. Other City Public Information Officers shall support the Supervisory IO as assigned.

C. Emergency Information Organization

In the event of an extremely complex incident, the Supervisory IO may be assisted by the staff represented in the flow chart below. Each Department should have an assigned primary and alternate PIO, especially if the primary PIO would have operational duties at a major incident. In a major incident of extended duration, the Information function may require the participation of all City Information personnel, plus outside resources.



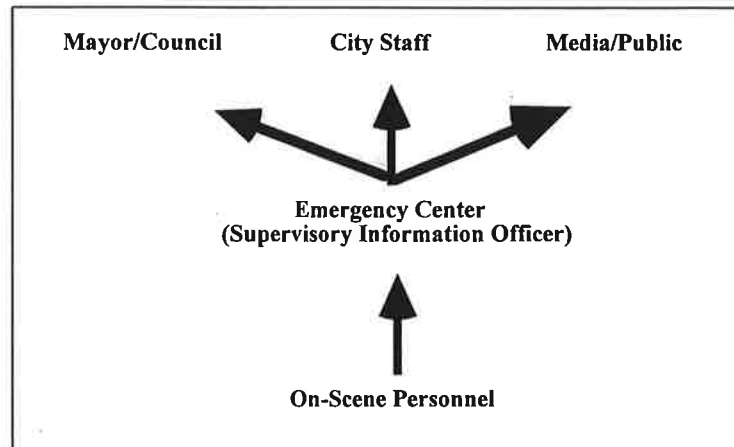
The Mayor may act as the spokesperson for the City.

For specific tasks and a checklist for the Information Staff, see the **Emergency Operations Guide**.

III. Concept of Operations

A. Information Flow

Although the information process is fluid, and must be able to respond to a variety of sources and requests for information, the following flow of incident information should be observed whenever possible:



B. Release of Information

In emergencies, the Information Officer shall use the following guidelines in evaluating and releasing information concerning the incident:

1. Protective Action Statements

The responsibility for protective action statements may be delegated by the Incident Commander to the Information Officer. Such statements shall be approved by the Incident Commander, and developed and disseminated according to the guidelines in *Section II-B, Alert and Warning*.

2. Emergency Information Dissemination

Emergency information dissemination should be restricted to approved, specific, and verified information concerning the event, and should include:

- a. Nature and extent of emergency occurrence.
- b. Impacted or potentially affected areas of the City.
- c. Advice on emergency safety procedures, if any.
- d. Activities being conducted by the City to combat the hazardous conditions, or mitigate the effects.
- e. Procedures for reporting emergency conditions to the EOC.

Accurate information will be provided to the media. Those facts which can be confirmed should be released within an hour of the event. If little information is available, the following statement may be issued:

Initial Press Release

We are aware that an accident/incident involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information

available as we are able to confirm it. We will hold a press briefing at (location), and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

3. Consistent Information

Information concerning the event should be consistent for all members of the media. If the incident is being managed by a Unified Command, a unified approach to information management shall be used whenever possible. Releases will be reviewed and approved by all Incident Commanders participating in the Unified Command. When working with private sector entities, public safety issues will be the responsibility of the public safety agencies; questions about corporate policies or processes will be referred to the private sector cooperator.

4. Objective Information

Information should be presented in an objective manner.

5. Rumor Control

Rumor control is vital during emergency situations. Sensitive or critical information must be verified and authorized by the Incident Commander before release. Inaccurate information published by the media should be corrected. Unconfirmed rumors, or information from unauthorized or unnamed sources may be responded to in the following manner:

We will not be able to confirm that until we have been able to confirm the information with the appropriate sources. Once we have confirmed information, we will release it to all members of the press at the same time.

6. Often Requested Information

Information that media representatives often request appears below. Using this as a tool to prepare for press briefings can help ensure that concise, accurate information is available, and that participating personnel are not caught off-guard:

a) **Casualties**

- Number killed or injured
- Number who escaped
- Nature of injuries received
- Care given to the injured
- Disposition of the dead
- Prominent individuals who were killed, injured or escaped.
- How escape was handicapped or cut off.

b) **Property Damage**

- Estimated value of loss
- Description-kind of building, etc.

- Importance of the property, e.g. historic value, environmental impact, etc.
 - Other property threatened
 - Insurance protection
 - Previous emergencies in the area
- c) Causes**
- Testimony of participants
 - Testimony of witnesses
 - Testimony of responders
 - How emergency was discovered
 - Who sounded the alarm
 - Who summoned aid
 - Previous indication or warnings of danger
- d) Rescue and Relief**
- The number engaged in rescue and relief operations
 - Any prominent persons in the relief effort.
 - Equipment used
 - Handicaps to rescue
 - Care of destitute and homeless
 - How the emergency was prevented from spreading
 - How property was saved
 - Acts of heroism
- e) Descriptions of the Crisis or Disaster**
- Spread of the emergency
 - Blasts and explosions
 - Crimes or violence
 - Attempts at escape or rescue
 - Duration
 - Collapse of structures
 - Color of flames
 - Accompanying Incidents
 - Number of spectators-spectator attitudes and crowd control.
 - Unusual happenings
 - Anxiety, stress of families, responders, survivors, etc.
- f) Legal Actions**
- Inquests, Medical Examiner reports, etc.
 - Police follow-up
 - Insurance company actions
 - Professional negligence or inaction
 - Suits stemming from the incident

7. **Restricted Information**

Do not release information which might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:

- Personal conjecture about the course of the emergency, or the conduct of the response.
- Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.
- Contents of statements used in alibis, admissions, or confessions.
- References to the results of various tests and examinations.
- Statements which might jeopardize the testimony of credible witnesses.
- Demeaning information/statements.
- Information which might be compromising.

8. **Fatalities**

In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the Washington County Medical Examiner's office.

9. **Confidential information**

Confidential information is not to be released. This includes the home phone numbers and addresses of City personnel and volunteer emergency workers.

C. Media Access

The Information Officer will allow media access to the EOC only under limited, controlled circumstances, and only with the prior approval of the Incident Commander. Before being admitted to the EOC, media representatives shall display appropriate identification, and shall be escorted by a member of the Information staff

D. Information Briefings and Deadlines

Information briefings, press releases, interviews, and warnings shall be logged, and if possible, tape-recorded. Copies shall become part of the final incident package. Whenever possible and appropriate, media briefings shall be scheduled in cooperation with media deadlines. For national media representatives, these times are generally 1100 and 1500 EST. For local television, the deadline is 1500 for local evening news. The Sherwood Brief needs stories by 1600 daily for publication the following day. The Oregonian needs stories by 5 P.M. for publication the next day. Do not commit to firm briefing times unless it is certain that these times can be kept. It may be more efficient to notify the media one hour in advance of a briefing.

E. Information Center/Media Briefing Facilities

An Information Center and briefing area may be established to provide information to the media during large, long-term incidents. An Information Center Manager may be assigned to manage the activities of the Center. The following areas may be available to serve as an Information Center during emergencies:

- City Hall

In the event of a major, protracted incident, it may be more convenient for the City, and efficient for the press, for briefings to take place at a conference center, or large hotel, where activities will not interfere with the conduct of the incident. If circumstances allow, the Information staff may assist the media in such logistical support as finding hotel rooms, providing coffee and refreshments for early morning briefings, making arrangements for additional phones, etc.

F. Field Information and Media Access to the Scene

The Field Information Officer is the member of the Information staff assigned to manage media operations at the scene. This person should be from the lead agency.

- a) In cooperation with on-scene personnel, media representatives may be allowed restricted access to the scene. This should be done with regard to the safety of media personnel, the impact on response, and the wishes and concerns of the victims. If possible, Media wishing access through the outer perimeter should be accompanied by a member of the Information staff.
- b) If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, where media representatives select one camera crew to take footage for all. If even such controlled access is impractical, an opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.
- c) Protect response personnel from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to Fire Stations and allow them to forward telephones to ensure privacy. This may only be done at the specific instruction of the Incident Commander.
- d) Victims and their families should have access to public officials without having to face the media. Try to provide a secure entrance to City Hall, or arrange a meeting/interview room away from the press.
- e) The media may be allowed access to response personnel at the discretion of the Operations Section Chief and the Incident Commander, and only if such an interview does not interfere with the response effort. Press at the scene should be accompanied by a member of the Information staff. City personnel should not comment on the incident without the knowledge and consent of the personnel listed above.
- f) When an incident takes place on private property, access will be coordinated with the owners of the site when possible.
- g) As is true with all unauthorized personnel at the scene of an incident, law enforcement officials have the authority to arrest and remove members of the press who are interfering with the safe management of the incident, or whose actions represent a threat to the safety of themselves, responders, or the public.

G. Internal Communications, Rumor Control, and Public Assistance

The Information Officer may assign an Internal Information Officer to deal with internal communications and rumor control lines. Rumor control numbers shall be published via the media only when the lines have been staffed. Publication of rumor control numbers may result in fewer non-emergency calls to 911 and the EOC General Staff, will aid the EOC staff in information gathering, and will offer the public a means of getting valid information about the incident.

Requests for non-emergency assistance received by Information staff should be routed to the appropriate EOC staff. Information staff should also provide information to those persons and offices who are normally contacted by the public. These include Police Records, the City switchboard, and the secretarial staff for each department. Electronic mail may be used to provide a standard statement all City personnel should use to respond to requests for information. Electronic mail may also be used to provide updates to City staff on the conduct of the incident, work schedules, suspended activities, etc.

H. Joint Information Centers

In a very large incident involving multiple jurisdictions, the Supervisory Information Officer may assign a Joint Information Center Officer to represent the City, or to feed information to, a Joint Information Center (JIC). A JIC may be set up in a central location, and is designed to allow Information Officers from involved response and recovery agencies to coordinate information released to the media and the public.

IV. Information Forms

The following forms or documents have been developed to assist in overall information coordination:

A. Incident Status Summary (ICS-209)/EOC Briefing/State Reporting Form

Some or all of these forms will be completed by the Planning Section or the official requesting activation of this plan. The information contained is an analysis of the type of incident, damage, injuries or deaths, and initial response.

B. Incident Action Plan

This document will be completed for complex incidents by the Planning Section. It contains more detailed information about the incident, responders, and plans for control. With the approval of the Incident Commander, portions of the Incident Action Plan may be used to brief, or be released to the media.

C. Event Log

The Major Event Log tracks significant events occurring during the incident, both as a result of the emergency and in response to it. It gives a chronological summary of the incident, and is maintained by the Logistics Section.

D. Unit Log

The Unit Log is used to document action taken, instructions to unit staff, and occurrences significant to the unit.

All units activated in the EOC will maintain unit logs.

E. Warning Log

The Warning Log is used to document time, method and nature of warnings to the public, and is maintained by the Information staff.

F. Public Information Summary

This form is used to provide a standard format to basic information in preparation for press briefings, and is maintained by Information staff.

All of the above forms will become part of the final incident package.

V. Media Contacts

A list of local media contacts can be found in *Section IV, Resources*. It includes the area EAS station, major television stations, and newspapers. It does not include all area media representatives.

SECTION II-E

RESOURCE MANAGEMENT

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I. Description

The City of Sherwood Incident Management staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources and personnel. The City will commit all its resources, if necessary, to protect lives, property and the environment.

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. To assure that the status of resource requests and commitments can be maintained throughout the emergency, the Logistics and Planning Sections of the EOC staff will track resources assigned to the emergency. The Operations Section will assist in identifying resource needs, and resources which can be released from the incident (see *City of Sherwood Emergency Operations Guide* for descriptions of Section responsibilities).

The Incident Commander has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Incident Commander has the final allocation authority. In the event of a long-term emergency affecting major City operations, the City of Sherwood Department Directors and the City Council may re-order City services and priorities to support the Incident.

In the event of a disaster impacting the entire region, additional coordination entities may be established to assist in resource management and allocation. EOC staff will cooperate with such entities according to established agreements, guidelines and procedures.

The Operations, Logistics and Planning Sections have primary responsibility for coordinating the resource management effort, including:

A. Operations Section:

- Provides the EOC staff with additional resource needs.
- Identifies resources which are excess and can be released or reassigned.
 - o Assigns and supervises tactical resources.

B. Planning Section:

- Provides the EOC staff with a timely inventory of needs and commitments.
- Identifies those public facilities essential to the life of the community, provides a recommended priority list to the Command and General Staff, and assists in the coordination of facility repair and restoration of services.

C. Logistics Section:

- Serves as the primary point of contact for resource requests from the public, EOC staff, field resources, cooperating jurisdictions, and resource management organizations.
- Resource lists appear in *Section IV* of this Plan. In addition, each department is responsible for developing and maintaining mutual aid agreements to augment resources, and department-specific inventories of resources which might be available to them in an emergency.
- Shelter, feeding, and human resource assistance appear in *Section II-G* of this Plan.

II. General Guidelines

Under emergency conditions, members of the City of Sherwood Incident Management Staff will allocate resources according to the following guidelines:

A. Resource Priorities

Deploy resources according to the following priorities:

1. Protection of life.
 - a. Responders
 - b. At risk populations.
 - c. Public at large
2. Incident stabilization
 - a. Protection of mobile response resources.
 - b. Isolation of the impacted area.
 - c. Containment (if possible) of the incident.
3. Property conservation
 - a. Protection of public facilities essential to life safety or emergency response.
 - b. Protection of the environment where degradation will adversely impact public safety
 - c. Protection of private property.

B. Resource Distribution

Distribute resources in a manner which provides the most benefit for the amount of resources expended.

C. Citizen Requests

Coordinate citizen appeals for non-911 assistance through the Message Center at the EOC. Citizens will be given information about where to make these requests over local media (see *Section II-D*).

D. Mutual Aid

Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.

E. State and Federal Assistance

Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from County/Regional, State, and Federal sources. Activation of County/Regional, State, and/or Federal resources will be accomplished in a timely manner through a request for declaration of disaster See *Section II-H-Recovery*.

III. Emergency Fiscal Management

During a major emergency, the City of Sherwood is likely to find it necessary to redirect City funds in order to effectively respond to the disaster. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority is delegated to each Department Director.

Tracking the expenditures related to an incident is the responsibility of the Finance Section in the EOC. This section will be staffed by members of the Finance Department (see *City of Sherwood Emergency Operations Guide* for description of the tasks of the Finance Section).

If a disaster in the City of Sherwood requires redirection of City fiscal resources beyond the procurement authority of department directors, the following general procedures will be followed:

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

- B. If a quorum of Councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, the environment, or private property, the City Manager, Department Directors or their designates, may act on emergency funding requests.
- C. A separate charge code will be identified In order to facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation should a disaster declaration be necessary. The Finance Section or City Finance Department will establish and maintain clear documentation for all incident-related personnel time, losses and purchases.

IV. Incident Command

The City of Sherwood's emergency response to a major event may involve a variety of local, state, federal, and private sector resources. No single agency or department will have the necessary resources to carry out all response activities. Coordination, direction and control of all response resources will be provided by the ICS organization managing the incident.

In a major emergency, or if an incident is one part of an area-wide disaster, the Emergency Center (EOC) will be activated, and the Incident Command System and structure described in *Section II-A* and the ***City of Sherwood Emergency Operations Guide*** will be implemented. When the EOC is activated, overall incident management, direction and control will come from the Incident Commander and staff at the EOC. On-scene tactical direction and control will remain the responsibility of the Operations Section Chief.

General Procedures:

- A. The first public safety official on scene should assume incident command. The person will:
 - 1. Assess the situation.
 - 2. Request the assistance of the appropriate local emergency response agencies.
 - 3. Initiate actions to protect the public according to standard operating guidelines.
 - 4. Surrender incident command as appropriate.
- B. The lead local emergency response agency shall:
 - 1. Assume incident command upon arriving on scene.
 - 2. Establish liaison for cooperating resources.
 - 3. Establish an appropriate Command Post, mark it, and alert responders to its location.
 - 4. Fill subordinate positions and assign resources as necessary according to standard operating guidelines.
 - 5. Surrender overall incident command to ranking officers, to the on-call Incident Management Team or to the City Manager as deemed appropriate.
 - 6. The Incident Commander will set up a unified command structure if more than one jurisdiction has legal responsibility for responding to the emergency. Assisting jurisdictions or agencies not included in the unified command will provide liaison to the Command organization as requested.
- C. Incident Command will remain at the local government level unless:
 - 1. Local resources are overwhelmed and the Incident Commander requests another jurisdiction or level of government to assume command.
 - 2. The incident occurs in areas of federal jurisdiction, in which case the federal incident commander may assume incident command upon arriving on-scene.
 - 3. If necessary, Oregon statute grants the Governor the authority to assume command of incident operations (ORS 469.6711, and ORS 401.115).

The role of state and federal government in resource management during recovery is outlined in *Section II-H-Recovery*.

V. Mutual Aid

The City maintains mutual aid agreements, both formal and informal, which facilitate bringing additional resources to the scene of an emergency. Each Department is responsible for developing those agreements necessary to augment available resources. Some of these agreements are outlined below:

- A. Informal agreement among local law enforcement agencies to provide back-up law enforcement services.
- B. Mutual aid agreements among local fire organizations. This agreement is on file with Tualatin Valley Fire and Rescue.

Section II-F

Evacuation

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I. Description/Definition

Emergencies or disasters may require the evacuation of people from hazard areas to areas of lower risk. During emergencies such as floods, hazardous materials spills or releases, accidents or threats involving radiological materials, volcanic activity, major fires, dam failures, and others, City of Sherwood emergency responders or EOC personnel may determine that the evacuation of all or part of the community is prudent to prevent loss of life.

The basic approach to evacuation is the same regardless of the type of threat. Staff must:

- Determine the area at risk;
- Compare the risks associated with evacuation with the risks of leaving the threatened population in place;
- Designate roads leading to appropriate lower risk areas;
- Provide bus or other transportation for those without private transportation;
- Open and staff facilities to house and feed the evacuated population;
- Provide clear and understandable instructions to the public.

Experience has shown that during most emergency conditions for which there is advance warning, 50% or more residents in threatened areas will evacuate their homes before ordered to do so by public officials. Moreover, studies indicate that 80% of evacuees will seek shelter from relatives or friends rather than use designated public emergency housing facilities. If this percentage holds true, the City of Sherwood may need to shelter up to 2,200 people in the event of a total evacuation.

For the purposes of this plan, an **evacuation** is the removal of persons from the path of a threat prior to impact, and is the responsibility of the Police Department under the provisions of this plan. Removal of victims from an area impacted by a hazard is considered a **rescue**, and will be conducted according to departmental SOG.

In Oregon, the responsibility for ordering an evacuation rests with local government or the Governor. In the City of Sherwood, formal authority to order an evacuation lies with the City Council, the Mayor, the City Manager, and the Chief of Police. In on-scene operations, this authority is delegated to the Incident Commander. According to the City of Sherwood Code, the City has legal authority to evacuate homes, public facilities, or places of business. In addition, law enforcement officers may arrest or take into protective custody persons who have violated an established perimeter, or who interfere with responders.

II. Evacuation Considerations

A. Identification of Need

Not all emergencies requiring protective action on the part of the public require evacuation. The Incident Commander must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating.

B. Identification of Area Affected

Before an evacuation can be implemented, the following activities must take place:

1. Identify high hazard areas, including those areas which may be impacted if the incident escalates or conditions change.
2. Identify potential evacuation routes, their capacities, and vulnerability to the hazard.

Primary routes for evacuation of the City of Sherwood include, but are not limited to, Highway 99W, Oregon Street, Sunset, and Tualatin-Sherwood Highway. If the evacuation involves more than one jurisdiction, it is vital that use of such routes is coordinated prior to implementation of the evacuation plan.

3. Alert and warn the public at risk. Include specific information about the risk, the protective actions which need to be taken, and the possible risks of non-compliance.

C. Determination of the Time Needed for Evacuation

The following formula can be used to estimate the time needed to evacuate a threatened area:

$$TD + TA + TM + TT = TN$$

TD= Time from response to decision to evacuate.

TA= Time needed to alert and instruct the public, usually estimated to be from 15-60 minutes, depending upon the time of day, etc.

TM= Time needed to mobilize the population once warned. Under ideal circumstances, 2500 vehicles can pass a single point in one hour. Estimate four persons per vehicle.

TT= Time required to leave the hazard area.

TN= Total time required to evacuate.

For example, it takes incident personnel 15 minutes to make the decision that evacuation is the appropriate protective action. **TD=15**.

Once a decision has been made, it takes 25 minutes to activate the EAS and to complete the door to door contact in the immediate risk area. **(TD=15) + (TN=25) = 40**.

Once notified, it takes 30 minutes for the population to leave their homes and enter the evacuation route system, using one major route north out of the area, and one major route south. **(TD=15) + (TN=25) + (TM=30)=1 hour and 10 minutes**.

Once on the road, it takes each vehicle 15 minutes to clear the hazard area. **(TD=15) + (TN=25) + (TM=30) + (TT=15)= 1 hour and 25 minutes total evacuation time**.

III. Special Populations

Special populations within the City of Sherwood which may need assistance during evacuations include students and residents of nursing homes. Correctional institutions and juvenile foster care are the responsibility of Washington County. All of the identified institutions are required to have internal disaster plans which address evacuation. In addition, the Logistics Section may assist in procurement of specialized transportation resources such as ambulances, and vehicles for transportation of the handicapped.

IV. Implementation Responsibilities

A. City Manager

1. At the request of the Incident Commander, sign the evacuation order (model order appears as Appendix B to this annex).
2. Notify the Mayor and Council of evacuation. Keep them informed, and request their assistance in public information and instruction as appropriate.

B. Police Department

1. Direct overall evacuation operations.
2. Document evacuation contacts and process.
3. Establish and maintain outer perimeter.
4. Provide traffic and crowd control.
5. Rescue persons threatened by armed and dangerous suspects.
6. Sign the evacuation order (model order appears as Appendix B to this annex).

7. Provide security for emergency housing facilities as requested.

The Police Department does not have the capability to conduct evacuations in areas contaminated by hazardous materials.

C. Engineering/Public Works Department

1. Provide resources such as vehicles, personnel to assist with traffic movement and crowd control.
2. Work with Oregon Highway Division, Washington County Transportation Division and adjacent City public works organizations to keep routes open and free of debris, and to provide highway signs and barricades.

Public Works does not have the capability to support operations in areas contaminated by hazardous materials.

D. Tualatin Valley Fire and Rescue

1. Establish and maintain inner perimeter on hazardous materials incidents.
2. Rescue trapped victims, and victims in hazardous atmospheres.
3. Assist in the evacuation process as requested.

TVFR has limited capability to conduct operations in areas contaminated by hazardous Materials.

E. City Attorney

1. Advise Command staff, City Manager, and Council in the legal implications of evacuation activities.
2. Assist as requested.

F. Finance Department

1. Document fiscal resources dedicated to the evacuation process.
2. Estimate economic impact of closing City businesses due to evacuation.
3. Assist as requested.

G. All other City Departments:

Assist as requested.

V. Evacuation Responsibilities, Assisting Agencies

A. Washington County Sheriff/Oregon State Police

1. Upon request, assist Police Department with traffic and crowd control.
2. Upon request, assist Police Department with incident security.

B. American Red Cross

1. The American Red Cross will oversee all emergency-housing activities, including:
 - a. Directing ARC personnel to meet evacuees at reception areas and assigning evacuees to emergency housing facilities.
 - b. Providing information to City staff concerning numbers of evacuees being sheltered, etc.

VI. Implementation Guidelines, Command and General Staff

A. Command Staff

1. The Incident Commander, regardless of agency or whether on-scene or in the EOC, shall determine the need and the extent of the area to be evacuated, develop an evacuation plan, activate the alert and warning system, and direct the implementation of the evacuation plan.
2. In the event of a major evacuation in response to an incident under the overall Command of a non-law enforcement agency, unified command between that agency and the Police Department should be considered to facilitate coordination of evacuation operations. In addition, a Police Officer may be assigned to the Planning Section to assist in development of evacuation contingency plans.
3. The Command Staff will utilize the alert and warning guidelines described in *Section I-B*, to warn the public of the emergency condition, and provide the public with evacuation and shelter information.
4. The Incident Commander will establish an inside and outside security perimeter, and shall provide criteria for access to them. Security of the inner perimeter shall be the responsibility of the lead emergency response agency; security of the outer perimeter shall be maintained by the Police Department. The outer perimeter will allow for the potential escalation of the hazard, thus ensuring an ample margin of safety for emergency personnel. The Command Post will be established within the outer perimeter (unless Command is in the EOC), and only personnel meeting Command criteria for access will be allowed to enter this area.
5. The Incident Commander will identify appropriate reception areas for evacuees, and shall assign personnel to provide liaison to those persons in the reception area, and security to the facility. If reception or sheltering is needed, the Logistics Function should be activated and Washington County Emergency Management requested to activate Red Cross shelter and transportation.
6. As the emergency response progresses and more information becomes available, the Public Information staff will utilize the procedures described in *Section I-D* of this plan to provide the media and the public with information on:
 - a. Modes of transportation for evacuees unable to provide their own;
 - b. The reason for the evacuation;
 - c. The location of reception or shelters. See *Section I-G*;
 - d. Possible results of failure to evacuate.
7. Ensure that an official evacuation order is signed by the City Manager or designate, the Chief of Police, and the Incident Commander (model order appears as Appendix B to this annex).
8. Notify the State Emergency Management Division (EMD), and Washington County Emergency Management of the evacuation.
9. If it is anticipated that shelters will be needed, contact Washington County Emergency Management for assistance.
10. After the emergency event has ended:
 - a. Incident Commander(s) will allow the early return of persons needed to staff essential services and to open vital businesses as soon as this can be done safely.
 - b. Incident Commander(s) will direct a general return to the evacuated area as soon as possible.
 - c. The Public Information Officer will advise the public and the media of the termination of the evacuation order and the lifting of the security perimeter.

B. Operations Section

1. Law Enforcement
 - a. Supervise personnel necessary to support evacuation, including Reserves and mutual aid.
 - b. Coordinate strategic considerations with Command, and develop tactics for evacuation operations (evacuation protocol appears as Appendix C to this annex).
 - c. Implement evacuation plan.
 - d. Establish and maintain control of outer perimeter, restrict access to those persons properly authorized and protected.
 - e. Supervise and conduct mobile public address system and door to door alert and warning.
 - f. Establish and maintain crowd and traffic control.
 - g. Request resources through Logistics Section (if activated).
 - h. Designate neighborhood congregation points for evacuees who need transportation to reception areas or shelters. Notify Command of persons who need assistance in leaving their homes.
 - i. Keep Command, Planning Section, and Public Information Officer apprised of activities.
2. Public Works
 - a. Maintain clear evacuation routes.
3. Tualatin Valley Fire and Rescue
 - a. Perform rescue as assigned.

C. Planning Section

1. With input from on-scene personnel, determine and mark evacuation routes, safety perimeters, transportation pick-up points, reception areas, and shelters on EOC maps. Long evacuation routes, such as might be experienced during a national security crisis, and should also designate rest areas, facilities for vehicle fuel and maintenance, and information centers.
2. Provide the above information to Public Information Officer, Operations Section, and assisting agencies, such as mutual aid cooperators and the Red Cross.
3. Document and track resources assigned to the evacuation effort, including personnel, vehicles, and facilities.
4. Track and document progress of evacuation operations, provide contingency planning.

D. Logistics Section

1. Arrange transportation for groups or individuals requiring assistance or special considerations to evacuate, such as the elderly, disabled, and residents of nursing homes.
2. Advise Command in the activation of appropriate shelter or reception facilities.
3. As requested, assist the Red Cross in movement of volunteers to reception areas and shelters. A Facilities Unit Leader or Facility Manager

may be assigned to provide liaison and coordination between the EOC and Red Cross shelters.

4. Procure additional personnel needed to support shelter operations. May include, but not be limited to, shelter security, Facilities Unit Leader, Facility Managers, Ground Support Unit Leader, etc.
5. Facilitate procurement of additional barricades, signs, etc.
6. Provide transportation for essential workers as necessary.
7. Contact appropriate facility manager to use facility as a reception area as needed.

E. Finance Section

1. Support other Sections as requested.
2. Document fiscal resources dedicated to the evacuation effort.
3. Provide information on the financial impact of the evacuation to the planning process.

For further information on the duties and responsibilities of the Incident Command staff, see *City of Sherwood Emergency Operations Guide*.

See *Section I-G* for information on feeding and sheltering.

APPENDIX A-EMERGENCY TRAFFIC POLICY

In the event of an evacuation in the City of Sherwood:

1. All City public safety employees not directly involved in the management of the incident shall be available for traffic control and direction.
2. The Incident Commander has the authority to close roads, and to restrict access to and from all areas of the City.
3. The Incident Commander has the authority to remove stalled and parked vehicles which impede the flow of traffic.
4. Traffic flow direction may be altered, reversed, etc., at the direction of the Incident Commander.
5. Incident Commanders will coordinate changes in traffic flow with the Washington County Sheriff, Tigard, Tualatin and Newberg Police Departments, Oregon State Police, and the Oregon Department of Transportation Highway Division.

APPENDIX B-EVACUATION ORDER

- 1. An emergency condition exists in the City of Sherwood.
- 2. The City has determined that there is the need to evacuate portions of the City.
- 3. Such evacuation is needed to ensure the safety of the public.

Therefore:

- 1. The City of Sherwood is requesting the immediate evacuation of:

- 2. The City of Sherwood requests that those needing special assistance to call (503) 625-5522. This number has been established to respond to evacuation assistance requests only.
- 3. The City of Sherwood is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____am/pm.
- 4. Information and instructions from the City of Sherwood will be transmitted by radio from KXL 750 am. Public information will also be available from American Red Cross representatives at facilities now being opened to the public for emergency housing.
- 5. The City of Sherwood will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed _____

City Manager

Signed _____

Chief of Police

Signed _____

Incident Commander

APPENDIX C-EVACUATION PROTOCOLS

I. General Policy

Under the City of Sherwood code, the Mayor and Council have the legal authority to impose a mandatory evacuation order on citizens in their own homes. This authority is delegated to the Police Department and Incident Commanders. In an incident in which it is determined that the health and safety of citizens will be better protected by evacuation, citizens will be informed of the need to leave a hazardous area, and the possible consequences of not leaving. Citizens who obstruct the evacuation process may be arrested according to the provisions in City Code -----, and Ordinance -----.

These protocols cover door to door, siren alert, and mobile public address processes. These methods may be conducted singly, in combination, or in conjunction with the Emergency Alert and Cable Interrupt Systems.

II. Door to Door

Door to door contact is an effective, but time intensive method of alerting, warning, and evacuating an area. More detailed information can be shared with the population, and positive confirmation can be made that the individual received the warning, understood the instructions, and knew the consequences of his or her actions.

A. Receive Assignment from Officer Supervising the Evacuation.

Your supervisor should give you a prepared statement which includes:

1. Type of incident, expected duration, and available time to evacuate.
2. Recommended actions to be taken by the public.
3. Implications of not following actions.
4. Evacuation route.
5. Reception/shelter location.
6. Neighborhood congregation point for those needing transportation.

Your supervisor should also brief you on the number of personnel assisting in the evacuation.

B. Conduct Door to Door Evacuation

1. Knock, ring bell, etc. Allow at least one minute for response, more at night.
2. If no answer, document time and address, move to next facility.
3. If answered, read prepared statement, and:
 - a. Determine how many persons are in the building
 - b. **Determine whether they intend to leave**, have a place to go, and transportation. If yes to all, document time and address. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Go to next facility.
 - c. **If they do not intend to leave**, ask if they understand the possible dangers if they stay, document the time, address, and number of people remaining. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to next facility.
 - d. **If they intend to leave, but do not have transportation**, document the number of people needing assistance, the time and address, and special transportation requirements (ambulance, handicapped van, etc.) and report this information immediately to your supervisor. Advise citizens who are able to walk to proceed to the designated congregation point- do not stop your activities to remove them from the area.

- e. **If they intend to leave, but do not have a place to go**, refer them to the shelter or reception point. Document time and action taken. Using plastic flagging, mark the building in a conspicuous place to indicate that contact has been made. Move to the next facility.

C. Reporting

After clearing a portion of your assigned area (this may be block by block in a residential area, by store in a shopping center, by floor in an office building or hospital, or by apartment building in a major apartment complex), report information collected to your supervisor. Your supervisor should inform the Incident Commander or Operations Section Chief, and the Planning Section (if activated).

BECAUSE OF THE EXTRA TIME NEEDED TO ARRANGE TRANSPORTATION, INFORMATION ON PEOPLE NEEDING EVACUATION ASSISTANCE SHOULD BE TRANSMITTED AT THE TIME OF COLLECTION.

III. Mobile Public Address

Mobile public address is more time efficient than door to door contact, but is able to convey only a limited amount of information. It is most effective used in combination with the Emergency Alert System and door to door contact. It may be used to alert and warn the public prior to the request to evacuate, or to advise of protective actions short of evacuation.

A. Receive Assignment from Officer Supervising the Evacuation.

Your supervisor should give you a prepared statement which includes:

1. Type of incident, expected duration, and available time to evacuate.
2. Recommended actions to be taken by the public.
3. Implications of not following actions.
4. Evacuation route.
5. Neighborhood congregation point for those needing transportation.
6. Reception/shelter point.
7. TV or radio station with more information.

B. Conduct Alert

1. Repeat message at each intersection, and at least once mid-block, depending upon length of block.
2. Do not stop to give information, etc.

C. Reporting

When an assigned area has been covered, note date and time, and report completion to your supervisor. Your supervisor should advise the Incident Commander or the Operations Section Chief, and the Planning Section (if activated).

Section II-G

Sheltering, Feeding and Human Services

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I. Description

Sheltering and feeding citizens during a disaster is the task of the American Red Cross. It is the policy of the City of Sherwood not to sanction or refer citizens to shelter and feeding operations which are not managed by the American Red Cross.

Besides sheltering and feeding, the Red Cross can perform a variety of other valuable emergency services, including additional support for disaster victims, coordination of other volunteer organizations, and assistance to local governments in damage assessment. For more information on the services of the American Red Cross, call 503-284-1234.

Red Cross aid is an outright gift. It is provided by voluntary contributions from the American people. All Red Cross disaster help is free.

Additional human services may be provided by the Washington County Departments of Health and Human Services.

II. Sheltering and Feeding

A. Assembly/Reception Facility

In the event an incident requires the temporary evacuation or relocation of citizens, on-scene staff may choose to refer them to an assembly area, such as a school. Sheltering in excess of 4-6 hours should be requested through the American Red Cross. Activation of assembly facilities can be accomplished by contacting the facility manager.

B. American Red Cross Contracted Shelters

The American Red Cross will provide shelter staff, logistical support, and communications. In addition, the Red Cross will manage evacuee registration and provide basic medical services to shelter residents. The Red Cross can provide quarantine for carriers of infectious diseases, but cannot provide decontamination for hazardous materials or radiological emergencies. This duty remains with the Incident Management staff.

The following facilities have current shelter agreements. **Only the American Red Cross can activate these agreements.** The City of Sherwood incident management staff may request that a shelter be opened by calling the Washington County Emergency Management through 911 or at 503-533-5220.

City of Sherwood Area Shelters

		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood

G-2

		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood
		Sherwood

Pets are not allowed in Red Cross shelters.

Depending upon the emergency, evacuees may be requested to provide food and water for pets prior to leaving their homes, or they may take small animals any pet care facility. Washington County Animal Control may also be able to provide limited shelter for threatened small animals.

C. Emergency Response Personnel

1. EOC Staff

Arrangements for the feeding and sheltering of EOC staff is the responsibility of the Logistics Section of the EOC staff. If practical, EOC staff will be released to their homes to sleep. If this is not practical, EOC staff will be fed, and sleeping quarters assigned, as close to the EOC as possible to the EOC. Other City cooking facilities and limited sleeping areas are available at all fire stations.

2. Response Personnel

Insofar as is practical, response personnel will be released to their homes or stations to sleep. If returning home is not practical, space may be arranged in a shelter within commuting distance of the hazardous area. The City of Sherwood may establish purchase agreements with local restaurants; these may be used to provide sack lunches and dinners.

The American Red Cross will feed disaster workers in their feeding and shelter operations, as well as providing coffee and snacks to on-scene personnel.

3. Families of City Response Personnel

In the event of an extended incident involving a major City shelter operation, consideration may be given to sheltering the families of response personnel together. This will facilitate keeping families informed, and will improve the morale of City employees. The Logistics Section shall be responsible for making such arrangements.

D. Fallout Shelters

There are no fully equipped or maintained public fallout shelters within the City of Sherwood, nor do the City of Sherwood, any state agencies or the American Red Cross have personnel trained in fallout shelter management. **In light of this resource gap, it will be the policy of the City of Sherwood to remove citizens from the source of radiation rather than shelter in place.**

III. Washington County Health and Human Services

The Washington County Departments of Health and Human Services provide medical, health, and welfare services to all citizens within Washington County. Contact with these Departments and Divisions during a major emergency or after hours will be through Washington County Emergency Management at (503) 533-5220 or through 911.

- A. Emergency medical, health and welfare services (See *Section I-I, Health and Medical*, for more information on medical and health services offered by the County).
- B. The Washington County Emergency Operations Center will be the primary location for coordination and control of human services emergency operations. For localized emergencies or extreme environmental conditions, the County Health Officer or the County Chair may authorize other locations. A request for another location may be made by the Incident Commander or City Manager.
- C. Telephone, radio, and the Emergency Alert System will be used to coordinate emergency Health and Human Services. Telephone will be the primary communications medium, if available.
- D. Emergency public information concerning emergency health services will be coordinated by the County Chair's Public Information Officer.
- E. Non-government organizations, agencies, and institutions will be requested to provide their own administrative and logistical support except for assistance agreed upon and approved by the Directors of the Departments of Health and Human Services.

IV. Other Human Service Agencies

A. State of Oregon Senior and Disabled Services Division

The Oregon Senior and Disabled Services Division can assist in the event of a disaster which impacts their clients.

For additional human services agencies and phone numbers, see *Section IV-Resources*.

SECTION II-H

REPORTING AND RECOVERY

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I. Reporting

Disaster assistance from mutual aid agencies, Washington County, and State and Federal entities will be enhanced by prompt and thorough reporting of emergency conditions. This section outlines the notification and reporting processes, emergency declaration, damage assessment, and recovery procedures that the City will implement in the event of a disaster.

Accurate incident status summaries are important to decision makers within the incident staff, as well as to assisting agencies and the public. The ICS 209L, Incident Status Summary (Appendix D, form D-1), shall be completed as soon as possible after the onset of an emergency, and shall be updated at least every 24 hours thereafter. The ICS 209L shall be prepared by the Planning Section on all Level III activations, and distributed via phone, radio, LEDS, or hard copy to at least the following:

- All Command and General Staff
- Washington County Emergency Management
503-533-5220
503-642-4814 Fax
- Oregon Emergency Management Division
503-378-2911
503-588-1378 Fax

The Public Information Officer may also distribute the Incident Status Summary to the media, the public, assisting agencies, adjacent jurisdictions, and volunteer organizations at the direction of the Incident Commander.

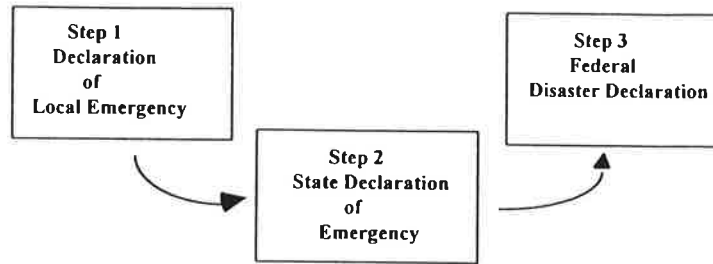
In addition to the ICS 209L, in any emergency which may result in a declaration of local emergency, the OEM Initial Damage Assessment Form (Appendix D, Form D-2) will also be completed and submitted to the above contact points.

The following is an outline of the public assistance recovery process. Time lines vary from disaster to disaster.

1. Disaster strikes
2. Emergency response and initial damage assessment by local officials. Local declaration of emergency.
3. Local/state/federal damage assessment teams accomplish the preliminary damage assessment, and immediate needs funding (INF) requirements are identified.
4. FEMA reviews the declaration request and makes recommendation to the President.
5. If warranted, President makes disaster declaration.
6. State holds applicant(s) briefing.
7. Applicant submits Request for Public Assistance
8. Public Assistance Coordinator holds Kickoff Meeting with applicant.
9. Applicant formulates projects.
10. Required 20% of small projects validated.
11. Large projects managed with assistance of state and FEMA.
12. Funding is provided for small projects following validation. Funding for large projects is provided as work progresses.

II. Emergency Declaration Process

The disaster declaration process follows the three steps outlined below:



A. Step 1: Declaration of Local Emergency

A declaration of emergency by the City of Sherwood is the first step in accessing state and federal disaster assistance. The City of Sherwood City Council has the legal authority under Resolution ----- to declare that a Local Emergency exists. If a quorum of Councilors cannot be assembled, the City Manager is delegated this authority. If the City Manager is unable to act due to absence or incapacity, the Police Chief, or the Incident Commander may exercise local Declaration authority. The declaration of a local emergency must include a description of the situation and existing conditions, must delineate the geographic boundaries affected, and must outline what special powers are being activated by the City. If County, State or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended, and contain a request to the Governor for the type of assistance required (if needed). The Command and General Staff have the following responsibilities in the declaration process:

- Operations: Identify necessary resources, and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
- Planning: Provide situation and resource summaries and initial and preliminary damage assessments.
- Logistics: Compile resource request
- Finance: Assist in preliminary damage assessment; coordinate damage survey activities.
- Command: Present package to City Manager and City Council.

The City of Sherwood may choose to declare a local emergency even if the need for additional support or resources is not anticipated in order to implement provisions of the emergency code.

The State of Emergency Form (Appendix A) will be used to document the declaration of a state of emergency.

B. Step 2: County/State Disaster Declarations

In order for the City of Sherwood to receive federal disaster funding, and to activate certain state and federal resources to support the emergency, the local declaration of emergency and request for additional assistance must be communicated to the Governor of the State of Oregon. The State of Oregon has the option of declaring a State of Emergency, and activating only state resources in support of the incident or of declaring a State of Emergency and beginning negotiations with FEMA for a Federal Disaster Declaration. Since the State of Oregon has no emergency funding mechanism outside state agency current operating budgets and emergency requests to the legislature, disaster declarations are frequently quickly passed to FEMA.

City of Sherwood's request for a declaration must be processed through Washington County Emergency Management to the State Emergency Management Division.

Washington County may add its support to the request, request that additional areas or services be included, or pass the request through without comment, but may not decline to process the request.

Washington County Emergency Management will pass the request through to the State within one hour of receiving it from the City. If Washington County Emergency Management will not be able to comply with this time frame, and if the request is time-critical, the request may be presented directly to the State Emergency Management Division, with advice to Washington County Emergency Management of action taken.

The request for a disaster declaration will be documented using the Local Emergency Declaration Form (Appendix A), and should be accompanied by a current ICS 209L and/or OEM Initial Damage Assessment form (Appendix D, forms D-1, and D-2). The declaration may be communicated via radio, teletype, or telephone, but must be followed up with a hard copy to Washington County Emergency Management and the State Emergency Management Division.

The request for a disaster declaration and assistance does not indicate the surrender of Command responsibility and authority.

C. Step 3: Federal Disaster Declarations

The Federal Government may declare an incident either an "emergency," or a "major disaster." When the President of the United States declares either condition to exist, various resources of the federal government are available to respond to the emergency, and disaster funding is made available for recovery. Certain federal agencies have disaster responsibilities which can be activated short of a federal disaster declaration. Federal disaster declarations designate specific geographic boundaries, usually counties, and specific time periods which restrict eligibility.

The Governor of the State of Oregon, with the assistance of the Emergency Management Division, will prepare and forward a request for a Presidential declaration of an emergency or a major disaster to the Director of FEMA Region 10, who will, in turn, present it to the President.

Current legislation defines "emergency" as:

...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...

In addition, a "major disaster" is defined as:

...any natural catastrophe...or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance...to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss or suffering...

III. Determining Eligibility for Assistance

Eligibility for federal disaster and recovery assistance is based on the scope of the disaster, and the eligibility of the individual applicant to apply for such assistance. Funding is generally made available on a "matching" basis; usually a maximum of 75% federal to 25% local or state funds.

A. Damage Assessment



Damage assessment is conducted in two phases: **initial damage assessment**, and **preliminary damage assessment**. The initial assessment provides information on which to base response, and is supplemented by the preliminary assessment with supporting information for the disaster declaration. Phase 1 Initial Damage Assessment is the responsibility of the local government; the Phase 2 Preliminary Damage Assessment is a more in-depth analysis of long term effects and costs of the emergency, and is done with the combined efforts of local, state, and federal agencies.

Phase 1: Initial Damage Assessment

Organization and supervision of the initial damage assessment is the responsibility of the Planning Section, with supporting field information from Operations and fiscal documentation from Finance. **While the primary purpose of the Initial Damage Assessment is to assist in determining appropriate response activities, the secondary purpose is to begin the formal disaster declaration process.** Efficient accomplishment of this task may require major assistance from all departments and available volunteer resources. Record keeping, especially of expenditures, should be started very early in the incident. The Finance Section or the lead agency will assign a charge code to which all incident-related expenditures will be coded (see Appendix B for cost coding information). The initial damage assessment should begin as soon as possible after the impact of the emergency, and should be conducted using the following priorities:

Priority 1-Public Safety and Restoration of Vital Services

- City of Sherwood EOC, Fire Stations, Police Department, Public Works and City Hall facilities.
- Telephone, and radio communications systems.
- Hazardous occupancy industries, natural gas pipelines.
- Bridges and overpasses.
- Hospitals, nursing homes and shelters.
- Power, natural gas, water, and sewer systems.
- Schools, and businesses which may represent a life-safety threat.

Each facility should be analyzed on structural integrity and safety, functional capability, and estimated cost to repair or replace.

Priority 2- Assessment of damage to support emergency or major disaster declaration.

An estimate of numbers of private dwellings and businesses affected by the incident will be needed to support the request for a State or Federal declaration. A "windshield" survey (a cursory, "drive-by" damage assessment) should be made at the same time as the more detailed survey required for priority 1 facilities.

- Private homes, multiple family dwellings.
- Public Facilities not covered in Priority 1.
- Businesses.

Complete:

- Appendix D-2-OEM Initial Damage Assessment Form
- Once initial damage assessment has been completed, damage found should be documented and forwarded to the Regional Office of Emergency Management and Oregon Emergency Management.

Phase 2: Preliminary Damage Assessment

The initial damage assessment should provide the basis for subsequent assessment activities; the preliminary damage assessment builds upon that information to provide supporting documentation for State and Federal disaster assistance. While assessment will have begun with the Planning Section in the EOC, often the Preliminary Damage Assessment will occur after the EOC has been demobilized. If demobilization has occurred, the final incident package, including all damage assessment information, shall be transferred to the Finance Function for long-term follow up. The City Finance Officer

will serve as the Financial Officer of record, and may choose to assign the Finance staff of the Incident Management Team most involved in the incident to manage the long-term recovery, or may assign these duties internally as necessary.

Finance staff should plan to perform the following tasks:

1. Identify a Recovery Coordinator for each Department which will have projects.
2. Establish and maintain contact with the Oregon Emergency Management Division and the Office of Regional Emergency Management. Determine:
 - a) Reporting and inspection time lines
 - b) Support needed by State/Federal Teams
 - c) Process for obtaining approval for activities taken during recovery activities.
3. Coordinate the assignment of personnel to Damage Assessment Teams (these personnel will most likely be from Public Works or Development Services). The Section should arrange appointments with managers/owners of affected facilities in order to facilitate the process.
4. Provide current cost and damage assessment information to the Command and General Staff and to the Mayor and Council, City Manager and Department Directors.

B. Eligibility Criteria

As a local government, the City of Sherwood qualifies as an applicant under the federal Public Assistance Program. However, this basic qualification is only the first step in complying with eligibility criteria. The facility or structure, the work, and the costs associated must also be eligible. The following is a brief description of the eligibility criteria for applicants, facilities, work, and costs. *Changes to the Public Assistance Program are frequent. The information in this plan is for general information only. It may be modified depending upon the circumstances of the actual disaster.*

1. Applicant

In addition to the City of Sherwood itself, certain public non-profit organizations within the City may also qualify for assistance. In order to qualify, such organizations must meet the following criteria:

- Have tax exempt status, or have satisfactory evidence from the state that the organization is a non-revenue producing, non-profit entity organized under state law.
- Provide services that would otherwise be performed by a government entity. These services include education, medical, fire and emergency services, utilities, custodial care, and other "essential government services."

2. Facility

For the purposes of the Public Assistance Program, a facility is defined as "any public or private non profit owned building, works, system, or equipment, built or manufactured." The definition also includes any improved and maintained natural feature.

"Improved natural features" may include such things as golf courses, erosion control sites, soil stabilization measures, and channel bank armoring. Maintenance must be done on a regular schedule at to standards. It is the improvement itself which must be maintained for the natural feature to be considered a facility.

In addition to the basic qualification discussed above, the facility must:

- Be the responsibility of an entity which is a qualified applicant.
- Be located in a designated disaster area.
- Not be under the specific authority of an other Federal agency.

- Be in active use at the time of the disaster (exceptions to this rule may apply if the facility was temporarily inactive for repairs or remodeling, if future use by the applicant was established in an approved budget, or if the owner can demonstrate that there was an intent to use the facility within a reasonable time).

3. Work

The following criteria apply to work conducted as a result of disasters:

- Cause of damage-the work must be required as a result of the declared disaster.
- Location-the work must be within the designated disaster area.
- Legal responsibility-the work must be the legal responsibility of an eligible applicant.

There are two types of work: Emergency Work and Permanent Work. *Emergency Work* includes activities required to protect life and property, and is usually undertaken during the response phase of the emergency. *Permanent Work* includes activities required to restore a damaged facility to its pre-disaster design, function, and capacity.

a. Emergency Work

Emergency Work has two categories: Category A-debris removal, and Category B-Emergency Protective Measures.

- Category A-Debris Removal
 - * Debris removal is eligible when it is necessary to eliminate immediate threats to life, public health and safety, improved public or private property, or ensure the economic recovery of the community to the benefit of the community at large.
 - * Debris includes sand, mud, silt and gravel, downed trees, wind-blown debris, wreckage from buildings, vehicles and personal property.

In general, debris removal from public property is eligible when the above conditions are met. Debris removal from private property is more restrictive and should be discussed on a case by case basis.
- Category B-Emergency Protective Measures
 - * Emergency protective measures are eligible for public assistance when necessary to eliminate or lessen immediate threats to lives, public health or safety, or eliminate or lessen immediate threats of significant additional damage to improved public or private property.

b. Permanent Work

Permanent work is that work required to restore a damaged facility to its original design, function, or capacity:

- Design-FEMA provides funds to restore a facility to its pre-disaster design. If a gravel road is destroyed, FEMA cannot replace it with a paved surface.
- Function-the facility must perform the same function that it was designed to perform before the disaster.
- Capacity-the restored facility must operate at the capacity available before the disaster.

Permanent work is further divided into the following categories:

- Category C-Roads and Bridges.
- Category D-Water Control Facilities
- Category E-Buildings and Equipment

- Category F-Public Utilities
- Category G-Parks, Recreational Facilities, Other Facilities.

Examples of what may be covered under these categories can be found in Appendix B-Cost Coding.

4. Cost

The fourth category of eligibility is related to cost. In addition to the eligibility criteria established for applicant, facility, and work, the cost must be:

- Reasonable and necessary to accomplish the work;
- Compliant with federal, state, and local procurement requirements; and
- Reduced by all applicable credits such as insurance proceeds and salvage values.

The eligible cost criteria apply to all direct costs, including labor, materials, equipment, and contracts awarded for the performance of eligible work. An additional discussion of cost can be found in Section IV, Project Management.

IV. Project Management

Managing the projects required to return the community to its pre-disaster state is complex and requires a long term effort. Documenting the process, meeting deadlines, assessing the impact of additional regulatory requirements, and monitoring the progress of projects from initial response to close out will require substantial commitment of staff time. This section discusses the project management aspects of participation in the Public Assistance Program.

A. Special Considerations

Special considerations include all program issues other than eligibility that may affect the funding or scope of work on a project. Many of these issues will require the assistance of subject matter experts, and will be discussed with State and Federal representatives during project formulation. A Special Consideration Checklist is included in Appendix D. This should be completed and kept in each project file. Special considerations include:

- o Insurance
- o Hazard mitigation
- o Environmental issues
- o National Floodplain Insurance Program
- o Historical facilities
- o Other federal or state laws or regulations that require compliance.

1. Insurance

The Stafford Act requires purchase of insurance coverage on insurable facilities as a condition of receiving federal disaster assistance. FEMA will require the purchase of insurance coverage prior to the release of any approved funding. This requirement does not apply on projects less than \$5000, and may be waived if the State Insurance Councilor determines that a specific type of insurance is not reasonably available, adequate, or necessary.

The Stafford Act requires that all disaster assistance grants be reduced by any insurance proceeds received.

2. Hazard Mitigation

Hazard mitigation is defined as any cost-effective measure that will prevent or reduce the threat of future damage to a facility that has already been damaged during a disaster. This may include work above and beyond the work required to return the facility to its pre-disaster condition. Hazard mitigation projects should be considered on every project and discussed with the Public Assistance Coordinator. For hazard mitigation measures to be approved, specialists must

review the measures for eligibility, technical feasibility, environmental and historical soundness and cost effectiveness.

3. Environmental Issues

The National Environmental Policy Act governs the review and consultation process used to determine the environmental consequences of a federal act. While the Act does not require that FEMA limit the environmental impacts of recovery projects, it does require that the decision to fund a project be made in an informed manner and involve relevant stakeholders. This process is usually the vehicle through which FEMA addresses other environmental laws and regulations.

Other federal environmental laws which may impact recovery projects include the Clean Air and Clean Water Acts, the Resource Conservation and Recovery Act, and the Endangered Species Act.

4. Historical Facilities

Historical facilities may require extensive repair and restoration, or even demolition following a disaster. FEMA is required to identify historical facilities, identify the impact of recovery projects on the facility, consult with stakeholders, and proceed with the work only after resolving preservation issues.

5. Other Regulations

In addition to the programs and laws described in 1-4 above, other federal and state restrictions may apply. These may include, but are not limited to: land use planning, farmland protection, and requirements related to the presence of minority or low income populations, or the presence of wetlands.

B. Project Formulation

Once the Preliminary Damage Assessment has been completed, the President has declared a disaster, and the City has submitted its Request for Public Assistance, the process of project formulation begins. This process begins at the Kick-off Meeting with state representatives and the Federal Public Assistance Coordinator. Project formulation includes:

- o Combining associated work into projects
- o Developing scope of work and cost for projects
- o Identifying any special considerations
- o Completing project worksheets

1. The Kickoff Meeting

At the kickoff meeting, the City will receive project worksheets, information of eligibility, information on available technical assistance, and guidance on documentation. City representatives should be prepared to discuss how capital improvement and maintenance projects are normally planned and managed, and to provide a list of damages and damage sites. The kick-off responsibilities of the City, the state, and FEMA's Public Assistance Coordinator appear below:

City

- Attend kickoff meeting to receive initial guidance on project formulation and to submit a listing of damages.
- Identify damage sites
- Notifies state or FEMA if technical assistance is needed.
- Maintains proper documentation.

State

- May attend the kickoff meeting and subsequent meetings to formulate projects.

FEMA Public Assistance Coordinator

- Conducts the kickoff meeting
- Provides technical assistance, upon request
- Assigns work to specialists and Project Officers
- Maintains the case management file.

2. Project Formulation

Projects must be formulated and submitted within 30 days of the kickoff meeting. While additional information will be provided at the kickoff meeting, some project formulation in advance of this meeting will assist in meeting the timeline. Projects may be grouped according to any of the following methods:

- **Type of damage**-This is one of the most common methods. For example, all culvert erosion could be a project.
- **System**-all eligible damage to a water or sewage system could be formulated into one project.
- **Boundaries**-a water or road system could be divided geographically, and each part formulated into one project.
- **Method of work completion**-work to be completed by force account resources may be combined into one project. For work to be contracted, each contract may be a project, or a group of contracts let to a single contractor may be a project.
- **Complex** -All damages sustained at a group of facilities, such as the Public Works Maintenance complex, may be grouped into one project.

3. Develop Scope of Work

The scope of work and description of damage is the most important part of the project formulation process. Descriptions must be detailed, and clearly demonstrate the relationship of the damage to the disaster. A complete scope of work includes:

- **Project location**-must be detailed enough that the location can be identified in a field visit.
- **Description of damage**-this must be in terms of the facility, features, or item requiring repair, and must be detailed. Facility damage must be described in quantitative terms, with physical dimensions. Without accurate measurements, accurate materials and cost estimates cannot be developed.
- **Cause of damage**-the specific cause of the damage must relate to the incident for which the disaster was declared. Otherwise, the project is not eligible.
- **Description of eligible work**-the scope of work must be complete and tie back to the cause of damage. If part of the work has been completed prior to project approval, the work yet to be completed must be described separately from the finished work. The work should be quantifiable (length, width, depth, capacity) and descriptive (wood, brick, asphalt, etc.). "Restore to pre-disaster condition" is not an acceptable scope of work description!

4. Develop Cost Estimates

FEMA may grant funds on the basis of actual costs, or on estimates of work to be completed. The three primary methods of estimating costs are unit prices, time and materials, and contracts. The method used to determine costs on a particular project depends on whether or not the work has been completed. Actual costs derived from time and materials expended can be developed for work completed. Unit price should be used when possible for work yet to be completed.

Once identified, projects must be segregated into small (less than \$47,099 per project) and large (over \$47,100 per project¹). Funding and management mechanisms are different for each.

- Small Projects
 - * Develop detailed scope of work and cost estimate.
 - * Complete a Project Worksheet for each project.
 - * Submit Project Worksheets within 30 days of kickoff meeting.
- Large Projects
 - * Develop a general description and general cost estimate for large projects. Large projects will be assigned to a federal Project Officer, who will prepare a detailed scope of work and cost estimate in coordination with the City and the state.
 - * Complete a Project Worksheet for each project.
 - * Submit Project Worksheets within 30 days of kickoff meeting.

C. Documentation

Accurate documentation is essential to the recovery management process. Appropriate documentation will help to recover all eligible costs, allow the efficient development of projects, assist in validating small projects, and prepare the City for audits.

Finance staff should plan to perform the following tasks:

1. Establish Contact

Establish and maintain contact with the State Applicant Liaison, and FEMA's Public Assistance Coordinator and Project Officers (assigned to individual large projects).

2. Provide Information

Provide current cost and damage assessment information to the Command and General Staff and to the Mayor and Council, City Manager and Department Directors.

3. Establish System

- Assign Recovery Coordinator. This may be the Finance Section Chief from the Incident Management Team, the City Finance Director, or other employee at the direction of the City Manager or Incident Commander. This person should be able to make a long-term commitment to the process, and may need to be relieved of other duties for the duration.
- Establish a file for each project (see discussion of project formulation). Identify a department contact for each project. The project file should include:
 - * Project Worksheet
 - * Disbursement and accounting records for each project. Sample forms are included in Appendix D. These forms are not required, however, the system used must be able to generate the same information.
 - * Completed Special Consideration Checklist
 - * Documentation that supports cost estimate provided on worksheet.
 - * Any additional documentation that might be useful, including photographs, etc.

4. Observe Deadlines

Expenditure documentation and other records must be kept up to date in order to meet the work category deadlines established by FEMA. Deadlines are calculated from the date of the Presidential Disaster Declaration, and include:

- o Emergency Work-6 months

¹ \$47,100 was the fiscal dividing point current when this plan was drafted. It may be adjusted.

- o Permanent Work-18 months
5. **Maintain files**

Files should be maintained for three years after project completion. Under the "Single Audit Act," there is a possibility of an audit by state or federal auditors.

D. Validation

The validation process is conducted to ensure that the scope of work reflects disaster-related damage, that work and costs are eligible, cost estimates are reasonable, and that any applicable special considerations have been addressed. 20% of small projects are chosen at random for validation. Large projects are validated through the formulation process. The following describes the validation process and the information the City should be prepared to present to validation staff.

1. **Process**

The FEMA public Assistance Coordinator will select the projects that will be subject to validation, and notify the City. The process will include a detailed review of project file documentation, and a field visit to the project sites.

2. **Required Information**

The City should be prepared to provide the following information or demonstrate that the following criteria have been met for each identified project:

- Completed Work-complete documentation
- Force Account Labor
 - * Records should be well organized and identified by date, position, location, and labor performed to support costs claimed on the Project Worksheet.
 - * Employee hours are eligible according to the guidelines.
 - * Hours worked are divided into regular and overtime hours.
 - * Fringe benefits are identified for both regular and overtime. A blended rate may be used, or a separate rate for each worker category.
 - * Calculations are clear, complete, and accurate.
 - * The file is up to date.
- Force Account Equipment
 - * Records are well organized and identified by date, position, location, and the number of labor hours for equipment operators match or exceed the equipment hours.
 - * Volunteer and prison labor hours for equipment operation are identified, if applicable.
 - * FEMA equipment rates, or other approved rates are used for calculation.
 - * Mileage, not hours, is used for automobiles, pickups, buses, and ambulances.
 - * Calculations are clear, concise, and accurate.
 - * The file is up to date.
- Materials
 - * Purchase orders/invoices dates and quantities match material records.
 - * Inventory records/stock tickets match material records.
 - * Calculations are clear, complete, and accurate.
 - * The file is up to date.
- Leased/Rental Equipment

- * Records are on file, and up to date.
- * Lease/rental agreement dates fall within the disaster period.
- * Invoice date and amount are correct.
- * Gasoline, oil, and lubricants are claimed only when not covered in agreement.
- * Repairs and parts are claimed only when renter is liable for these costs as stipulated in the rental agreement.
- * Calculations are clear, complete, and accurate.
- Contract
 - * Copy of the contract is on file and up to date.
 - * Prescribed procurement procedures were followed.
 - * Competitive bidding was used or an exception was authorized.
 - * Calculations are clear, complete, and accurate.
- Work to be Completed
 - * Cost estimating method has been approved by the Public Assistance Coordinator.
 - * Cost estimate was accurately developed.
 - * Calculations are clear, complete, and accurate.
 - * File is up to date.

V. Support Services

A. Disaster Recovery Centers (DRCs)

The Logistics Section may be called upon to arrange a large facility to serve as a Disaster Recovery Center (DRC), where citizens can meet with Federal/State/local and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. In City of Sherwood, facilities that should be considered include the school gymnasiums.

Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center (if activated) located in the Federal/State Disaster Field Office. Federal, State, local and volunteer agencies may provide or accept applications for the following services through the Disaster Application Center:

1. Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
2. Essential repairs to owner occupied residences in lieu of temporary housing, so that families can return to their damaged homes.
3. Disaster unemployment and job placement assistance for those unemployed as a result of a Major Disaster.
4. Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
5. Agricultural assistance payments and technical assistance, and federal grants for the purchase or transportation of livestock.
6. Information on the availability of food stamps and eligibility requirements.
7. Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by Major Disasters when they are unable to meet such needs through other means.
8. Legal counseling to low-income families and individuals.

9. Tax counseling concerning various disaster-related tax benefits.
10. Consumer counseling and assistance in obtaining insurance benefits.
11. Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
12. Social Security assistance for recipients or survivors, such as death or disability benefits or monthly payments.
13. Veteran's assistance, such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veteran's Administration if a VA-insured home has been damaged.
14. Other specific programs and services as appropriate to the disaster.

B. Logistical Support

Logistics staff may also arrange for local guides, office space, document reproduction services, etc. for State and Federal Damage Assessment Teams.

If federal mobile homes are to be provided for use as emergency shelter, Logistics may assist in choosing siting and site preparation, consistent with City of Sherwood's local comprehensive land use plan.

C. Departmental Support

1. The Engineering, Planning and Building Departments will provide staff to lead damage assessment teams.
2. All other departments will make available unassigned personnel to assist with damage assessment.
3. Additional support may be available from Washington County Assessment and Taxation, County Engineers, etc. It may be necessary to provide a delegation of authority to allow engineers from the private sector or other jurisdictions to participate in the damage assessment process.

Appendix A-DECLARATION FORM

EMERGENCY/MAJOR DISASTER REQUEST FORM

TO: _____, Governor, State of Oregon.

FROM: _____, City of Sherwood.

(Name and Title)

At _____ (Time) on _____ (Date),

(Emergency Incident or Event)

occurred in City of Sherwood, threatening life and property.

The current situation and conditions are:

The geographic boundaries of the emergency are:

I DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN CITY OF SHERWOOD, AND THAT THE CITY OF SHERWOOD HAS EXPENDED ALL APPROPRIATE AND AVAILABLE RESOURCES. I RESPECTFULLY REQUEST THAT THE GOVERNOR OF THE STATE OF OREGON DECLARE A "STATE OF EMERGENCY," CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, REQUEST APPROPRIATE SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT, AND PROVIDE THE FOLLOWING FORMS OF ASSISTANCE:

Signed _____ Date _____

(A-1)

INSTRUCTIONS FOR COMPLETING THE DISASTER DECLARATION FORM:

RESPONSIBILITY: Completion of the Disaster Declaration Form is the responsibility of the Lead Agency, or of the Incident Commander.

TIMELINE: As soon as possible after the initial assessment is made; or when it becomes apparent that the provisions of the City Emergency Code are necessary; or when assistance beyond that of mutual aid is necessary.

DISTRIBUTION: Command and General Staff, City Manager, Mayor and Council, Washington County Emergency Management, and Oregon Emergency Management. This request may be passed to Washington County via radio, telephone, teletype, or fax. Hard copies must be sent to the Washington County Emergency Management, and the Oregon Emergency Management Division, and a copy placed in the final incident package.

Washington County Emergency Management	503-533-5220
	503-642-4814 Fax
Oregon Emergency Management Division	503-378-2911
	503-588-1378 Fax

SPECIAL INSTRUCTIONS:

FROM: Personnel of the City of Sherwood who may sign this declaration include the Mayor, City Manager, Emergency Management Coordinator, lead agency Director, and Incident Commander. If time is not critical, the Council should meet to ratify the declaration. If time is of the essence, any of the above personnel may proceed with the declaration, with ratification occurring as soon as possible.

"Current situation and conditions" should include the rationale supporting the declaration of disaster, including (as appropriate), need for additional powers to protect the public, status of City response, commitment of City and mutual aid resources, and projection of incident potential.

"Geographic Boundaries" should be specific, unless the entire City is impacted.

"Forms of Assistance" requests should be specific, including numbers, special qualifications, and tasks to be assigned. For example, if the National Guard is requested, describe tasks for which its resources will be used.

Appendix B COST CODING

Cost Coding

The City of Sherwood uses a XXXXXXXX cost coding system. Each Department is responsible for managing its cost codes. In the event of a Citywide emergency in which multiple departments may be charging to the incident cost code, the Finance Section Chief will be responsible for confirming the cost code. Cost codes are developed as described below:

Cost Code=XXXXXX.

NEED CITY OF SHERWOOD FINANCIAL SYSTEM INFORMATION HERE

Appendix C Federal Categories for Project Applications

Federal Categories for Project Applications

The bold headings are the allowed categories for reimbursement during federal disaster recovery efforts. The bulleted items under each heading represent activities or expenses which have qualified for funding on past disasters, and which may be eligible for funding in future events.

Emergency Work

A. Debris Clearance

Types of activity may include:

- Debris/wreckage clearance
- Debris/wreckage clearance-public waterways
- Clean reservoirs, catch basins, streams, drainage facilities
- Clearance to rough grading

B. Emergency Protective Measures

Emergency Protective Measures are those taken to eliminate or lessen immediate threats to lives, public health, or safety, and/or to eliminate or lessen threats of significant damage to improved property. Types of allowable expenses may include:

- Overtime-law enforcement
- Overtime-public works
- Overtime-other
- Mutual Aid
- Emergency Communication
- Emergency Standby
- Stores Issues
- Buttress construction
- Emergency levees
- Pumping and sandbagging
- Emergency channel and stream clearance
- Burying/disposal of dead animals (health hazard)
- Drainage of trapped water (health hazard)
- Emergency water vehicles
- Pumping basements (health/public safety hazard)
- Decontamination of public water supplies
- Pumping of septic tanks (health hazard only)
- Vector control of insects/vermin
- Protection of electrical system switches
- Emergency Dispatch
- Emergency Food
- Construction of fire breaks

- Emergency hiring

Permanent Work

C. Road Systems

Eligible features include the following:

- Roads-surfaces, bases, shoulders, ditches, drainage structures (such as culverts and cross drains), low water crossings, and other features, such as guardrails.
- Bridges-decking, pavement, girders, guardrails, abutments, piers, slope protection, and approaches.

D. Water Control Facilities

Eligible features include the following:

- Dams and reservoirs, drainage and irrigation channels, debris basins, levees, and shore facilities such as bulkheads and seawalls.

E. Buildings and Equipment

Eligible features or activities include the following:

- Buildings-structural and architectural components, interior systems, contents, consumable supplies, books and publications, removal of debris, cleaning and painting, demolition.
- Equipment-heavy equipment and apparatus, trucks, automobiles.

F. Public Utilities

Eligible utilities and features include:

- Water treatment plants and delivery systems
- Power generation and distribution facilities, including generators, substations, and power lines.
- Sewage collection systems and treatment plants.

G. Parks, Recreational Facilities, Other Facilities

This category is used for parks, recreational facilities and other facilities that do not readily fit into categories C-F. Typical eligible features include:

- Playground equipment
- Ball fields and associated facilities
- Swimming pools
- Tennis Courts
- Boat docks and ramps
- Piers
- Golf courses
- Public cemeteries
- Improved and maintained beaches

Appendix D FORMS

Forms

This appendix includes the following forms:

- D-1 ICS 209L-Incident Status Summary
- D-2 OEM Initial Damage Assessment Report Form
- D-3 FEMA Request for Public Assistance
- D-4 FEMA Project Worksheet
- D-5 Force Account Labor Summary Record
- D-6 Force Account Equipment Summary Record
- D-7 Material Summary Record
- D-8 Rented Equipment Summary Record
- D-9 Contract Work Summary Record
- D-10 Special Consideration Worksheet

Section II-I

Health and Medical Services

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I. Description and Policy

Tualatin Valley Fire and Rescue is responsible for the delivery of emergency medical services within the City of Sherwood. The Department staffs advanced life support (ALS) engines at all stations. Washington County and the State of Oregon provide health and human services to residents of Sherwood.

II. Health and Human Services

A. Washington County Health Department

The Washington County Health Department provides medical and health services to all citizens within Washington County. Contact with the Department during a major emergency will be through Washington County Emergency Management at (503) 533-5220, 911, or the County Emergency Operations Center (if activated).

Services of the Health Department include:

1. Health Services
 - Environmental Health
 - Health Division (Clinics)
 - Food Handlers Certificates
 - International Health Center
 - Vector Control
 - Health Officer
2. Communicable disease control, including:
 - a. Upon request, screening shelter residents and visitors for communicable diseases.
 - b. Establishing and monitoring isolation space.
 - c. Providing staff and supplies for immunizations as directed by the medical officer.
 - d. Providing advice on sanitation measures for emergency food and water.
 - e. Monitoring garbage and waste disposal.

The Department of Health will request emergency medical, health and welfare services not available in the County from the Oregon Department of Health.

B. Washington County Human Services Department Services

The Washington County Human Services Department provides mental health and crisis management services to all citizens within Washington County. Contact with the Department during a major emergency will be through Washington County Emergency Management at (503) 533-5220, 911, or the County Emergency Operations Center (if activated).

C. Emergency Coordination

The Washington County Emergency Operations Center will be the primary location for coordination and control of Departments of Health and Human Service emergency operations. For localized emergencies or extreme environmental conditions, the County Chair may authorize other locations. A request for another location may also be made by the City of Sherwood Incident Commander or City Manager.

1. Telephone, radio, and the Emergency Alert System will be used to coordinate emergency Health Services. Telephone will be the primary communications medium, if available.
2. Emergency public information concerning health services will be coordinated by the County Public Information Officer in cooperation with the Sherwood PIO.

D. State of Oregon

The Oregon Department of Human Resources is the agency responsible for coordinating the activities of the state's social service agencies. The Department of Human Resources includes the following two divisions which may play a major role in disaster assistance:

1. **Adult and Family Services**

Provides low-income assistance, including cash payments, medical coverage, food stamps, day care, and job placement assistance.

2. **Health Division**

The Health Division is the lead state agency for all radiation emergencies other than transportation accidents. The agency provides radiation monitoring expertise, detection equipment, and training.

The agency also provides such health services as immunization, and vector control.

The agency also coordinates emergency laboratory services to assess the potential of biological agents.

Emergency contact with these agencies will be through OERS at 1-800-452-0311.

III. Emergency Medical Services:

A. Activation:

1. **Multiple Patient Scenes**

Multiple patient scenes do not constitute an emergency under this plan.

2. **Mass Casualty Incidents**

During an incident which involves multiple injuries, emergency medical services are coordinated through a regional Mass Casualty Incident Plan (MCI), which includes all area hospitals, rescue units, and ambulances in the Portland metropolitan area.

- a. The MCI Plan is coordinated through the designated Medical Resource Hospital, and uses a dedicated emergency medical communications network, the Hospital Emergency Administrative Radio (HEAR) system.

- b. The MCI is activated by "an event (Multiple Vehicle Accident, explosion, etc.) in which five or more victims are involved, or a potential situation, (fire, aircraft difficulty, etc.) in which ten or more victims may be involved. The first responding or reporting agency (fire, police, and ambulance), is requested to notify 911 who will notify the Medical Resource Hospital. The Medical Resource Hospital will then perform an all call (all-hospital notification and bed inventory) as judged appropriate by the emergency physician. If medical triage is deemed necessary, appropriate routing of patients from the scene will be performed via the HEAR system."

Whenever possible, all injured responders shall be transported to a single hospital to expedite on-the-job injury paperwork, and to ensure continued contact and support to injured employees and their families.

- c. Command and control of an MCI within the City of Sherwood will be established and maintained through the Tualatin Valley Fire and Rescue and City of Sherwood Incident Command organization.

IV. Mass Casualty Scene Management

A. Response-Transportation Accidents

Medical and rescue crews shall not attempt to question train engineers, bus drivers, or aircraft flight crews as to the cause of the accident. Such questions are the responsibility of the investigating agency. Additional security may be needed to protect such personnel from the media.

B. Accident Investigation

The National Transportation Safety Board (NTSB) is responsible for accident investigations on all aircraft, and selected accidents involving surface transportation. The FAA may assist the NTSB in accident investigation. Investigations of accidents involving public use aircraft (public use aircraft are those aircraft used by government entities) are normally conducted by the agency operating the aircraft. Coordination of the incident with these agencies is vital. None of the investigative agencies have the authority to direct emergency services during the rescue phase, but they may direct the removal of bodies and debris. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor accidents, the FAA, instead of the NTSB, may respond to the scene.

It is vital that the Incident Commander contact the NTSB prior to removing deceased victims, or moving aircraft wreckage. This can be accomplished by contacting any FAA facility, or directly with:

NTSB Seattle Office 206-764-3782 (24 Hour)

C. Debris Removal and Scene Security

Mass Casualty scenes involving public transportation should be treated as a crime scene. Removal of accident-related debris from the impact area except as necessary to facilitate rescue should not be attempted by Sherwood personnel without clear direction from the appropriate authority. Accident investigation is highly dependent upon the preservation of the accident scene which should be maintained in as close to impact condition as possible. Removal of debris will ordinarily be accomplished by, or under the direction of, investigative agencies such as the NTSB or FAA. Scene security is of extreme importance, and shall take place under the direction of the Police Department.

When responding to and securing the scene of a transportation accident, the following steps shall be considered:

1. If bodies must be removed prior to the arrival of investigators, attempt to identify the victim, and mark the position in which the body was found. The location and position of bodies may be valuable clues to the cause of the accident. Assign a photographer to document accident scene, and the location of bodies prior to their removal. The following procedure shall be used prior to, and during removal:
 - a. Use spray paint to number the location of each body, making sure the number is easily visible on the ground, or on debris next to the body.
 - b. Photograph the scene, making sure the number will appear in the photograph.
 - c. Mark the body bag with the same number.
 - d. Place body in body bag.
 - e. Bags for personal effects should be marked with the same number.
 - f. Subsequent paperwork should reference the same number.

2. Mark cuts or tears in metal or other materials made in order to rescue victims to differentiate them from those which were the result of the accident.
3. Protect the scene from "souvenir" hunters. This may require lighting the scene at night to ensure a secure perimeter.

V. Mass Fatalities

Under normal circumstances, determination of the cause of death, investigation of the scene of the fatality, disposal of human remains, and notification of next of kin is the responsibility of the Medical Examiner. However, in the event of a catastrophic disaster, the City may become responsible for those functions. If an event causes multiple fatalities, the following process shall be followed:

- A. Contact the Office of the Medical Examiner, and determine its ability to respond to the incident. If the Office will be unable to respond or cannot implement its agreement with the Funeral Directors, dispatch Police or Fire personnel with instructions to:
 1. Determine and document the cause of death to the best of their ability.
 2. Photograph scene.
 3. Obtain body bags, and place personal effects with body.
 4. Confirm identification if possible.
 5. Transport remains to funeral home or temporary morgue.
 6. Relay identification of deceased (if that can be determined) to the Planning Section.
- B. With the approval of Command, the Planning Section will contact Funeral Home Directors, Police and Fire Chaplains to notify the next of kin.
- C. The Planning Section will provide copies of documentation to Office of the Medical Examiner.

VI. Care for Families of Victims

Special care should be taken to provide up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location where they can be protected from the press, and where information can be provided as it becomes available. These services will usually take place under the direction of other entities, such as the airline in the event of an air disaster, or Union Pacific Railroad in the event of a rail accident; however, the Public Information Officer should expect calls from relatives, the press, and concerned citizens, and may be requested to assist in providing information to friends and families of victims.

Assign a member of the clergy, a social worker, counselor, or member of the Trauma Intervention Program to each family, if possible.

VII. Temporary Morgue Services

Temporary morgues may be necessary in the event of an incident which results in either damage to these facilities, or numbers of fatalities which exceed their capabilities. Identification of victims may be a long and complicated process. Facilities which might be used as temporary morgues include school gymnasiums, armories, or other secure, air conditioned buildings. Facilities should provide:

- A. A receiving entrance protected from public view.
- B. A plainly marked general information area, easily accessible and where it will not interfere with free passage to the operational area.
- C. Waiting room and public restrooms
- D. Separate rooms for interviews with individuals seeking missing persons.

- E. Private viewing rooms for identification purposes.
- F. Telephone area and personnel adequate to handle incoming and outgoing calls.
- G. Working area for the press.
- H. Working area for the clergy.

In addition to the above, the facility should provide work spaces with the following provisions:

- A. Storage space for bodies. Should be divided to provide segregated areas for each of the following: male adults, female adults, male children, female children, and those whose sex cannot be determined.
- B. 220 volt, AC current for X-ray equipment.
- C. Tables for examination.
- D. Running water.
- E. Good ventilation.
- F. Good lighting.

Organizations and agencies which may, upon request, provide services to help manage a temporary morgue operation include:

- American Red Cross
- OSP Criminologists
- Sherwood Police
- Washington County Medical Examiner

Section II-J

Continuity of Service

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I. Description

A continuity of service emergency is defined as any situation in which the loss or reassignment of personnel resources threatens the ability of the City to provide mandated services. Any number of scenarios may require major reorganization of City personnel resources. The long term recovery demands of a major disaster may require that personnel be assigned to the incident management team-leaving their day-to-day duties uncovered; a pandemic may incapacitate a large percentage of the staff with illness. Some services are required by law; others by City policy and internal priorities. It is the City's policy that normal services be continued as long as possible under all circumstances.

The loss or reassignment of a major portion of the City's personnel resources is considered an emergency under the City's **Emergency Operations Plan**. This plan is designed to assist City Departments in meeting their service commitments while allowing maximum flexibility to meet the needs of the emergency.

II. Continuity of Service Planning

The Office of the City Manager is the lead agency for continuity of service emergencies. The Office may assume Command of the emergency in the event of a strike, or form part of a Unified Command structure if continuity of service issues arise as the result of a technological or natural disaster. Other Departments will provide support to the response effort as directed by Command.

III. General Guidelines

A. Service Priorities

- Tier I Services-Services that must be performed to maintain public health and safety.
- Tier II Services-Services that should be performed to avoid major inconvenience or financial loss to the City or its citizens, and/or which are critical to the function of the individual department.
- Tier III Services-Routine services that can be delayed for a short time (one month or less) without serious consequences.

B. Coordination

The Incident Command System may be activated to respond to the loss or reassignment of personnel resources. The ICS organization may be activated to manage the reorganization process as its only strategic goal (such as for a strike), or as part of the overall response to a major emergency (such as would follow an earthquake).

IV. Levels of Activation

Continuity of service issues may arise with a long warning period, such as for an epidemic, or as an immediate critical need. The following levels may be used as a guideline for initiating planning efforts.

Level I-City activities which require continuity of service planning for a single Department. Continuity planning at this level is the responsibility of the affected Department, with assistance as needed from the Office of the City Manager, and will not require activation of this Plan.

Level II-City activities which require continuity of service planning for two or more Departments. Activation of this plan at Level II is at the discretion of the affected Departments and the City Manager.

Level III-City activities which involve the loss or immediate reassignment of a major portion of the workforce. Activation of this plan shall take place under the direction of the City Manager and/or Unified Command organization.

V. Incident Command Staff Responsibilities

Because the issues related to continuity of service differ significantly from normal emergency response activities, the following checklist is provided in addition to the checklists found in the *City of Sherwood Emergency Operations Guide*.

A. Command/Command Staff

- Assess the impact of the emergency on the Department or City's ability to continue normal services.
- Reassign Department or City resources as necessary to meet the needs of the emergency.
- Activate ICS organizational elements as needed to manage incident.
- Prioritize service delivery by Department.
- Identify resource shortfall; determine sources for additional assistance.
- Authorize procurement of personnel resources as needed to maintain priority services.
- Establish and maintain cost accounting mechanisms.
- Confirm public information policy and process.

For more information on the responsibilities of Command, see the *City of Sherwood Emergency Operations Guide*.

Information Officer

- Receive briefing from Command.
- Determine responsibilities of the Information function regarding:
 - Recruitment
 - Discussion of contract negotiations
- Obtain approval from Command for press releases.
- Staff the function appropriately.

For more information on the responsibilities of the Information Officer, see the *City of Sherwood Emergency Operations Guide*.

Liaison Officer

- Obtain briefing from Command.
- Determine responsibility for continuity of service analysis (in the event of a strike, Operations may be responsible for this activity).
- Establish and maintain contact with Directors of impacted Departments.
- Conduct continuity of service analysis as assigned. Determine as needed:
 - Status of priority service delivery by Department.
 - Availability of additional resources
 - Special resource needs
 - Special resource qualifications

- _____ Contract issues that may affect the use of Department resources.
- _____ Determine resource ordering process
- _____ Staff function appropriately (this may require a representative from each impacted Department).

For more information on the responsibilities of the Liaison Officer, see the ***City of Sherwood Emergency Operations Guide***.

Safety Officer

Continuity of service emergencies are not likely to require the use of the Safety Officer position. For information on the responsibilities of the Safety Officer, see the ***City of Sherwood Emergency Operations Guide***.

B. Operations Section

The description below includes all Department Directors in the Operations organization, and each will complete the tasks described below.

- _____ Determine those services required by law, City policy or Department priorities.
- _____ Assess impact of emergency on Department priority service delivery.
- _____ Determine resource short fall.
- _____ Perform emergency callback of City personnel as needed (Police Records may assist in this task).
- _____ Activate mutual aid assistance as necessary.
- _____ Identify the need for temporary hires or reassignment of personnel from other Departments. Consider:
 - _____ Task assignments
 - _____ Personnel class required
 - _____ Special qualifications needed
 - _____ Approximate duration of assignment (if known)
 - _____ Potential source (if known).
 - _____ Date/time/reporting location
 - _____ Person to whom the resource should report
- _____ Obtain approval for temporary hires from Command.
- _____ Place requests for temporary hires with Logistics.
- _____ Monitor use of reassigned or temporary hire personnel. Release as soon as possible.

For more information on the responsibilities of the Operations Section, see the ***City of Sherwood Emergency Operations Guide***.

C. Planning Section

Planning Section responsibilities would continue as described in the ***City of Sherwood Emergency Operations Guide***. For more information on the responsibilities of the Planning Section, see the ***City of Sherwood Emergency Operations Guide***.

D. Logistics Section

Logistics Section responsibilities would continue as described in the ***City of Sherwood Emergency Operations Guide***. For more information on the responsibilities of the Logistics Section, see the ***City of Sherwood Emergency Operations Guide***.

E. Finance Section

Finance Section responsibilities would include coordination with the City's insurance carriers, assisting the Safety Officer as requested and other duties as described in the *City of Sherwood Emergency Operations Guide*. For more information on the responsibilities of the Finance Section, see the *City of Sherwood Emergency Operations Guide*.

VI. Department Responsibilities

A. Office of the City Manager

- Assume Command
- Establish and maintain contact with Mayor and City Council.
- If a strike is anticipated, request Office of City Attorney develop City Strike Policy.
- Direct organization to complete continuity of service analysis.

Include:

- Time lines
- Format
- Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - Support to Mayor and City Council
 - Recording services
 - Emergency documentation
 - Mediation services
 - Liaison between emergency organization and Mayor and City Council.
- Conduct Department continuity of service analysis.
- Determine need for additional resources. Consider:
 - Emergency call-back of all Department employees
- Request additional resources according to established procedure.

B. Human Resources/Personnel

- Staff incident management organization as needed.
- Assign personnel to negotiation process as needed.
- Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - Recruitment
 - Compensation and benefits administration
 - Labor relations
- Conduct Department continuity of service analysis.
- Establish/confirm resource ordering process.
- Assign personnel to Logistics (Supply Unit) as needed.
- Conduct Department continuity of service analysis.
- Determine need for additional resources. Consider:
 - Emergency call-back of all Department employees

- _____ Request additional resources according to established procedure.
- _____ Assist Office of City Manager and/or lead agency as requested.

C. Finance Department

- _____ Staff Incident Command organization as needed.
- _____ Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - _____ Risk management
 - _____ Time/Payroll processing
 - _____ Liquor licensing
 - _____ Service billings (includes installment financing)
 - _____ Process payments (includes rents, bond/tax payments)
 - _____ Customer service-Open/close accounts
 - _____ City lien processing
 - _____ Sewer collection
 - _____ City banking and deposit functions
 - _____ Staff Finance Section as required
 - _____ Operations-related purchasing
- _____ Review City insurance policies for covered losses. Assist in collection of funds from policies.
- _____ Conduct Department continuity of service analysis.
- _____ Establish/confirm resource ordering process.
- _____ Assign personnel to Logistics (Supply Unit) as needed.
- _____ Conduct Department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency call-back of all Department employees
- _____ Request additional resources according to established procedure.
- _____ Assist Office of City Manager and/or lead agency as requested.

D. Tualatin Valley Fire and Rescue

- _____ Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - _____ Fire suppression
 - _____ High hazard/public occupancy inspections
 - _____ Fire code enforcement
 - _____ Arson investigation
 - _____ Hazardous materials response
 - _____ Emergency Medical Services
 - _____ Plan review
 - _____ Emergency response
- _____ Conduct Department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Activation of volunteers

- Emergency call-back of all Department employees
- Activation of mutual aid resources.
- Request additional resources according to established procedure.
- Assist Office of the City Manager and/or lead agency as requested.

E. Police Department

- Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - Confirmation of out of County warrants.
 - Entry of stolen/recovered vehicles
 - Entry of missing/returned persons
 - Assignment of case numbers
 - Validate computer entries
 - Entry of part 1, UCR crime data
 - Street Patrol
 - Criminal investigation
 - Operations related support services
 - Emergency response
- Conduct Department continuity of service analysis.
- Determine need for additional resources. Consider:
 - Activation of reserves
 - Emergency call-back of all Department employees
 - Activation of mutual aid resources.
- Request additional resources according to established procedure.
- Assist Office of the City Manager and/or lead agency as requested.

F. Planning/Building Department

- Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - Building safety inspections
 - Emergency or critical facility permit review
 - General building permit review and inspection
 - Public Notices
 - Development permits
 - Construction plan review (public facilities)
 - Commercial building permit review (public facilities)
 - Public facility permit issuance
 - State revolving loan requests
 - Map services
 - Open space purchases
 - Capital improvements
- Conduct Department continuity of service analysis.

- _____ Determine need for additional resources. Consider:
 - _____ Activation of volunteers
 - _____ Emergency call-back of all Department employees
 - _____ Activation of mutual aid resources.
 - _____ Existing consulting contracts
- _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

G. City Engineer/Public Works

- _____ Determine those services required by law, City policy or Department priorities (Tier I and II Services). These may include:
 - _____ Water quality sampling (state and federal mandates) - TVWD
 - _____ Back/flow cross connection - TVWD
 - _____ Underground utility line locates
 - _____ Water/sewer line and service repairs - TVWD
 - _____ Reservoir and pump station repairs - TVWD
 - _____ Park equipment repair
 - _____ Garbage/litter pickup
 - _____ Mowing
 - _____ Street signing/stripping
 - _____ Catch basin maintenance
 - _____ Flood response
 - _____ Snow removal/sanding
- _____ Conduct Department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Activation of volunteers
 - _____ Emergency call-back of all Department employees
 - _____ Activation of mutual aid resources.
- _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

H. Parks and Recreation Department

- _____ Determine those services required by law, City policy or Department priorities (Tier I and II Services).
- _____ Conduct Department continuity of service analysis.
- _____ Determine need for additional resources. Consider:
 - _____ Emergency callback of all Department employees.
 - _____ Request additional resources according to established procedure.
- _____ Assist Office of the City Manager and/or lead agency as requested.

I. City Attorney

The City of Sherwood contracts its legal services. Because this service is critical to the operation of the City during a continuity of service emergency, actions the company may want to consider are included in this plan.

- Determine those services required by law, City policy or company priorities (Tier I and II Services). These may include:
 - Legal support to Mayor and City Council
 - Legal support to incident management organization
 - Ongoing litigation
- Conduct continuity of service analysis.
- Determine need for additional resources. Consider:
 - Emergency call-back of all employees.
 - Request additional resources according to established procedure.
- Assist as requested.

J. Municipal Court

- Determine those services required by law, City policy or Department priorities (Tier I and II Services).
- Conduct Department continuity of service analysis.
- Determine need for additional resources. Consider:
 - Emergency callback of all Department employees.
 - Request additional resources according to established procedure.
- Assist Office of the City Manager and/or lead agency as requested.

K. Library

- Determine those services required by law, City policy or Department priorities (Tier I and II Services).
- Conduct Department continuity of service analysis.
- Determine need for additional resources. Consider:
 - Emergency call-back of all Department employees.
 - Request additional resources according to established procedure.
- Assist Office of the City Manager and/or lead agency as requested.