



RESOLUTION 2009-049

A RESOLUTION AUTHORIZING THE CITY OF SHERWOOD EMERGENCY MANAGEMENT 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 Management Plan (herein referred to as EMP) 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 EMP 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 EMP 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, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1. The City of Sherwood Emergency Management Plan attached hereto as Exhibit A and Emergency Operations Guide as Exhibit B are hereby approved and adopted.

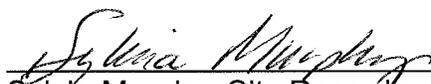
Section 2. The Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 16th day of June 2009.



Keith S. Mays, Mayor

ATTEST:



Sylvia Murphy, City Recorder



Home of the Tualatin River National Wildlife Refuge

Emergency Management Plan

CITY OF SHERWOOD
EMERGENCY MANAGEMENT PLAN
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ORDINANCE 2008-XXX

AN ORDINANCE ADDING A NEW CHAPTER 2.38 "EMERGENCY CODE".

WHEREAS, the City has a need to set out in the Sherwood Municipal Code the protocols the City would use and the powers that could be exercised in the event there was an emergency and a declared state of emergency was deemed to be necessary.

NOW, THEREFORE, THE CITY OF SHERWOOD ORDAINS AS FOLLOWS:

Section 1. The Sherwood Municipal Code is hereby amended by adding a new Chapter 2.38 which is to read as set out in Exhibit A attached hereto.

Section 2. This ordinance shall be effective 30 days after its enactment by the City Council and approval by the Mayor.

Duly passed by the City Council this ___ day of June, 2009.

Keith S. Mays, Mayor

Attest:

Sylvia Murphy, City Recorder

	Aye	Nay
Weislogel	_____	_____
Folsom	_____	_____
Clark	_____	_____
Henderson	_____	_____
Heironimus	_____	_____
Grant	_____	_____
Mays	_____	_____

Exhibit A

CHAPTER 2.38 EMERGENCY CODE.

2.38.010 Emergency Authority

This Chapter may be referred to as the "Emergency Code."

2.38.020 Purpose

This Chapter is designed to provide direction for the City, its officials and others consistent with the City's Charter and ORS 401.305 to ORS 401.335 (2009) in the event an emergency or disaster exists within the City. The regulations are intended to reduce the risk of the City, its residents and the public at large to loss of life, injury to persons, damage to property or to the environment.

2.38.030 Definitions

- A. "City Manager" or "Manager" is that person designated by Council to act as the administrative head of the city government and to exercise the authority under this Chapter and Section 33 of the Charter. In the event the incumbent City Manager is unavailable for any reason to exercise the authority under this Chapter and Section 33 of the Charter, the individuals acting in the following positions shall be deemed City Manager in the following order of succession:
 1. Assistant City Manager;
 2. Public Safety Director;
 3. Chief of Police;
 4. Public Works Director; and then
 5. Community Development Director
- B. "Disaster" means an occurrence or threat of imminent widespread or severe damage, injury, loss of life or property damage regardless of cause which in the determination of the City Manager causes or will cause significant damage as to warrant disaster assistance from resources other than the City's to supplement the efforts and available City resources to alleviate the damage, loss, hardship or suffering caused.
- C. "Emergency" means a human created or natural event or circumstance that causes or threatens widespread:
 1. Loss of life;
 2. Injury to persons or property;
 3. Human suffering; or
 4. Financial loss.
- D. "State of Emergency" means a situation meeting the definition of Emergency and proclaimed in writing by the City Manager. If the Manager is unavailable to make the proclamation, it may then be made by the Incident Commander and confirmed in writing by a member of the City Council in the following successive order:
 1. the Mayor; and if he/she is unavailable then by
 2. the current President of the Council; and if he/she is unavailable

3. then successively through the Council in the order of each member came on to the Council. In the event the incumbent City Manager is unavailable at the inception or during the course of the Emergency, the person making the Declaration shall have the authority to exercise the Manager until such time as the Council selects another person to act in that capacity.

2.38.040 Declaration of Emergency

A. A State of Emergency exists when:

1. The situation requires a coordinated response beyond that which occurs routinely;
2. The required response cannot be achieved solely with the added resources acquired through mutual aid or cooperative assistance agreements; and
3. a written proclamation consistent with 01.030 has been made.

B. The Declaration of Emergency shall be:

1. in writing;
2. designate the geographic boundaries in which the state of emergency exists; and
3. shall fix the duration of time in which the state of emergency shall exist.

The Declaration shall be effective for no longer than a two -week period but it may be extended for additional one -week increment(s) in the event that an Emergency continues to exists and must be made prior to requesting resources through Washington County.

C. The City Manager or the Mayor shall have the power to request the Governor declare a state of emergency within the City. The request must be submitted in writing through Washington County.

D. Once a State of Emergency has been declared, the Manager shall have authority to take such actions and issue such written orders as deemed by him/her to be necessary and prudent to protect the public's health and safety as well as to protect both private and public property within and without the City. The exercise of any authority herein shall be done so as to be consistent with the most current edition of the City's Emergency Management Plan. Included, but not limited to, the actions and orders permitted above are the following:

1. Establishing curfew(s) for area(s) subject to the declaration, including hours of operation for businesses and other establishments;
2. Mandating the evacuation of residents and other individuals from structures or areas;
3. Prohibiting, or regulating the number of persons gathering or congregating on any public property or outdoor space within the area subject to the declaration;
4. Closing or restricting the use of public roads and streets within or leading to or from the area subject to the declaration;
5. Restricting or prohibiting the sale of products deemed dangerous, including but not limited to alcohol, flammable liquids and explosives;
6. Declaring and ordering the abatement of nuisances, including damaged structures;

7. Waiving or modifying rules governing purchasing, execution of contracts and authorizing expenditures;
 8. Suspending or modifying personnel rules;
 9. Imposing new fees, waiving or modifying fees;
 10. Prohibiting or restricting the possession of weapons to the extent permitted by law;
 11. Restricting or regulating commercial activity to the extent permitted by law.
- E. The City Manager shall terminate the state of emergency by written proclamation when the emergency no longer exists or when the threat of an emergency has passed.



RESOLUTION 2006-038

A RESOLUTION ADOPTING THE NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) AS THE CITY OF SHERWOOD'S FOUNDATION FOR INCIDENT COMMAND, COORDINATION AND SUPPORT ACTIVITIES.

WHEREAS, response to and recovery from major emergencies and disasters requires integrated professional management and coordination; and

WHEREAS, the President directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS) to standardize and enhance incident management procedures nationwide; and

WHEREAS, the National Incident Management System provides a structure and process to effectively coordinate responders from multiple disciplines and levels of government and to integrate them with resources from the private sector and non-governmental organizations; and

WHEREAS, use of the National Incident Management System, which has as a key component the Incident Command System (ICS), will improve the City of Sherwood's ability to manage major emergencies and disasters; and

WHEREAS, failure to adopt and use the National Incident Management System may preclude the City of Sherwood from receiving federal preparedness grants or reimbursement for costs expended during major emergency and disaster response and recovery operations;

NOW, THEREFORE THE CITY OF SHERWOOD RESOLVES AS FOLLOWS;

The City of Sherwood hereby adopts the National Incident Management System as the foundation for incident command, coordination and support activities. It shall further be the policy of the City of Sherwood to provide appropriate training on the National Incident Management System and its core components to personnel responsible for managing and/or supporting major emergency and disaster operations.

Duly passed by the City Council on the 18th day of July, 2006.



Keith S. Mays, Mayor

ATTEST:



Sylvia Murphy, City Recorder



RESOLUTION 2009-0XX

A RESOLUTION AUTHORIZING THE CITY OF SHERWOOD EMERGENCY MANAGEMENT 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 Management Plan (herein referred to as EMP) 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 EMP 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 EMP 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, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1. The City of Sherwood Emergency Management Plan attached hereto as Exhibits "A" and "B" is hereby approved and adopted.

Section 2. The Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 16th day of June 2009.

Keith S. Mays, Mayor

ATTEST:

Sylvia Murphy, City Recorder

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Government entities, while complying with this plan, shall not be liable for death, injury, damage to the environment, or loss of property except in cases of willful or wanton neglect of duty or malfeasance in office.

I. PREFACE - HOW TO USE THIS PLAN

The Emergency Management Plan describes the City of Sherwood's philosophy, organizational structure, and operational functions for management of emergencies and disasters. While no plan can replace the experience, common sense and good judgment of emergency response personnel, executive staff department and division heads, and other decision makers, this Emergency Management Plan, hereafter referred to as "plan," provides a framework to guide the City of Sherwood's effort to mitigate, prepare for, respond to, and recover from major emergencies or disasters.

This plan describes the roles and responsibilities of critical departments and emergency responders in the City of Sherwood. It sets forth or refers to general policies and a strategy, 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 plan is divided into seven (7) major sections, an addendum, and one appendix:

Section 1 - Administrative Overview This section provides an introduction to the plan, legal authority, reference material concerning local hazards, responsibilities for planning activities, and plan distribution information.

Section 1A – Basic Emergency Operations Plan This section defines Sherwood's approach to emergency response and short-term recovery operations and provides general guidance for activities that support those operations. The plan describes Sherwood's organic emergency response disciplines and assigns responsibilities for various emergency functions.

Section 2 - Common Management Functional Annexes This section is the response or operational portion of the plan. In it can be found specific information and guidelines for those emergency activities which may be common to all emergencies. Functional Annexes include:

- A.** Emergency Management Organization
- B.** Emergency Operations Staffing
- C.** Alert and Warning
- D.** Communications
- E.** Public Information, Emergency Education and Awareness
- F.** Logistics/Resource Management
- G.** Population Protection – Evacuation/Sheltering-in-Place
- H.** Sheltering and Mass Care
- I.** Damage Assessment/Declaration of Emergency
- J.** Volunteer/Donations Management
- K.** Recovery
- L.** Debris Management and Removal

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Section 3 – General / Hazard Specific Guides. This section addresses activities and requirements which are hazard- or city-specific.

Section 4 - Resource Lists. This section provides reference information describing where City of Sherwood officials can obtain resources during a major emergency or disaster.

Section 5 - Call Lists. This section provides emergency telephone numbers for city responders.

Section 6 - Vital Services. This section identifies critical facilities and essential city services.

Section 7 – Glossary. This section identifies / defines common terms used in plan.

Addendum – Hazard Analysis

Appendix – Emergency Operations Guide. Immediate Action checklists to aid EOC staff and members of the City Council in responding to an emergency event. (Separate binder)

II. AUTHORITY

This plan is issued by the Sherwood City Council pursuant to Chapter 401, Oregon Revised Statutes (ORS), and City of Sherwood Municipal Code Chapter 2.380 Emergency Code (City of Sherwood Ordinance 2009-xxx) and City of Sherwood Resolutions 2009-xxx and 2006-038.

Summary of ORS 401:

401.305 Emergency management organization 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 ... and may perform such functions outside the territorial limits as required under any mutual aid agreement or as authorized by the ...city ..."

401.309 Declaration of state of emergency by local government; ... (1) "Each county, city or other municipal corporation in this state may, by ordinance or resolution, establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency. The ordinance or resolution shall describe the conditions required for the declaration of a state of emergency within the jurisdiction and the agency or individual authorized to declare that a state of emergency exists."

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 disasters."

401.325 Emergency management organization 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,

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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."

401.385 Record of enrollment of emergency service workers. "Each emergency program manager of an emergency management agency shall maintain a record of enrollment of emergency service workers who are personnel of the agency. Each record shall contain the name and address of the worker, the name of the employer of the worker, date of enrollment and authorized classification of assignment to duty, including the times of assigned duty, as well as changes in enrollment. The record forms shall be supplied by the Office of Emergency Management..."

Copies of pertinent resolutions, ordinances, and Municipal Code are found immediately following the Table of Contents. City of Sherwood Ordinance 2009-xxx approves City of Sherwood Municipal Code Chapter 2.38 Emergency Code which outlines specific emergency powers and the process for declaring an emergency. Resolution 2009-xxx approves the Emergency Management Plan and authorizes the Emergency Program Manager to update and revise the plan as necessary. City of Sherwood Resolution 2006-038 adopts the National Incident Management System as the City's foundation for incident command, coordination and support activities. Emergency water rules are included in MC Chapter 13, Article III, Paragraphs 13.20.060 – 13.20.100

III. PHILOSOPHY

More often than not, emergencies and major disasters develop quickly with little or no forewarning or advanced notice. An effective community response requires preparation, not only by the City staff and its departments, but also by individual residents, families, businesses and non-governmental organizations (NGO).

"Resilient communities begin with prepared individuals and depend on the leadership and engagement of local government, NGOs, and the private sector."

National Response Framework Jan 2008

Resilience, or the ability to spring back following stress requires investment in time, money and effort. Resilience requires that, in times of emergency or disaster, Sherwood, as a community must be as ready as possible to respond and recover.

Consequently, the City of Sherwood has a responsibility to ensure that local police, fire, emergency medical services, emergency management, public works, utility providers, and others in the community who are often the first to detect a threat or hazard, or respond to an incident, are trained and prepared to respond appropriately.

Planning and training will be based on an assumption that local resources will be exhausted prior to requesting aid or assistance from Washington County, the state of Oregon, or the federal government.

The City will take a leadership role in educating its staff, business owners, and residents in ways they and their families can be better prepared and in the roles they can play in times of major disaster and emergency. With this level and kind of preparation by all segments of the community, Sherwood will be better prepared to provide an effective and integrated response that will then allow it, as a community, to quickly move from response to long-term recovery activities and operations to normalization of daily life.

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IV. POLICY STATEMENTS

A. Line of Succession

A line of succession is necessary to ensure the continuity of city government and to keep the Mayor informed during an emergency. The line of succession within the City of Sherwood during an emergency is as follows:

City Manager

^

Assistant City Manager

^

Public Safety Director

^

Chief of Police

^

Public Works Director

^

Community Development Director

B. General Policy Statements

1. **Basic Policy.** It is the policy of the City of Sherwood to safeguard life, property and the environment by making maximum use of all available resources, public and private, to minimize the effects of natural and man-made emergencies.
2. **Essential City Services** will be maintained as long as conditions permit. See listing of essential city facilities in Section 6.
3. **Timely Action.** An emergency will require prompt and effective response, recovery, and maintenance operations by city staff, disaster relief agencies, volunteer organizations, and the private sector.
4. **External Assistance.** Environmental, technological, and civil emergencies may be of such magnitude and severity that county, state, and federal assistance is required.
5. **Tualatin Valley Fire and Rescue (TVF&R)**, the agency providing fire services within the City of Sherwood, will be considered a department within the city for emergency planning and response purposes with limitations. TVF&R shall retain all legal and financial responsibilities as a separate entity.
6. **Self-Reliance.** County and state support of city emergency operations are based on the principle of self-help. The city will utilize available local and mutual aid resources prior to requesting assistance from Washington County.
7. **Priority of Response.** City resources shall be allocated
 - First to situations within the city limits,
 - Second to agencies requesting mutual aid per agreement, for situations that may have an effect on Sherwood, for example, PGE line work outside Sherwood City boundaries,
 - Then to other agencies requesting mutual aid per agreement.
8. **Principle of non-discrimination.** Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, disability, marital status, or religion.

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9. **Timely Decisions.** Emergency response often requires decisions to be made quickly under adverse conditions. Decisions are made based on information available to the on-scene Incident Commander and which appear reasonable at the time. Following an incident, an After Incident Review will occur to consider actions taken and their effectiveness, lessons learned, and corrective actions to be taken to improve City-wide response efforts.
10. **Initial Emergency Reports.** Operational situation status reports prepared by incident management staff will be submitted to the city's Emergency Management Coordinator/EOC and will include:
 - a. Date, time, and location of the actual emergency.
 - b. Estimated time, duration, location, and potential impact of the incident.
 - c. Location of 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.
11. **The Emergency Alert System (EAS)** will be accessed through the Washington County Consolidated Communications Agency (WCCCA).
12. **Hazard Mitigation.** The City of Sherwood will, when possible, give consideration to the possibilities for hazard mitigation when reviewing and adopting regulations and ordinances. In addition, the City will provide public education to assist citizens in reducing the exposure to hazards in accordance with Sherwood's Natural Hazard Mitigation Plan Addendum (to be published).
13. **Hazard Response Responsibilities.** City Departments involved in emergency response shall retain their identity and autonomy during a declared State of Emergency or Major Disaster.

Each hazard identified within this plan has one Department identified as "lead agency," tasked with planning for that hazard in all phases and all activity levels.

In most instances, the Incident Commander will be assigned from the "lead agency" or department.

This does not preclude the use of a unified command approach to incident management if such actions are appropriate.

<u>Type of Hazard</u>	<u>Lead Agency</u>	<u>City Support</u>
Weather (ice, wind, & snow storm)	Public Works	Police
Hazardous Materials/Radiological	TVF&R	Police/Public Works
Pandemic	County Health	Police
Disruption of Transportation System	Police/TVF&R	Public Works
Earthquake	Public Works	Police
Major Fire/Explosion	TVF&R	Police/Public Works
Utility System Failure	Public Works	Police
Flood	Public Works	Police
Civil Disorder & Terrorism	Police	Public Works
Volcanic Eruption	Public Works	Police

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14. **Emergency Management Responsibilities.**

The City Manager has the ultimate authority and responsibility for the direction and control of City resources during an emergency.

On a day-to-day basis, this authority is delegated to the Public Safety and Public Works Departments. Tualatin Valley Fire & Rescue, the City's fire service provider, also has the authority to take control of an emergency incident. The Washington County Department of Health and Human Services provides direction and control during health emergencies.

The City Manager will assign an Incident Commander, if, in his/her judgment, emergency response will be enhanced by this action.

Operational control of the scene and information management should remain with the lead agency. For details about the Public Information Officer and his/her roles and responsibilities, please refer to Section 2-E.

For more information regarding response to specific hazards refer to Section 3.

15. **Coordination with External Agencies.** Responsibility for coordination of emergency activities with county and private organizations has been delegated to the Emergency Management Coordinator and the Liaison Officer.

16. **Declaration of Emergency or Major Disaster.** (See also Section 2-I) When, in the judgment of the on-scene Incident Commander, a Major Incident exists within the City of Sherwood s/he will communicate, via the appropriate chain of command, that information to the City Manager and recommend the Declaration of a State of Emergency.

In the event the City Manager is unavailable, one of the individuals designated in paragraph IV A (Line of Succession) of this plan shall be deemed City Manager and the Incident Commander, in coordination with the Emergency Management Coordinator, if available, shall declare a State of Emergency and request confirmation, in writing from either the City Manager or the Mayor.

In the absence of the Mayor, the current President of the Council; and if he/she is unavailable, then a member of the Council, successively through the Council in the order each member came on to the Council, may be called upon to confirm in writing the declaration made by the Incident Commander.

Reasonable effort will be made under the circumstances to contact the City Manager and the Mayor, to review and confirm the incident that has been declared a State of Emergency by the Incident Commander. All contacts and attempts to contact these officials will be documented.

The emergency declared by the City Manager or by the Incident Commander, and confirmed by the Mayor or a member of the City Council in his/her absence (see Sherwood MC chapter 2.38.030 D) shall exist for the period set forth in the declaration, but shall not exceed two weeks. A State of Emergency may be extended by the City Manager for additional periods of time as necessary.

The Washington County EOC, if activated, or the Office of Emergency Management shall be notified of all Declarations of Emergency or Major Disaster using call lists found in Section 5 of this Plan – Call Lists.

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A Declaration of an Emergency may be made when such action will expedite the acquisition and employment of emergency services, bypassing normal procurement requirements.

The state of emergency declaration must include a description of the situation and existing conditions and delineate the geographic boundaries of the area in which the emergency exists.

If County, State or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended.

C. Training and Exercises

Mandated training and exercises are needed to examine and maintain the effectiveness of this plan. These preparedness activities ensure the operational concepts outlined are sound, and that personnel are adequately trained to carry out necessary functions in times of a major emergency. In addition, such training and exercises provide a basis for updating and revising this plan and for the identification of inadequate resources.

Training will include participation in basic classroom presentations covering the National Incident Management System (NIMS) and Incident Command System (ICS) for all permanent Sherwood employees* in addition to training related to specific positions within the EOC.

*This includes part-time and on-call employees, but does not include seasonal or temporary employees.

Incident management training requirements may change from year-to-year as specified in the Fiscal Year NIMS Implementation Objectives published by the Department of Homeland Security and FEMA.

Training and exercises will be evaluated by participants and observers. Following each exercise an After Action Review will be conducted to determine need to change specific elements of the plan as required.

City departments and agencies shall support emergency management by allowing selected personnel to participate in ongoing disaster training and education programs as well as annual exercises of this plan.

V. PLAN DEVELOPMENT

A. Emergency Management Working Group.

An Emergency Management Working Group shall be responsible for the development and periodic review and updating of this Emergency Management Plan. This planning group shall consist of designated representatives of the Public Safety, Public Works, Finance, Community Services, and Community Development Departments. The City Manager shall appoint or designate an Emergency Management Coordinator in keeping with the requirements of ORS 401.305.

The Emergency Management Coordinator shall act as chairperson of this working group and assist in obtaining review by Tualatin Valley Fire & Rescue, Washington County Emergency Management, the City's Executive Staff, and the City Attorney.

The Working Group employed the Hazard Analysis process identified in the Addendum – Hazard Analysis in the development of this plan.

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The Emergency Management Coordinator shall regularly exercise and coordinate updates of the plan. The Working Group will consider and provide input relative to changes recommended by post-exercise/event After Action Reviews.

B. City Department Responsibilities.

All city departments/divisions have the same common tasks in terms of developing, updating, reviewing, and maintaining this plan:

1. Direct selected personnel to participate in the emergency management working group.
2. Direct selected personnel to participate in the development of operating guidelines to implement assigned duties within this plan.
3. Direct selected permanent personnel to participate in training and in exercising the plan to ensure preparedness. (Permanent employees include on-call staff, but not seasonal or temporary staff.)
4. Establish internal lines of succession of authority.
5. Protect Department vital records, materials, facilities, and services.
6. Develop Department-specific inventories of resources that might be needed and available in an emergency.
7. Develop and maintain mutual aid agreements to augment resources.

VI. PLAN REVIEW CYCLE

The following plan review cycle will be followed by the Public Safety Department, Public Works Department, and the City Administration to ensure the entire plan is reviewed bi-annually. The Emergency Management Working Group is responsible for coordinating this review, under the direction of the Emergency Management Coordinator and with the assistance of other subject matter experts.

Odd Years:

Administrative Overview
Emergency Management Organization
Emergency Operations Staffing
Alert and Warning / Communications
Population Protection
Public Information, Education and Awareness
Logistics/Resource Management
Sheltering and Mass Care
Damage Assessment / Declaration of Emergency
Volunteer/Donations Management
Recovery
Debris Management

Even Years:

Basic Plan
Severe Weather
Hazardous Materials
Transportation (Highway Closure)
Pandemic
Earthquake and Volcano
Fire/Explosion
Utility System Failure
Flood
Fire and Civil Disorder/Terrorism
Resource Lists
Vital Services/Critical Facilities

Section 5 - Call Lists are to be updated on a continual basis by each city department. The Emergency Management Coordinator will review quarterly.

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Following each event or exercise, After Action Reviews will recommend changes, as required, to specific sections/elements of the plan.

The entire Basic Plan will be reviewed every 5 years following initial publication and submitted to the City Council for ratification.

VII. DISTRIBUTION LIST

The following positions, personnel or agencies have copies of the Sherwood Emergency Management Plan (excluding the resource and call lists):

<u>Agency</u>	<u>Number of Copies</u>
Washington County Emergency Management or Office of Consolidated Emergency Management	1
Oregon Emergency Management	1
City Manager	1
Emergency Management Council Members	1 each
Tualatin Valley Fire and Rescue (TVF&R)	3
TVF&R Emergency Manager	
TVF&R Fire Station (#33) Located in Sherwood	
TVF&R South Battalion Chief	
Sherwood Executive Staff Members (G-12)	1 each
Washington County Consolidated Communications Agency	1
Emergency Operations Center	10
Mayor and City Council	1 each
Sherwood Public Library	<u>2</u>
Total	40

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BASIC EMERGENCY OPERATIONS PLAN

I. PURPOSE

This plan outlines The City of Sherwood's approach to emergency response and short-term recovery operations and provides general guidance for activities that support those operations. The plan describes Sherwood's organic emergency response resources and assigns responsibilities for various emergency functions. This plan also provides a framework for more specific functional sections that describe responsibilities for the conduct of various emergency tasks.

The primary audience for this plan includes elected officials, Department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. Sherwood is exposed to many hazards. Whether naturally occurring or man-made, all have the potential for disrupting the community, causing casualties and/or damaging property and the environment. These hazards are identified and discussed in Sherwood's Hazard Analysis, (Section 3 of this plan).

2. A major disaster can occur at any time. In many cases, public warning and implementation of increased readiness measures may be possible. However, some emergencies or disasters will occur with little or no warning.

3. Sherwood is geographically compact, with limited demographic diversity. The city is located in Washington County in northwestern Oregon. The city grew slowly from its incorporation in 1926 until the late 1990's when it began to experience rapid growth. It currently (2009) has an area of 4.5 square miles and a population of approximately 17,000. It is located in the southwest corner of the Portland metropolitan region, approximately 15 miles southwest of downtown Portland and adjacent to Tigard and Tualatin. The city has a mix of low-lying areas as well as some hills. Each can provide its own challenges to disaster response. The slow flowing Tualatin River and the Tualatin River Wildlife Refuge are in close proximity to the City's northern boundaries.

Demographically, the City's population is predominantly white, middle-class and composed primarily of young families with a median household income well-above that of the region. Sherwood has a small minority population made up of several diverse groups that vary according to race, ethnic and linguistic backgrounds (including some who speak little or no English), economic means, educational background, special needs, and age, to name but a few. For the most part, Sherwood residents are relatively well-educated. Sherwood is a city of families with a significant number of its residents commuting to work outside of Sherwood.

Vulnerable populations include residents of assisted living facilities (Avamere and Cedar Creek), older residents in apartments designated for senior citizens, recipients of "Meals on Wheels," and residents of Adult Foster Care facilities. Other potentially vulnerable populations include single parent families with young children. Additional businesses serving potentially vulnerable populations include a dialysis facility, pre-schools, and day care facilities for small children and the elderly.

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4. The City of Sherwood government has chosen to establish an emergency management plan to prepare the city for a disaster as discussed in Oregon Revised Statutes (Chapter 401.305) which state, "...each city may, establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the county or city." At a minimum, the city is required to coordinate emergency planning activities including writing an emergency plan, managing and maintaining emergency operating facilities, and establishing an Incident Command System (ICS) within the framework of the National Incident Management System (NIMS) for management of a coordinated response.

5. To fulfill the requirements of ORS 401 and to be prepared to respond to disaster and emergency situations, Sherwood needs an organized structure and operational plan to manage city resources and information and to coordinate with other responding personnel and organizations.

6. The citizens of Sherwood reasonably expect that the city will plan for, and be prepared to respond to major emergencies and disasters of all types.

7. Sherwood is one of the smaller jurisdictions in Washington County with multiple divisions/departments. Some departments have first responder staff and provide limited services to nearby unincorporated areas in addition to serving City residents and businesses. Other divisions/departments, including Community Development, Community Services, Administration, and the Library, provide services primarily to the City.

8. Sherwood is served by other agencies that provide resources necessary to respond to emergencies of all types. Many of these resources are not located in Sherwood. Some of these organizations and resources include:

- Law Enforcement (Sheriff's Office and neighboring police departments)
- Fire (fire, hazmat, emergency medical services (EMS))
- Washington County Consolidated Communications Agency (9-1-1)
- Special Teams
- Tactical Negotiations Team (LE)
- Mobile Response Teams (LE)
- Technical Rescue (Fire)
- Hazardous Materials Team (Fire)
- Water Rescue Team (Fire)
- EMS (Fire and Metro West Ambulance)
- Hospitals
- American Red Cross
- Public and Private Utilities
- Private Ambulance

A more complete listing of resources available is included in Section 4 of this plan.

B. Assumptions

1. Sherwood will continue to be exposed to the impact of all hazards including those described in the Sherwood Hazard Analysis (Section 3) as well as other hazards that may develop in the future.

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2. Sherwood may not have sufficient staff, facilities, and disaster resources to fully implement this plan and its sections. For this reason it has entered into cooperative agreements for mutual assistance with other cities and/or jurisdictions. Outside assistance will be available in many, but not all, emergencies affecting the city. In some instances, outside assistance will not be available, and in other cases will take considerable time to arrive.
3. Federal support will be forthcoming via the disaster declaration process and other processes outlined in federal law. The response of some federal agencies and resources, such as the Federal Bureau of Investigation, will be almost immediate; however, most will arrive on a more protracted timeline ranging from 48 - 72 hours, or even longer for some events.
4. Sherwood will have adequate on-hand, internal communication devices to provide at least the minimum level of communication necessary to respond to a disaster.

III. CONCEPT OF OPERATIONS

A. Explanation of Terms

1. Acronyms and Abbreviations

ARC	American Red Cross
BCC	Board of County Commissioners
CC	City Council
CFR	Code of Federal Regulations
CWS	Clean Water Services
DOC	Department Operations Center
ECC	Emergency Coordination Center
EMC	Emergency Management Council
EMP	Emergency Management Plan
EOC	Emergency Operations Center
EOG	Emergency Operations Guide
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
EPI	Emergency Public Information
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOC	Fire Operations Center
Hazmat	Hazardous Material(s)
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System

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IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
JFO	Joint Field Office
LE	Law Enforcement
LUT	Land Use and Transportation
NRF	National Response Framework
NIMS	National Incident Management System
OCEM	Office of Consolidated Emergency Management
OSHA	Occupational Safety and Health Administration
PIC	Public Information Center
PIO	Public Information Officer
SBB	Sherwood Broadband
SOGs	Standard Operating Guidelines
SOPs	Standard Operating Procedures
WCCCA	Washington County Consolidated Communications Agency

2. Definitions (A more complete glossary of terms and definitions is found in Section 7)

Department Operations Center (DOC) – Specially equipped facility from which department staff exercises tactical direction and control and coordinate resources and information in an emergency situation. If the EOC is activated, a DOC holds a subordinate position in the allocation of resources and management of information citywide.

Disaster Operations – A public safety incident response and resource management protocol implemented when centralized communications are not functioning (i.e., no 9-1-1 phone system and no 800 MHz radio system).

Emergency Operations Center (EOC) – Specially equipped facility from which assigned city staff exercises strategic direction and control and coordinates resources and information in an emergency situation.

Hazard Analysis – A document, published as an addendum to this plan that identifies and assesses the local hazards that have affected or possess the potential to adversely affect public health and safety, public or private property, or the environment. The Hazard Analysis forms the basis for Hazard Specific Plans (Section 3 to this Plan).

Hazardous Material (Hazmat) – A substance in a quantity, or form, posing a risk to health, safety, and/or property when manufactured, stored, or transported. It may be toxic, corrosive, flammable, reactive, an irritant, or a strong sensitizer and pose a threat to health and the environment when improperly managed.

Incident – As used in this plan, this term is intended to describe a range of emergency situations from routine to catastrophic.

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Incident Command System (ICS) – System designed to effectively integrate resources from different responding departments and/or augmented agencies into a temporary emergency organization that can expand and contract with the magnitude of the incident and the resources on hand.

Joint Information Center (JIC) – A physical location where public information staff involved in incident management activities can co-locate to manage critical emergency information, crisis communications, and public affairs functions.

Joint Information System (JIS) – The method of operating during an incident that allows multiple Public Information Officers (PIOs) to coordinate information and integrate messages to avoid confusing the public. It provides an organized, integrated, and coordinated mechanism for providing information from a variety of sources and agencies to the public during an emergency. A JIS does not require responding PIOs to be co-located.

Major Emergency Operations – A public safety incident response and resource management protocol implemented by WCCCA when resource demand exceeds system capacity and incident prioritization is necessary, but centralized communication is operational.

Multi-Agency Coordinating System (MACS) – A combination of resources that are integrated into a common framework for coordinating and supporting incident management activities. MACS may be required for large or wide-scale emergencies that require high-level resource management or information management. The Washington County MACS includes field resources, command posts, DOCs and EOCs .

Mutual Aid Agreements – Arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergencies where the resources of a single jurisdiction or organization are insufficient, or inappropriate, for the tasks that must be performed to control the situation.

Standard Operating Procedures (SOPs) or Standard Operating Guidelines (SOGs) – Approved methods for accomplishing a task or set of tasks. SOPs and SOGs are typically prepared at the department or agency level.

B. General

The City of Sherwood has a responsibility to protect public health and safety and preserve property and the environment from the effects of hazardous events. It has the primary role in preparing for and responding to emergencies that affect the City at large. Sherwood is responsible for organizing, training, and equipping City emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and obtaining emergency services not provided by the City. State and federal governments offer programs that provide some assistance with portions of these responsibilities.

To meet its responsibilities, Sherwood has established an emergency program that is both integrated (employs the resources of government, non-governmental agencies/jurisdictions, organized volunteer groups, and businesses) and

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comprehensive (addresses mitigation, preparedness, response, and recovery). This response and short-term recovery plan is one element of that program.

This plan addresses general functions that may need to be performed during any emergency and includes sections for specific types of incidents.

Departments tasked in this plan are expected to develop and keep current standard operating procedures that describe how emergency tasks will be performed. Departments are charged with ensuring that the training and equipment necessary for an appropriate response are in place.

This plan is based upon the concept that many of the same personnel and material resources used for day-to-day activities will be employed during emergencies. Because personnel and equipment resources are finite, some routine functions that do not contribute directly to management of an emergency may be suspended for the duration of the emergency. The personnel, equipment, and supplies that would normally be required for those functions may be redirected to accomplish emergency tasks.

It is impossible for government to do everything that is required to protect the lives and property of its citizens. Citizens have the responsibility to prepare themselves and their families to cope with emergencies. Sherwood will assist its citizens in carrying out this responsibility by providing emergency preparedness public information and training prior to and instructions during and following emergencies.

C. Phases of Emergency Management

Mitigation – Actions carried out before, during, and after an emergency or disaster that are intended to reduce the degree of risk or vulnerability to hazards. Such actions include building codes, special identification and routing requirements for the movement of hazardous materials, and land use and zoning requirements.

Preparedness – Activities designed to help save lives and minimize damage to property and the environment by preparing people and organizations to respond appropriately when a disaster or other emergency occurs. Includes actions taken to plan, equip, and train citizens and City staff to respond to emergencies arising from hazards, which cannot be eliminated through mitigation. This includes preparation of emergency operations plans and guidelines and exercises to test them. It may also include training in evacuation procedures and home fire safety, development of family emergency preparedness plans, and the purchase of equipment and supplies needed to respond to the emergency.

Response – Activities taken during and immediately after an actual incident which are intended to reduce injuries and loss of life, limit damage to property and the environment, and stabilize the situation. This may include search and rescue, fire suppression, evacuation, and emergency feeding and sheltering. It may also include such activities as activating emergency plans and opening and staffing the City of Sherwood Emergency Operations Center.

Recovery – Activities taken after an incident to restore critical infrastructure and services in the impacted area to pre-existing or better condition. Recovery is normally divided into short-term restoration and long-term recovery components. Restoration returns vital life support systems to at least minimum operating standards.

This plan addresses response and short-term recovery operations only.

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D. Levels of Emergency Operations

1. **Routine Operations** – Daily activities, including incidents such as burglaries and road closures, which are routine in nature and managed by department and/or agency field resources without the need for higher level coordination.

Routine operations are defined but not addressed in this plan. Characteristics include:

- Resource management is handled internally.
- Information management is handled internally.
- Command management is handled internally.
- Policy coordination is handled internally with no major issues.

2. **Uncommon Events and Non-routine Operations (Minor/Expanded Incident)** – Incidents that may be large in scale or scope and involve multiple sites and/or disciplines but which can still be managed with existing City of Sherwood Division/Department/agency resources.

Uncommon Events are those that impact day-to-day City operations, but do not necessarily have an adverse impact on City residences and businesses. Events like Robinhood Festival, Cruisin' Sherwood, the Onion Festival, Holiday Tree lighting ceremonies, and major High School sporting events are examples.

Non-Routine Operations are those that have a significant impact on the operational resources of the City, but are normally short-lived and do not adversely impact large geographical areas of the City or significant numbers of residents or businesses. Examples of non-routine operations include incidents like a multi-alarm fire or an accident on a major arterial resulting in traffic rerouting, a winter storm with multiple temporary road closures, a hazardous materials spill requiring an evacuation of a limited area, or a planned event like a major political rally. A higher level of management and coordination is typically required. A local emergency may be declared. Characteristics include:

- A limited area and/or incident impacts a limited population.
- Evacuation or in-place sheltering typically limited to the immediate area of the incident and for a limited duration.
- Warning and public instructions are provided in the immediate area, not community-wide, other than to avoid the area.
- One or two local response departments acting under an incident commander.
- Limited external assistance from other local response agencies or contractors.
- Resource management typically requires coordination at a Department Operations Center (DOC) level but may require coordination at the Emergency Operations Center (EOC) level.
- Information management typically requires coordination at a DOC level and may require coordination at the EOC level.

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- Possible activation of city Public Information Center, under direction of the PIO, to provide emergency information and recommended actions to the public in support of DOC/EOC coordinated operations.
 - Command management typically requires coordination at a DOC level and may require coordination at the EOC level.
 - Policy coordination may be required at divisional or city level to deal with a few major issues.
3. **Major Emergency Operations Incident** An uncommon incident that is typically large in scale and scope, which requires outside assistance, and which normally involves multiple operational periods. Examples include a Hazardous Material release resulting in evacuation of one or more neighborhoods and establishment of local shelters, a particularly severe storm that disrupts City operations for more than one day, a major flood or moderate earthquake. Centralization of the City's departmental incident management and coordination activities is required. Local emergencies (city and county) will be declared as appropriate and a state emergency may also be declared. A Presidential Disaster Declaration may be requested by the Governor. Characteristics include:
- Affects a large area, significant population, and/or important facilities.
 - May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations, possibly for extended durations.
 - May require community-wide warning and public instructions.
 - Requires a sizable multi-agency response operating under one or more incident commanders.
 - May require external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
 - The City Emergency Operations Center (EOC) will normally be activated to provide strategic guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.
 - Possible activation of city Public Information Center, under direction of the PIO, to provide emergency information and recommended actions to the public in support of DOC/EOC coordinated operations.
 - Command management requires coordination at the EOC level.
 - Policy coordination is required at the city and county level to deal with many major issues.
 - In addition to the City EOC, DOCs, a Joint Field Office, a Joint Information Center, and perhaps a regional EOC will likely be activated to deal with resource, information, and command management.
4. **Disaster/Catastrophic Incident** – A very rare incident that is broad in scope, complexity, and potentially lasting impact and which significantly reduces the government's ability to help itself or others, such as a subduction zone earthquake. Disaster Operations are typically regional in impact, affecting all of the City's residents and businesses, and imply significant and lasting damage to the region's infrastructure of arterials, public utilities, and centralized communication for the dispatch and management of emergency response resources. Disaster Operations will typically involve multiple

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operational periods. Outside assistance is clearly needed and extraordinary incident management and coordination measures are required. Local and state emergencies will be declared and a Presidential Disaster Declaration will likely be requested. Characteristics include:

- Affects a large area, a sizable population, and/or important facilities.
- May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
- Requires community-wide warning and public instructions.
- Requires a response by all local response agencies operating under one or more incident commanders.
- Requires significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.
- The City Emergency Operations Center (EOC) will be activated to provide strategic guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.
- Requires activation of city Public Information Center, under direction of the PIO, to provide emergency information and recommended actions to the public in support of DOC/EOC coordinated operations.
- Resource management requires coordination at the EOC level.
- Information management requires coordination at the EOC level.
- Command management requires coordination at the EOC level.
- Policy coordination is required at the city and county level or above to deal with many major issues.
- In addition to the City EOC, DOCs, a Joint Field Office, a Joint Information Center, possibly a regional EOC, and the State Emergency Coordination Center (ECC) will be activated to deal with resource, information, and command management.

E. Response Components

1. Initial Response

First responders and others are charged with many functions. Initial response functions are the responsibility of individual departments and are discussed here only to provide an understanding of how those actions fit into the broader structure of the City Emergency Management Plan. It is the intent of this plan to discuss the response actions required at the Department Operations Center level and up.

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

2. Department Operations Center (DOC) Operations

A DOC is generally responsible for managing Department resources during an incident when a higher level of coordination is needed. Additional

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department responsibilities are listed under Section 2A of this Plan: Emergency Management Organization.

3. Emergency Operations Center (EOC) Operations

The EOC is generally responsible for coordinating public information, resource allocation decisions, and policy decisions on a citywide basis in support of the DOCs. Additional responsibilities are listed in Section 2B Emergency Operations Staffing.

4. Public Information Center

The city Public Information Center, under the direction of the PIO, is responsible for providing information to the public about incident activity, impacts, and available resources. It also serves as a point to receive public offers of assistance for volunteers and goods.

F. Levels of Coordination

1. From Single Resources to City of Sherwood Emergency Operations Center (EOC)/ Department Operations Center (DOC) –

Single resources which are not a part of an existing on-scene Incident Command organization will communicate situation and resource information directly with the EOC/DOC.

2. From Incident Command Post (ICP) to DOCs or EOC –

The on-scene Incident Commander will manage on-scene response from the ICP. The EOC or supporting DOC will provide support for on-scene activities. The on-scene Incident Commander will provide periodic situation updates to the supporting DOC or to the EOC. Incidents will be supported directly by a single DOC or by the EOC.

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

3. DOC to DOC –

Information and resource needs will be coordinated between DOCs as necessary to most effectively manage the incident. However, once the City's EOC is activated, information and resource needs will be coordinated by the EOC.

4. DOC to EOC –

Upon activation, a DOC will function as a limited EOC. Upon activation of the City EOC the EOC Operations and Planning Sections will coordinate elimination of the DOCs and coordinate directly with the on-scene Incident Commander(s).

The EOC will then assume responsibility for optimal use of resources, external resource and technical support, researching problems, providing information to senior managers, gaining information essential to allow the EOC to develop strategic goals for coordinating and disseminating

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emergency public information, and performing other tasks to support on-scene operations.

5. DOC to External –

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

6. City of Sherwood EOC to County –

The City of Sherwood EOC will coordinate and prepare local Emergency Declarations to be submitted to the City Manager. The City EOC will coordinate external situation and resource information and requests, formulation of strategic goals, public information, policy decisions, and arranging for technical support with the Washington County EOC and the EOCs/DOCs of other responding agencies.

Upon activation of the City of Sherwood EOC, notification of activation will be provided to the Director, Office of Consolidated Emergency Management or to the Washington County EOC (if activated).

7. County EOC to State –

The Washington County EOC will prepare local declarations to be submitted by the Board of County Commissioners to the state. The Washington County EOC will coordinate resource needs with the state for city and agency EOCs in the county. The Washington County EOC will also provide routine situation updates to the state and local EOCs.

8. City EOC to Sherwood City Council –

The City IC will brief the City Manager who will then brief the Mayor and City Council (as necessary) and make recommendations, request strategic guidance and priorities, and coordinate funding.

G. Activation Levels

Depending on the size and scope of the incident and the amount of coordination required, a partial or full activation of the Emergency Operations Center (EOC), IMT Staff, or a Department Operations Center (DOC) will be determined. The EOC/DOC will be activated at a level necessary to carry out the tasks that must be performed.

1. Partial – This is a limited activation of the EOC or DOC(s) and is typically used for establishing specific functions without activating the entire response organization.
2. Full – A full activation of the city EOC and/or DOC(s) will be implemented during major and disaster/catastrophic incidents and for some expanded incidents. It will be based on the resource management, information coordination, and notification requirements of the incident. For full activations, all members of the EOC response team will be activated. This response team is composed of pre-designated functional area representatives from City Departments. A DOC will be activated by an affected department based on the needs for coordination of field resources.
3. Expanded Operations – Information to be forthcoming.

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H. Flexibility in Application

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

In these and other situations, it is imperative to maintain flexibility and determine the best method for accomplishing the mission. Some situations may be better coordinated by combining various EOCs and DOCs, e.g., for a relatively small emergency with a single Department focus where additional resources are needed to assist the DOC.

I. Activation Authority

Authority to activate the City Emergency Operations Center (EOC) resides with the Mayor, City Manager, Assistant City Manager, Director of Public Safety, Chief of Police, Public Works Director and/or Community Development Director.

Authority to activate a Department Operations Center (DOC) resides with the Chief of Police, Public Works Director, and their designees.

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

J. Notification of Staff

The Emergency Management Coordinator will monitor developing or occurring hazardous incidents, evaluate the need for activation of the Emergency Operations Center (EOC) or Department Operations Center(s) (DOC), confer with Department representatives, make recommendations to the City Manager via the Director of Public Safety, and make notifications for EOC activation.

EOC staff will be notified as described in Section 5 – Call Lists.

K. Resources Management

1. City Resources –

City resources will be managed by an on-scene Incident Commander, a DOC, or the Emergency Operations Center (EOC). The City EOC will provide strategic direction for all City resources and will provide tactical direction to resources not assigned to the Public Works Department or Police Department, or an on-scene Incident Commander.

Resources from those elements of city government will be tactically managed by their respective Department Operations Centers (DOCs) if activated. The City EOC will also serve as the clearinghouse for resource requests from local responders, coordinate with other responding organizations, and arrange for state and federal resource support if warranted.

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2. Local Resources –

Sherwood will first use its own resources to respond to emergencies, purchase supplies and portable equipment if necessary, and request assistance if those resources are insufficient. If additional resources are required, the city will:

- Request resources available pursuant to existing mutual aid agreements. However, if limited mutual aid resources exist to meet demands in the county, the Washington County Emergency Operations Center (EOC) will suspend mutual aid requests and begin strategic management of resources countywide.
- Request assistance via the Washington County EOC.
- Request assistance from volunteer groups or agencies.
- Request assistance from industry or individuals who have resources needed to deal with the emergency.

When external agencies respond to an emergency within the city's jurisdiction, they will be expected to conform to the guidance and direction provided by the on-scene Incident Commander.

3. Emergent Volunteers – It is expected that emergent volunteers will seek to assist the public in any disaster. Information on emergent volunteers will be directed to the city Volunteer/ Donations Unit Leader (VDL) who will collect and disseminate specific information to the appropriate Department and other agencies for best utilization of their skills and resources. Additional information regarding volunteers is found in Section 2-J Volunteers/Donations Management.

4. State, Federal, and Other Assistance –

If local resources are inadequate to deal with an emergency, the city will contact Washington County for support and the county EOC will request assistance from neighboring counties and/or the state.

Cities must request assistance from their respective county before the county can make the request for state assistance on the cities' behalf using the declaration of emergency process described in paragraph 5 below and in Section 2-I Damage Assessment/Declaration of Emergency. State assistance furnished to local governments is intended to supplement local resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts.

If resources required to control an emergency are not available within the state, the Governor may request assistance from states signatory to the Emergency Management Assistance Compact, or from the Federal Government through the Federal Emergency Management Agency (FEMA).

FEMA has the primary responsibility for coordinating federal disaster assistance.

5. Emergency Powers –

City of Sherwood Ordinance 2009-xxx in amending the City of Sherwood Municipal Code, and Resolution 2009-xxx in approving this plan, authorize the City Manager to declare an emergency, to request needed assistance,

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and to establish certain emergency authorities, to take such actions and issue such orders as are determined to be necessary and prudent to protect the public and property and to efficiently conduct activities that minimize or mitigate the effects of the emergency, including but not limited to:

- a. Establishing a curfew for the area subject to the declaration, including hours of operation for businesses and other establishments;
- b. Mandating the evacuation of residents and other individuals from structures or areas;
- c. Prohibiting, or regulating the number of persons gathering or congregating on any public property or outdoor space within the area subject to the declaration;
- d. Closing or restricting the use of public roads and streets within or leading to or from the area subject to the declaration;
- e. Restricting or prohibiting the sale of products deemed dangerous, including but not limited to alcohol, flammable liquids and explosives;
- f. Declaring and ordering the abatement of nuisances, including damaged structures;
- g. Waiving or modifying rules governing purchasing, execution of contracts and authorizing expenditures;
- h. Suspending or modifying personnel rules;
- i. Imposing new fees, waiving or modifying fees;
- j. Prohibiting or restricting the possession of weapons to the extent permitted by law;
- k. Restricting or regulating commercial activity to the extent permitted by law.

For large scale disasters, a Presidential declaration of "emergency" or "major disaster" via the Robert T. Stafford Emergency Relief and Disaster Assistance Act, Public Law 93-288, as amended, allows for federal assistance to the impacted area.

For major and catastrophic incidents, including incidents for which a Presidential declaration has been issued, aid from federal agencies may be requested via Washington County through the state and mobilized to provide assistance to the state and Washington County pursuant to the National Response Framework (NRF).

For any Emergency Operations Center (EOC) activation, Washington County will notify the Oregon Emergency Response System (OERS) and receive an incident number.

State law gives law enforcement the authority to issue and enforce mandatory evacuation orders where it is needed. Other emergency officials may recommend evacuation of threatened or stricken areas.

L. Information Management

1. Department Operations Center (DOC) Level – Department Public Information Officers (PIO's) will collect, analyze, develop, and release timely,

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accurate, and important, Department-level public information with the IC's approval to the public and media, e.g., road closure information.

2. **Emergency Operations Center (EOC) Level** – When the EOC is activated, city PIO's will collect, analyze, develop, coordinate, and release timely, accurate, and important public information with the IC's approval to the public and media. Coordination of media releases will be made with DOCs, EOCs, FOC's, and the regional EOC if activated.

3. **Joint Information System (JIS)** – If this function is needed to assist Public Information Officers (PIOs) in the performance of their tasks, Washington County will support a JIS to collect, coordinate, and disseminate timely, accurate, and approved public information messages. A JIS may be managed at the county EOC, regional EOC if activated, or a location near the impacted area.

4. **City Public Information Center.** Under the direction of the PIO provides emergency information and recommended actions to the public in support of DOC/EOC coordinated operations. It also provides functions as a call-center fielding public inquiries regarding the incident

M. **Policy Coordination**

Sherwood's Emergency Management Council normally includes the City Manager, Assistant City Manager, Public Safety Director, Public Works Director, Police Chief, Emergency Management Coordinator and all other department heads. Based on the extent of a disaster, this group may be expanded to include elected and/or appointed officials from other affected agencies to include public utilities. Major policy issues affecting the City are decided by this group, with recommendations made to the Mayor and City Council, and coordinated with the Incident Commander in the EOC.

N. **National Incident Management System (NIMS) Compliance**

Sherwood has adopted the NIMS framework and Incident Command System (ICS) as the method by which it will manage incidents that arise in the city. In addition, Sherwood will manage preplanned (recurring/special) events in accordance with ICS organizational structures, doctrine, and procedures, as defined in NIMS.

IV. **ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

A. **Organization**

1. **City Council** – The City Council is the chief legal, fiscal, and political body of the city. By law and tradition, this arm of government is responsible for the general safety and well being of the citizens and for policy decision-making.

2. **Emergency Management Council** – The Emergency Management Council is referred to in this plan as a single body and includes the City Manager, Assistant City Manager, Public Safety Director, Public Works Director, Police Chief, Emergency Management Coordinator and all other Department heads or their designees. Based on the extent of a disaster, this group may be expanded to include the Mayor and City Council and elected and/or appointed officials from other affected agencies to include public utilities. The members of the group include both elected and appointed

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executives with certain legal responsibilities. Major policy issues affecting the City are decided by this group and coordinated with the Incident Commander in the EOC.

3. **Emergency Operations Center (EOC)** – The city EOC is the primary facility for management of city, and oversight of citywide, activities and coordination. It establishes strategic goals for city and citywide activities, manages resources and information, and coordinates with the County and other outside agencies.

4. **Joint Information System (JIS)** – The county EOC includes a public information process. When incident demands require, the emergency public information function, as defined earlier in this plan, can be expanded into a JIS. PIOs from multiple agencies and jurisdictions work together to provide information on the incident and recommended actions for public benefit.

5. **Public Information Center** – A facility established in close proximity to the EOC, and under the direction of the PIO, to provide information to both the public and the emergency response team about incident activity, impacts, and available resources. It also serves as a point to receive public offers of assistance for volunteers and goods and to collect reports from the public at large.

6. **Department Operations Center (DOC)** – As necessary the Public Works and the Police Departments maintain DOCs that focus on the management and support of department-owned and -controlled resources. The DOCs work in concert with the city EOC for overall management of City resources.

7. **Field Responders** – Personnel from the Police or Public Works Department who are concerned with immediate field action such as: situation assessment (tactical), saving lives and property, stabilizing the incident, and reporting in accordance with their standard operation procedures. Other field responders include city personnel assigned to an incident by the EOC, a DOC, or a field commander who support the damage assessment process, investigation, client support, or other response or restoration activities.

8. **Departments** – Individual departments are an integral part of the emergency organization. While some Department staff members are responders, some staff roles in the EOC (if activated), and the remainder of Department staff focus on support of these responders and/or on continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

B. Responsibilities

1. **City Council (CC)** – The major functions of the CC are to provide policy-level guidance, impose necessary restrictions, and make high level decisions that provide input for strategic goals. The CC is briefed by the City Manager, the Emergency Management Council or the Liaison Officer on daily activities. During a declared emergency, they have authority to establish spending authorities and establish exemptions to existing law. They also have responsibility to ensure essential information is communicated to the public.

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In the absence of the Mayor and City Manager, the Council President and then members of the City Council, in order of their coming on to the Council, may be called upon to confirm Emergency Declarations issued by the Incident Commander.

2. **Mayor** – As the senior elected official in City government, the Mayor is responsible for confirmation of Emergency Declarations issued by the Incident Commander in the absence of the City Manager.

3. **Emergency Management Council** – The Emergency Management Council provides strategic guidance, ensures financial accounting, provides strategic resource management guidance to the EOC/DOC ICs, coordinates Departmental support to incident command organizations, and oversees continuity of government operations.

4. **Emergency Operations Center (EOC)** – The EOC is established as a location from which City officials can receive information pertaining to an incident and from which they can provide direction, coordination, and support to emergency operations. The EOC is staffed by City personnel and others who are assigned to specific positions within the EOC's ICS organizational structure. EOC staff will provide information and recommendations to City field Incident Commanders to help determine a course of action to respond to, contain, control, and recover from an emergency. General responsibilities include:

- Receive emergency warnings and publish those warnings to the public.
- Provide emergency information and instructions to the general public and private institutions, business, industry, and disaster relief organizations.
- Coordinate collection and dissemination of public information.
- Coordinate command decisions and prioritization of response activities.
- Collect, collate, display, and assess situation reports.
- Coordinate and disseminate situation and resource status information to the DOC(s), Washington County EOC, regional EOC if activated, and state Emergency Coordination Center (ECC) as required.
- Analyze information and process it into usable and relevant intelligence to assist with command decisions.
- Set strategic goals for City and citywide actions.
- Develop tactical objectives for department actions.
- Provide or coordinate resource support to departments and/or other local agencies.
- Coordinate the initial damage assessment/reporting process citywide.
- Organize and implement large-scale evacuation as required.
- Organize and implement mass shelter and arrangements for evacuees as required.

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- Request assistance from the county, state and other external sources.
- Prioritize resource allocations.
- Receive requests for assistance and emergency information from the public.
- Establish guidelines for the ordering of, use of, and release of resources to meet emergency needs.
- Document incident activity.
- Manage volunteers in support of emergency operations
- Track costs.
- Establish and maintain contact with:
 - County and state agencies
 - Federal agencies
 - Private agencies that assist in emergency operations
 - General public, business, industry, community organizations, and relief agencies

5. **Joint Information System (JIS)** – The JIS coordinates public information with agencies involved in an incident and local media and coordinates dignitary and Very Important Persons (VIP) visits with the City Manager. The JIS may be located in a single Joint Information Center.

6. **Public Information Center** – The Public Information Center receives information released from the Emergency Operations Center Public Information Officer (PIO) staff, notifies the same of any information issues, provides incident activity/impacts and available resources information to the public, seeks to verify and/or validate rumors, and serves as the initial point of contact for public offers of assistance.

7. **Department Operations Center (DOC)** – Individual DOC responsibilities include:

- Provide Departmental resource support for on-scene operations.
- Establish tactical objectives for Department actions.
- Maintain tactical control of department resources not assigned to an on-scene Incident Commander.
- Coordinate with mutual aid response agencies.
- Coordinate resource allocation between emergency operations and normal day-to-day activities.
- Provide situation and resource status information to the EOC if the EOC is activated.
- Coordinate public information collection and dissemination.
- Coordinate command decisions and prioritization of response protocols.
- Document staff time and costs for incident activities.

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8. **All Departments.** All Departments within Sherwood have responsibility for emergency functions in addition to their routine duties. Each Department is responsible for developing and maintaining policies and procedures to implement their emergency functions. All city Departments have the following common responsibilities:

- Develop alert and notification procedures for Department personnel.
- Develop operating guidelines to implement assigned duties specified by this plan.
- Track incident-related costs incurred by the department.
- Establish internal lines of succession of authority.
- Ensure that vehicles and other equipment are equipped and ready, in accordance with Standard Operating Procedures (SOPs)
- Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City Departments.
- Assign personnel to the Emergency Operations Center (EOC) or to other emergency response roles as charged by this plan.
- Develop and implement procedures for the protection of vital records, materials, and facilities.
- Promote family preparedness among employees.
- Ensure staff completes National Incident Management System (NIMS) required training.
- Ensure department plans and SOPs incorporate NIMS components, principles, and policies.
- Allow staff time for preparedness training and participation in exercises.

9. **Specific Department Responsibilities** In addition to these common responsibilities, each Department has assigned response functions that are generally related to that department's day-to-day activities. Some departments may share response functions with other departments.

City Legal Counsel

- Support city administration.
- Support EOC management.
- Manage legal programs and policies.
- Support the emergency declaration process.
- Approve (where necessary) public information messages.
- Advise the Emergency Management Council on legal authorities and limitations.

City Manager

- Ensure continuity of city administration.
- As necessary issue Declarations of Emergency or Major Disaster
- Support county role in alert and warning of the public.
- Assign incident commanders and ensure the City follows NIMS ICS.
- Ensure continuity of government through regular updates to Mayor and City Council.

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- Coordinate dignitary/Very Important Person (VIP) visits with the PIO.
- Provide necessary direction, guidance, and support to the EOC and city government.

Community Development

- Support community recovery through block grant and other emergency focused development funds.
- Coordinate engineering/construction of city roads.
- Coordinate damage assessment of city facilities (safety and financial).
- Coordinate building safety inspections within the City.
- Conduct preliminary financial damage assessment of buildings and identify damaged buildings/structures.

Community Services

- Coordinate accurate, timely public information messages with the JIC/JIS.

Finance and Accounting

- Ensure accurate financial records are maintained.
- Compile preliminary financial damage assessment of buildings/structures
- Compile cost recovery reports
- Forecast economic impacts on city revenues.

Public Safety (PS)

- Support dignitary/VIP coordination with the EOC/PIO and City Administrative Office.
- Coordinate policy development and implementation with the City Manager
- Support alert and warning of the public with the PD, the City Administrative Office, and Washington County as appropriate.
- Coordinate communications with WCCCA.
- Coordinate direction and control with the City Manager's Office, appropriate department heads, and elected officials.
- Coordinate EOC management.
- Support public information dissemination.

Police Department (PD)

- Provide primary law enforcement support
- Coordinate alert and warning of the public with support from the City Administrative Office and emergency management.
- Support damage assessment.
- Support dignitary/VIP coordination with PIO and the City Administrative Office.
- Support emergency medical with fire and EMS.
- Coordinate evacuation and shelter-in-place operations with support from fire and PS.
- Support hazardous materials response with fire.
- Coordinate law enforcement with support from the Washington County Sheriff's Office and neighboring cities' police departments.
- Coordinate missing person's locator activities.

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- Support mass fatality operations.
- Support public information with the PIO, Information Center, and the Community Services Office.
- Support transportation needs with PW.
- Coordinate intelligence and investigation activities with other law enforcement agencies.

Public Works (PW)

- Coordinate maintenance and repair of roads and bridges.
- Support evacuation operations with the Police Department (PD).
- Support hazardous materials response with fire.
- Support heavy rescue with fire, and PD.
- Support PD with traffic and access control.
- Conduct preliminary financial damage assessment of City-owned buildings and identify damaged buildings/structures.
- Coordinate damage assessment of City roads, bridges, signals and signs (Safety and Financial).
- Support public information messages with PIO and Information Center.
- Support transportation needs with the PD.
- Coordinate utility response with utility providers, fire, PD, and emergency management.
- Coordinate solid waste and debris management with the county.
- Coordinate road status information with the EOC, when activated for emergency management.
- Coordinate sewer and storm-water support services with Clean Water Services
- Provide response to interruptions in water service to City of Sherwood agencies, residents, businesses and other water users.
- Respond to interruptions and/or breaks in primary water supply pipelines, providing repairs as required.
- Respond to damage to City's drinking-water reservoirs, water mains, pumps, wells, and interties, providing repairs as required
- Support water-related public information with the PIO, Information Center, and the Community Services Office.
- In coordination with City of Sherwood EOC, support as feasible TVFR access to fire-fighting water supplies
- Support environmental services with County LUT.
- Support transportation with County LUT and ODOT.
- Support utility response and reconstruction with LUT and utility providers.

Tualatin Valley Fire and Rescue (TVFR)

- Provide emergency response to fire, EMS, hazardous material release, and rescue incidents.
- Staff the Fire Branch within the City EOC Operations Section
- Support mass casualty/fatality operations.

SECTION 1 A

BASIC EMERGENCY OPERATIONS PLAN

- Support public information with the PIO, Information Center, and the Community Services Office.
- Provide Urban Search and Rescue response
- Provide Technical Rescue response
- Coordinate access to water for fire-fighting with Public Works when primary water service has been interrupted

WCCCA (Washington County 9-1-1)

- Provides coordinated communications with PD, Fire, EMS, and emergency management
- Supports communications with the City EOC/DOC(s) when activated, and other EOCs.

Washington County Amateur Radio Service (ARES).

- Provides volunteer amateur radio operators in support of City EOC when activated

V. DIRECTION AND CONTROL

A. *General*

The City Council is responsible for providing high-level policy guidance, financial support, and coordination for disaster response and recovery operations and providing critical information to the public. The City Manager will provide overall guidance to the response and short-term recovery activities for the City. The Police Chief will provide overall direction to the City's incident-related law enforcement operations and will coordinate those activities with the City Manager and Emergency Management Council. The Police Chief, Public Works Director and department heads retain administrative and operational control over their employees and equipment unless they are operationally assigned to the EOC or a field Incident Commander, or have been provided to another agency.

Each Department is responsible for having its own operating procedures to be followed during response and short-term recovery operations, but interagency procedures, such as a common communications protocol, may be adopted to facilitate a coordinated effort. Pre-designated Sherwood Emergency Operations Center (EOC) Incident Commanders (ICs) will manage the EOC and assigned resources. Similarly, pre-designated City Department Operations Center (DOC) Incident Commanders will manage their respective DOCs and assigned resources.

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

If City resources are insufficient or inappropriate to deal with an incident, the City may request assistance from other jurisdictions, organized volunteer groups, and/or the state through the Washington County EOC or Washington County Emergency Management.

B. *Emergency Facilities*

1. **Incident Command Post** – Except when an emergency threatens, but has not yet occurred, and those situations where there is no specific incident site (such as a severe winter storm or area-wide utility outage), an Incident Command Post or command posts will be established in the vicinity of the incident site(s). As noted, the on-scene Incident Commander (IC) will

SECTION 1 A

BASIC EMERGENCY OPERATIONS PLAN

be responsible for directing the emergency response and managing resources at the incident scene.

2. **Emergency Operations Center (EOC)** – When incident activity demands, the City will activate the EOC. Pre-designated representatives of several Departments and agencies assigned emergency functions in this plan will staff the EOC. EOC operations are addressed in the EOC EOG. An alternate EOC will be used if the primary EOC becomes unusable.

The City's primary EOC will be located in the City of Sherwood Police Station, 20495 SW Borchers Dr, Sherwood, OR.

The City's first alternate EOC will be located in the Public Works facility at 15527 SW Willamette Dr. Sherwood, OR.

3. **Department Operations Centers (DOC)** – When incident activity demands, Departments with DOCs will activate their DOC. Pre-designated representatives of those Departments will staff their respective DOC. DOC operations are addressed in their respective DOC SOG.

4. **Public Information Center** – The Public Information Center, under the direction of the PIO, will be activated whenever necessary to provide incident information, suggest available resources when needed, and receive offers of help from the public. Initially, it will be staffed by pre-designated personnel with plans to hand over staffing to an existing volunteer group for a protracted event.

C. ***Line of Succession***

The staff identified in Section 1, paragraph IV.A have delegated authority, in the order listed, to declare an emergency as referenced in Section 1 Administrative Overview. The line of succession for the Public Safety and Public Works Departments and other City Departments will be in accordance with internal procedures.

VI. **ADMINISTRATION AND SUPPORT**

A. ***Agreements and Contracts***

Should local resources prove to be inadequate during an incident, requests for assistance will be made to other local jurisdictions, other agencies, and industry in accordance with existing mutual-aid agreements, contracts, and agreements and contracts concluded during or prior to the incident. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and should be in writing whenever possible.

Agreements and contracts should identify the local officials authorized to request assistance pursuant to those documents.

B. ***Reports***

1. **Hazardous Materials Spill Reporting** – If Sherwood is responsible for a release of hazardous materials of a type or quantity that must be reported to state and federal agencies, the Department or agency responsible for the spill will make the required report. If the party responsible for a reportable spill cannot be located, the on-scene Incident Commander will ensure that the required report(s) are made.

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2. **Initial Emergency Report** – This short, verbal report should be prepared and transmitted by the Emergency Operations Center (EOC) to Washington County Emergency Management or to the Washington County EOC when an on-going emergency incident appears likely to worsen and assistance may be needed from other local governments or the state.

3. **Initial Damage Assessment (IDA)** – Whenever a request for state assistance is contemplated, an Initial Damage Assessment is coordinated by the County EOC. The County EOC will request pertinent information from the City EOC to include in the assessment.

4. **Situation Report** – A daily (or more frequent) situation report should be prepared and distributed by the Emergency Operations Center during major emergencies or disasters. Use ICS-209L-1 Incident Status.

5. **Other Reports** – Several other reports covering specific functions are described elsewhere in this plan.

C. **Records**

Sherwood is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with established fiscal policies and standard cost accounting procedures.

Under state law, incident records are permanent. In the EOC and DOCs, the Documentation Unit in the Planning Section is responsible for compiling that information.

D. **Activity Logs**

The Incident Command Post and the EOC/DOCs will maintain accurate logs (ICS 214) of key response activities, including:

- Activation or deactivation of emergency facilities.
- Emergency notifications to local and county governments and to state and federal agencies.
- Requests for emergency declarations.
- Significant changes in the emergency.
- Major commitments of resources or requests for additional resources from external sources.
- Issuance of protective action recommendations to the public.
- Evacuations.
- Mass casualties.
- Containment or termination of the incident.
- Dispatch logs (DOCs only).

E. **Incident Costs**

All departments participating in the response will maintain detailed records of their costs for emergency operations to include:

- Purchases (should be made with City-owned Purchase cards whenever possible)

SECTION 1 A

BASIC EMERGENCY OPERATIONS PLAN

- Personnel costs, including overtime and food costs.
- Equipment operations cost.
- Costs for leased or rented equipment.
- Costs for contract services to support emergency operations.
- Costs of specialized supplies expended for emergency operations.
- Costs for personnel and equipment obtained through mutual aid or other agreement.
- Costs of providing support to outside resources (e.g. county, state and/or federal teams).

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the county, state and/or the federal government.

F. Preservation of Records

In order to continue normal government operations during and following an incident, vital records must be protected. These include legal documents as well as property and tax records. The principal causes of damage to records are fire and water. All Departments have responsibility for protection and preservation of records vital to continuity of government operations. Essential records will be protected accordingly.

G. Consumer Protection

Consumer complaints regarding alleged unfair or illegal business practices might occur in the aftermath of a disaster. Such complaints will be referred to City Council.

H. Post-Incident and Exercise Review

The Emergency Management Coordinator is responsible for organizing and conducting a critique following the conclusion of any incident or exercise involving EOC activation. The critique will entail both written and verbal input from appropriate participants as noted in Paragraph IV.C Section 1 Administrative Overview.

VII. PLAN DEVELOPMENT AND MAINTENANCE

A. Plan Development

The Emergency Management Coordinator is responsible for developing and maintaining the Emergency Management Plan, certain functional sections and hazard specific sections. Departments are responsible for developing and maintaining other elements of the plan as spelled out in the response and recovery sections.

B. Review

The Emergency Management Plan and its sections will be reviewed bi-annually as noted in Part VII Section 1 Administrative Overview. The Emergency Management Coordinator is responsible for coordinating the review process.

C. Update

This plan will be updated based upon deficiencies identified during actual incidents and exercises and when changes in hazards, resources, capabilities, processes, or organization occur.

SECTION 1 A

BASIC EMERGENCY OPERATIONS PLAN

The Basic Emergency Operations Plan must be revised or updated by a formal change at least every five years. Responsibility for revising or updating the Basic Emergency Operations Plan is assigned to the Emergency Management Coordinator. Revised plan documents will be provided to plan holders.

VIII. AUTHORITIES AND REFERENCES

This plan applies to, and has been approved by, the Sherwood City Council which has identified the Public Safety Department as the lead agency in the emergency management organization. Sherwood's Emergency Management Coordinator has been given the authority and responsibility for the day-to-day organization, administration, and operations of the emergency management program for the City of Sherwood.

The organizational and operational concepts set forth in this plan are promulgated under the following authorities:

Federal

- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
- Federal Civil Defense Act of 1950, Public Law 81-950 as amended
- The Disaster Relief Act of 1974, Public Law 93-288 as amended
- Emergency Planning and Community Right-to-Know Act, 42 USC Chapters 116
- Code of Federal Regulations, Emergency Management and Assistance, 44 CFR
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
- Homeland Security Act of 2002.
- National Incident Management System (NIMS).
- National Response Framework.
- Federal Radiological Emergency Response Plan.
- National Oil and Hazardous Substances Pollution Contingency Plan.

State

- Oregon Revised Statutes, Chapter 131, Procedure in Criminal Matters Generally
- Oregon Revised Statutes, Chapter 401, Emergency Services and Communications
- Oregon Revised Statutes, Chapter 431, Administration of Health Laws
- Oregon Revised Statutes, Chapter 433, Public Health and Safety
- Oregon Revised Statutes, Chapter 476, Protection from Fire (Contains Emergency Conflagration Act)

County

- Washington County Ordinance 657, Ordinance Providing Procedures for Declaration of Emergency
- Washington County Code Chapter 8.36
- Washington County Resolution and Order 84-219 Emergency Management Functions

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BASIC EMERGENCY OPERATIONS PLAN

- Washington County Resolution and Order 95-56 Emergency Management Functions
- Washington County Resolution and Order 05-150 Adopting NIMS

Local

- ORS 401.305 Emergency Management Agency of City - Sherwood Emergency Program
- ORS 401.315 City Authorized to Incur Obligations for Emergency Services
- ORS 401.325 Emergency Management Agency Appropriations: Tax Levy
- ORS 401.335 Temporary Housing for Disaster Victims: Political Sub-Divisions Authority
- City of Sherwood Resolution 2006-38 Adopting National Incident Management System and Incident Command System
- City of Sherwood Municipal Code Chapter 2.38 Emergency Code as ordained by City of Sherwood Ordinance 2009-xxx
- City of Sherwood Resolution 2009-xxx Adopting City of Sherwood Emergency Management Plan and authorizing Emergency Program Manager to update it and keep current

SECTION 2-A

EMERGENCY MANAGEMENT ORGANIZATION

I. DESCRIPTION

The City of Sherwood has established an Emergency Management Organization and designated the Emergency Management Coordinator under the direction of the Director, Public Safety as the Emergency Program Manager. The Emergency Program Manager has responsibility for

- The development and training of an emergency management organization capable of managing emergency preparedness.
- Day-to-day supervision of the Emergency Management Program.
- The response to and recovery from a major emergency in accordance with this plan.

The Emergency Management Organization functions as a team with the Emergency Program Manager as team leader.

The city has the responsibility and authority to direct activities which will allow Sherwood to mitigate, prepare for, respond to, and recover from emergencies or major disasters. During an emergency, each member of the City of Sherwood Emergency Management Organization will assume positions within the framework of the Command and General staff of the National Interagency Incident Management System (NIMS) Incident Command System (ICS) structure and perform the assigned duties outlined herein and within the Emergency Operations Guide (Appendix). Tualatin Valley Fire and Rescue (TVF&R), the agency providing fire services within the City of Sherwood, will be considered a department within the city for emergency planning and response purposes, but with limitations. TVF&R shall retain all legal and financial responsibilities as a separate entity.

The City Manager, Assistant City Manager, Public Safety Director, Public Works Director, Community Development Director, or Incident Commander may activate the Emergency Operations Center. The Emergency Management Coordinator (if available) and Incident Commander must consult with the City Manager, if available, before ordering activation. Should there be a disagreement on EOC activation, the City Manager shall make the decision. Activation will begin by contacting the city's police dispatch, initiating the EOC Staff call-out procedures, and requesting that members of the Emergency Management Organization be contacted and report to the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone/email service is interrupted, members of the Command and General staff should ensure the safety of their families and then report to the EOC.

The Emergency Management Organization has the authority to involve any or all city personnel in response to a disaster or other emergency incident. As deemed necessary by the City Manager declaration of an emergency nullifies leaves and vacations.

II. GENERAL RESPONSIBILITIES

A. Mayor/City Council:

1. Establish emergency management authority.
2. Adopt an emergency plan and related resolutions and ordinances.

SECTION 2-A

EMERGENCY MANAGEMENT ORGANIZATION

Mayor/City Council responsibilities continued

3. In the absence of the City Manager, the Mayor or a member of the Council, as outlined in Sherwood MC chapter 2.38, may confirm a declaration of a state of emergency and authorize the Incident Commander to request assistance through the county (see also Section 2-I – Damage Assessment/Declaration of Emergency).
4. Act as liaison to the community during activation of EOC.
5. The Mayor acts as public information spokesperson, providing authorized information to the media.
6. Act on emergency funding requirements.

B. City Manager:

1. Policy level management under City Charter Chapter VIII Section 33.
2. Oversight of emergency response and incident command structure.
3. Assign Incident Commander
4. For severe weather and utility failure incidents, determine need to implement this plan.
5. If available, authorize activation of the EOC.
6. Provide incident strategic guidance during EOC activation.
7. Provide a representative to the Emergency Management Organization.
8. Actively participate in the emergency planning process.

C. Public Safety Director

1. Oversee and direct activities of Emergency Program Manager (Emergency Management Coordinator)
2. Provide Liaison to City Executive Staff (G-12) for Emergency Program matters
3. Coordinate Emergency Program policies and activities with City Manager

D. Emergency Program Manager (Emergency Management Coordinator):

1. Oversee and provide direction to the emergency management program.
2. Ensure compliance with state and federal regulations.
3. Review the plan and recommend revision, as necessary.
4. Coordinate emergency management activities within the city.
5. Conduct exercises to test the plan and response capability.
6. Facilitate training for the Emergency Management Organization, responders, and other city staff.
7. Represent the city in emergency management activities.
8. Provide a liaison to other emergency management offices and volunteer organizations that have emergency response and recovery responsibilities.
9. Maintain city notification/call rosters.
10. Develop and maintain mutual aid agreements, as needed.
11. Actively participate in the emergency planning process.

SECTION 2-A

EMERGENCY MANAGEMENT ORGANIZATION

E. Fire Department [Tualatin Valley Fire and Rescue (TVF&R)]:

1. Serve as lead agency for fires, medical emergencies, and hazardous materials incidents.
2. Provide emergency response and field incident command according to TVF&R standard operating guidelines.
3. Provide pre-hospital emergency medical services in conjunction with MetroWest Ambulance and the American Medical Response.
4. Enforce fire prevention codes.
5. Assist law enforcement personnel in evacuation operations.
6. Provide support to law enforcement and public works emergency response, as requested.
7. Safeguard essential department records.
8. Maintain internal notification/call rosters.
9. Develop and maintain mutual aid agreements.
10. Provide fire protection to vital public service facilities, shelters, etc. (see Vital Services list in Section 6).
11. Provide a representative to the Emergency Management Organization.
12. Actively participate in the emergency planning process.

F. Police Department:

1. Serve as lead agency for acts of civil disorder and terrorism, transportation and industrial accidents, and search and rescue.
2. Provide emergency response and incident command according to department standard operating guidelines.
3. Assist in post-disaster "wind-shield survey" initial damage assessment of Critical/Vital Facilities listed in Section 6
4. Provide security for vital facilities.
5. Direct incident/site security.
6. Direct evacuation operations.
7. Receive and disseminate warning information and mobilize city staff, as necessary.
8. Provide support for TVF&R and Public Works Departments' emergency response, as requested.
9. Safeguard essential department records.
10. Maintain internal notification/call rosters.
11. Develop and maintain mutual aid agreements that are necessary for department response.
12. Provide a representative to the Emergency Management Organization.
13. Actively participate in the emergency planning process.

SECTION 2-A

EMERGENCY MANAGEMENT ORGANIZATION

G. Public Works Department:

1. Serve as lead agency for flooding, severe weather, utility failures, earthquakes, and volcanic eruption.
2. Provide emergency response and incident command according to department standard operating guidelines.
3. Conduct flood monitoring and, to the extent possible, flood control.
4. Provide support to traffic, crowd control, and evacuation operations.
5. Assist in post-disaster "wind-shield survey" initial damage assessment of Critical/Vital Facilities listed in Section 6
6. Direct repair of critical city facilities. See Critical Facilities List in Section 6.
7. Remove debris, maintain roadways, and bridges.
8. Assist in damage assessment.
9. Provide support to law enforcement and fire emergency operations, as requested.
10. Maintain internal notification/call rosters.
11. Safeguard essential department records.
12. Develop and maintain mutual aid agreements that are necessary for department response.
13. Provide a representative to the Emergency Management Organization.
14. Actively participate in the emergency planning process.

H. Washington County:

1. Serve as lead agency for public health epidemic emergencies.
2. Provide resources when requested as well as providing appropriate notification and updates as available.
3. Forward requests for a declaration of emergency to the Governor when requested resources are not available from the county.
4. Provide a representative to the Emergency Management Organization.
5. Actively participate in the emergency planning process.
6. Provide a liaison to other emergency management organizations and the State of Oregon.

EMERGENCY OPERATIONS STAFFING

I. EMERGENCY OPERATIONS CENTER (EOC) OPERATIONS

A. Facilities

The City of Sherwood Emergency Operations Center (EOC) is established as a location where city officials can receive relevant information on the emergency and provide coordination and control of emergency operations. The primary location for Sherwood's EOC is the Sherwood Police Station Conference Room. However, location of the EOC can change as dictated by the nature of a disaster and the resource requirements needed to adequately respond.

Coordination and control for city emergency operations will take place from the EOC at the police station as long as environmental and incident conditions allow; however, the following facilities may be used as EOCs should it be necessary to relocate:

Sherwood Public Works
Sherwood City Council Chambers
Senior Center
Public Works Event Tent (Large)
Sherwood Fire Station #33

If environmental conditions do not allow direction and control functions to be conducted from any of the above facilities, alternate locations will be identified, selected, and announced. The Incident Commander may request that the Washington County Office of Consolidated Emergency Management or Washington County Incident Commander (upon activation of Washington County EOC) allow the City of Sherwood to conduct direction and control functions from county facilities.

B. Sherwood Police Station EOC

1. The EOC has approximately 1,760 square feet of workspace. In addition in the area are shower and kitchen facilities, and 240 square feet of EOC dedicated storage.
2. The EOC has auxiliary power and some direct telephone lines.

C. Communications Equipment

The EOC communication equipment consists of 800 MHz radios, telephones, personal cellular telephones, laptop computers with Internet connections, a fax machine, a television, recorder/player, Wi-Fi connection, and an amateur radio station. For a detailed description of radios and frequencies, see list in Section 4 - Resource Lists.

D. EOC Activation

The City Manager, Assistant City Manager, Public Safety Director, Chief of Police, Public Works Director, Community Development Director, or Incident Commander (in coordination with Emergency Management Coordinator, if available) may activate the EOC. The Emergency Program Manager and Incident Commander must consult with the City Manager, if available, before ordering activation. Should there be disagreement on EOC activation, the City Manager shall make the decision.

As soon as practical, the Incident Commander should notify Washington County that the EOC has been activated. The Washington County Office of Emergency Management should be briefed and a preliminary determination made of whether a request for disaster declaration is likely. See Section 5 - Call Lists.

EMERGENCY OPERATIONS STAFFING

E. EOC Activation Triggering Mechanism

The level of response required by an incident will provide guidelines for EOC activation. (In addition to the below, see Section 3 Hazard General/Specific Guides.)

The City of Sherwood operates under the Incident Command System (ICS), as defined in the National Incident Management System (NIMS). Sherwood employs ICS on small and large incidents, with all personnel at least orientated to the system. For most incidents, simple ICS is sufficient. For incidents involving multiple jurisdictions or agencies, Sherwood actively encourages the implementation of Unified Command by all parties.

The City of Sherwood has adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive (HSPD)-5. Adoption of NIMS provides a consistent approach to the effective management of situations involving natural or man-made disasters, or terrorism. NIMS allows the City to integrate its response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector, and nongovernmental organizations.

This plan, in accordance with the National Response Framework (NRF) is an integral part of the national effort to prevent, and reduce America's vulnerability to terrorism, major disasters, and other emergencies, minimize the damage and recover from attacks, major disasters, and other emergencies that occur. In accordance with the NRF Sherwood will integrate all operations with all levels of government, private sector, and nongovernmental organizations through the use of NRF coordinating structures, processes, and protocols.

Incidents are typed by their level of complexity, with Type 5 being the least complex and Type 1, the most complex. Incident typing plays a role in requesting externally sourced Incident Management Teams (IMT) to assist in managing an incident. IMT's consist of Incident Command and General Staff in an ICS organization. Incident Types are as depicted in figure 2-B-1.

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EMERGENCY OPERATIONS STAFFING

Incident Types

Type	Resources Involved	Time Frame
5	Normally requires one or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated. Generally there is NO written IAP.	Incident is contained within the first operational period and often within a few hours after resources arrive on scene.
4	Command Staff and General Staff functions are activated only if needed. Resources vary from a single module to several single resources (e.g., Task Force or Strike Team). The role of the department supervisor will be to provide operational plans, including objectives and priorities.	<p>Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required for non-HazMat incidents.</p> <p>A documented operational briefing is completed.</p>
3	When capabilities required exceed staffing, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions.	The incident may extend into multiple operational periods and a written IAP may be required for each operational period. A Type 3 Incident Management Team (IMT) or incident command organization manages initial actions with a significant number of resources, until control is achieved, or in an expanding incident until transition to a Type 1 or 2 Team.
2	Out-of-area regional and/or national resources are required to safely and effectively manage operations. Most of the Command and General Staff positions are filled and many of the functional units are needed and staffed. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500.	The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.
1	This type of incident is the most complex, most often requiring out-of-area national resources to safely and effectively manage and operate. All Command and General Staff positions are activated. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches usually need to be established. High impact on local jurisdiction, requiring additional staff for office administrative and support.	The incident is expected to go into multiple operational periods. A written IAP is required for each operational period.

Figure 2-B-1

EMERGENCY OPERATIONS STAFFING

II. EOC STAFFING PATTERN

City departments involved in emergency response and personnel assigned to Command or General staff are to report to the EOC upon activation. Personnel assigned to the EOC must have authority to make decisions associated with their Command / General staff position and to commit their department or organization's resources in support of the incident. The Incident Commander is responsible for ensuring appropriate Command and General staff positions are filled from available personnel.

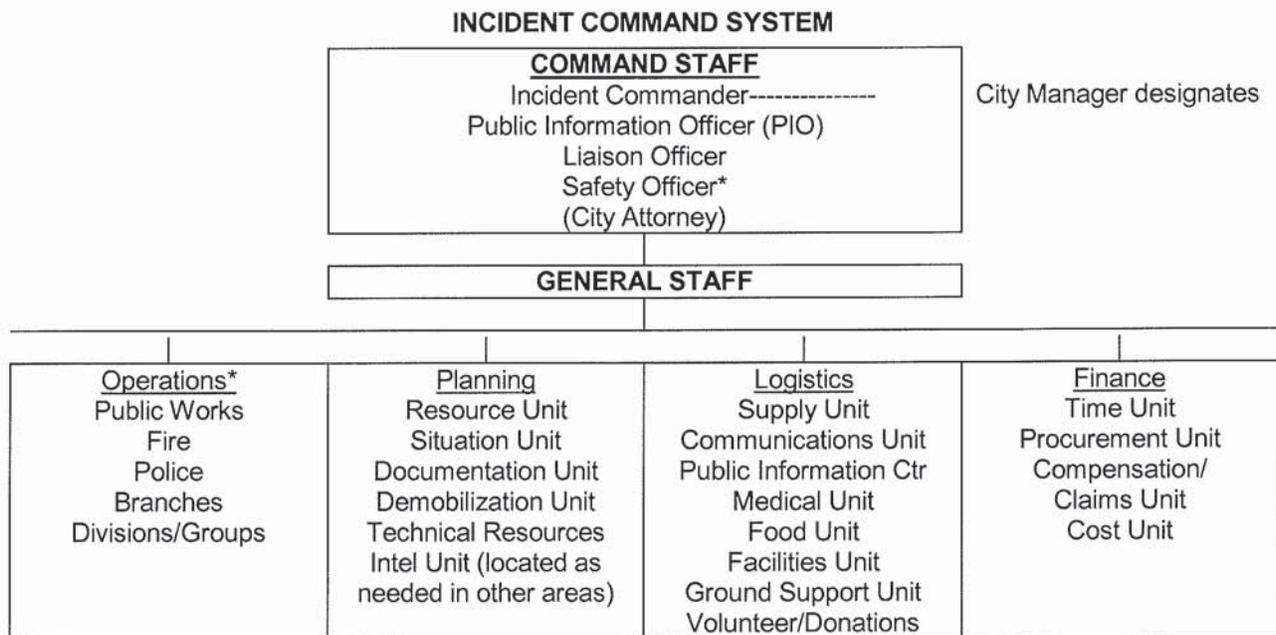


Figure 2-B-2

(*) Operations Chief and Safety Officer appointments are dependent upon the type of incident. The lead department (Police, Fire, Operations) staffs those positions.

The organization and responsibilities within the EOC will vary with the level of activation and nature of the emergency. City EOC staffing will follow the incident command structure, the division of responsibilities identified below, and as depicted in the organization chart above. The incident command organization outlined should not be considered rigid or inflexible. Duties may be delegated and positions filled as necessary. It is the responsibility of the Incident Commander to ensure that the organization is appropriately staffed.

III. Instructions for EOC Personnel

A. General

- a. Receive briefing from immediate supervisor.
- b. Acquire work materials (labeled bins in EOC Storage Room) and bring required equipment, such as radios and cellular phones, to the EOC.
- c. Organize and brief subordinates.
- d. Complete forms, reports, and other documentation required of the assigned position and send material through supervisor to the Planning Section, Documentation Unit.
- e. Fulfill assignment according to position guidelines and city policy.

Section 2-B

EMERGENCY OPERATIONS STAFFING

B. Command Staff

The Command staff provides overall incident supervision and management, interprets policy into broad strategic goals, oversees safety and interagency liaison, and provides incident public information and legal counsel.

The Incident Commander (IC) is solely responsible (within the confines of his/her authority) for establishing incident objectives and strategies. The IC is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.

1. Incident Commander (IC)

The Incident Commander is in charge of the Command staff and is responsible for overall management of the emergency, development and implementation of strategic goals and objectives, and approving the ordering and release of resources. The City Manager has charter responsibility for operations within the City of Sherwood and will assign an Incident Commander. The following responsibilities belong to the Incident Commander:

- a. Obtain briefing and assess incident situation.
- b. Activate appropriate positions.
- c. Brief staff.
- d. Determine information needs and inform staff of requirements.
- e. Ensure that planning meetings are conducted as indicated.
- f. Notify the City Manager of the incident and incident progress.
- g. Approve and authorize implementation of the incident action plan.
- h. Approve requests for additional resources and requests for release of resources.
- i. Authorize release of information to the media.
- j. Authorize evacuation requests.
- k. Coordinate staff activity.
- l. Request a state of emergency declaration, as deemed necessary.

2. Public Information Officer

This officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The Public Information Officer gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption.

The Public Information Officer may also perform a key public information monitoring role. Only one Public Information Officer should be designated per incident. Assistants may be assigned from other supporting/assisting agencies, departments, or organizations involved. The IC must approve the release of all incident-related information, which is then provided to the Mayor for distribution to the City Council, and to the media, public, and other appropriate agencies and organizations.

- a. Obtain briefing from the Incident Commander or other authorized personnel.
- b. Inform Incident Commander when the section is fully functional.
- c. Establish contact with local and national media representatives, as appropriate.

Section 2-B

EMERGENCY OPERATIONS STAFFING

Public Information Officer continued

- d. Establish location of information and briefing center for media, away from the EOC.
- e. Establish and publish a schedule for news briefings.
- f. Arrange for necessary workspace, materials, telephones, and staff.
- g. In coordination with the Logistics Section, and as required, activate and staff Public Information Center with rumor control lines to receive requests and answer questions from the public.
- h. Obtain current incident status reports from the Planning Section and coordinate a schedule for updates.
- i. Prepare initial information summary as soon as possible after activation.
- j. Obtain approval for information release from IC and/or City Manager.
- k. Record all news releases and interviews.
- l. Attend meetings to update information.
- m. Respond to special requests for information.
- n. Update police dispatch, switchboard, and other city departments on a regular basis. Provide a standardized statement that can be given to general requests for information and to all incident staff.
- o. At the direction of the City Manager, notify Mayor and City Council of incident and keep them informed as to the incident status and activities. Post news release information in EOC.
- p. Publicize the evacuation plan and instructions to the public with the Emergency Alert System or local television and radio stations, in cooperation with Planning, Logistics, and Operations sections, and with approval of the Incident Commander.
- q. Provide all news releases, bulletins, and summaries to the Documentation Unit to be included in the final incident package.
- r. Document all activity on unit log or message form.
- s. Coordinate information with the Joint Information Center (JIC), if established.

3. Liaison Officer

The Liaison Officer, is the Incident Command's point of contact for representatives of other governmental agencies, NGOs, and/or the private sector (with no jurisdiction or legal authority) to provide input on their agency's policies, resource availability, and other incident-related matters. Under single IC structure, representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer.

Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.

Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

- a. Obtain briefing from the Incident Commander.
- b. Inform Incident Commander when the section is fully functional.

Section 2-B

EMERGENCY OPERATIONS STAFFING

Liaison Officer continued

- c. Provide point of contact for assisting cooperating agency representatives.
- d. Identify agency representatives from each agency, including communications links and locations.
- e. Monitor incident operations to identify potential inter-organizational problems.
- f. Interview agency representatives concerning resources and capabilities, and restrictions on use. Provide this information at planning meetings.
- g. Document action taken in unit log and on message form.
- h. Establish a volunteer coordinator to facilitate the sign-up and evaluation of skills for citizens wishing to assist.

4. Safety Officer

The Safety Officer monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC and supervisors at all levels of incident management.

The Safety Officer is, in turn, responsible to the IC for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations.

The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations. It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each contributes to the overall effort to protect all responder personnel involved in incident operations.

During an emergency response, the lead department/agency provides the Safety Officer, whose responsibilities are as follows:

- a. Obtain briefing from the Incident Commander.
- b. Inform Incident Commander when the section is fully functional.
- c. Identify hazardous situations associated with the incident.
- d. Participate in planning meetings.
- e. Review incident action plans.
- f. Identify potentially unsafe acts.
- g. Exercise emergency authority to stop and prevent unsafe acts.
- h. Investigate accidents that have occurred within the incident areas.
- i. Review and approve medical plan.
- j. Maintain unit log.

Depending on the nature the incident, the Safety Officer may be located at the incident scene or in the EOC. Location is dependent on where the Safety Officer can be most effective in carrying out their functions.

Section 2-B

EMERGENCY OPERATIONS STAFFING

Emergency Program Manager (Emergency Management Coordinator)

The Emergency Program Manager, a technical resource, assists the IC by continuously evaluating how well the emergency organization is operating and by providing suggestions, assistance, and expertise to the IC, upon request. The IC may delegate tasks and responsibilities to the Emergency Program Manager at his/her discretion.

- a. Obtain briefing from the Incident Commander.
- b. Circulate throughout EOC and at the incident site, evaluating functional effectiveness.
- c. Provide assistance to EOC staffing functions, as needed.
- d. Participate in planning meetings.
- e. Advise IC/City Manager as requested or deemed necessary.
- f. Facilitate post-incident analysis.

6. City Attorney

The City Attorney, a technical resource to the Command staff, is responsible for advising the EOC staff in legal matters which might affect management of the incident.

- a. Obtain briefing from the IC. and remain apprised of the incident status.
- b. Review appropriate legal documents.
- c. Review and advise the IC with regard to potential legal exposure.
- d. Advise members of the EOC staff as requested or deemed necessary.
- e. Provide legal opinions when requested. Provide copies of all documentation to the Planning Section, Documentation Unit, for inclusion in the final incident package.

C. General Staff

The General staff is responsible for supporting the Incident Commander in developing strategy, set forth by the Incident Commander, into tactics to manage the incident. Monitoring the course of the incident, requesting, tracking and releasing resources assigned to it, the logistical support of the incident, and fiscal accountability are all responsibilities of the Support staff. The General staff is divided into four sections: Operations, Planning, Logistics, and Administration/Finance.

1. Operations Section

This section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the IAP.

Operations Section Chief

The Operations Section Chief, a member of the General staff, will be from the department having lead responsibility for the emergency. This does not preclude use of a unified approach to operations. The Operations Section Chief will establish tactics in order to implement the IAP for the assigned operational period. An Operations Section Chief should be designated for each operational period and will have direct involvement in the preparation of the IAP for the period of responsibility. Additional responsibilities include:

- a. Obtain briefing from the Incident Commander.
- b. Inform Incident Commander when the section is fully functional.
- c. Assess life safety.

Section 2-B

EMERGENCY OPERATIONS STAFFING

Operations Section Chief continued

- d. Control and contain incident.
- e. Determine need and request additional resources.
- f. Evaluate the situation and provide an update to Planning Section.
- g. With the Planning Section Chief, write formal Operations portion of the IAP, if so directed by the Incident Commander.
- h. Brief and assign Operations personnel in accordance with the incident action plan.
- i. Supervise incident response operations.
- j. Report information about special activities, events, and occurrences to Incident Commander.
- k. Assess need for warning or evacuation.

2. Planning Section

The Planning Section is responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This section maintains information and Intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident.

Planning Section Chief

The Planning Section Chief, a member of the General staff, oversees all incident-related data gathering and analysis regarding incident operations and assigned resources, develops alternatives for tactical operations, conducts planning meetings, and prepares the IAP for each operational period. Information is needed to:

- 1) Understand the current situation,
- 2) Predict the probable course of incident events, and
- 3) Prepare alternative strategies and control operations for the incident.

Additional responsibilities include:

- a. Obtain briefing from the Incident Commander.
- b. Inform Incident Commander when the section is fully functional.
- c. Activate Planning Section positions.
- d. Establish information requirements and reporting schedules for EOC and field staff.
- e. Conduct planning and strategy meetings.
- f. Supervise the preparation of the incident action plan, if indicated.
- g. Assemble information on alternative strategies.
- h. Provide periodic predictions on incident potential.
- i. Establish a weather data collection system, when necessary.
- j. Identify the need for specialized resources.
- k. Perform operational planning for the section.
- l. Compile and display incident status summary information.

Section 2-B

EMERGENCY OPERATIONS STAFFING

Planning Section Chief continued

- m. Advise EOC staff of any significant changes in incident status both locally and regionally as appropriate.
- n. Instruct Planning Section units in distribution of incident information.
- o. With input from Operations and Logistics sections, develop and publish incident evacuation plan.
- p. Coordinate preparation of the communications and medical plans with Logistics.
- q. Coordinate preparation of the safety message with the Safety Officer.
- r. Document action taken on message form and unit log.
- s. Information/Intelligence function is responsible for developing, conducting and managing, information-related security plans and operations as directed by the Incident Action Plan.

3. Logistics Section

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.

Logistics Section Chief

The Logistics Section Chief, a member of the General staff, is responsible for providing facilities, services, and materials in support of the incident team. The Logistics Section Chief participates in development and implementation of the incident action plan and activates and supervises the units within the Logistics Section as required. Additional responsibilities include:

- a. Obtain briefing from the Incident Commander.
- b. Inform Incident Commander when the section is fully functional.
- c. Plan organization of Logistics Section.
- d. Assemble, brief, and assign work locations and preliminary work tasks to section personnel.
- e. Participate in preparation of the incident action plan.
- f. Identify service and support requirements for planned and expected operations.
- g. Provide input to and review communications and traffic plans.
- h. As necessary activate Public Information Center in coordination with PIO
- i. As directed activate the Volunteer/Donations Unit Leader
- j. Establish contact with adjoining and mutual aid agencies.
- k. Review incident action plan and estimate section needs for next operational period.
- l. Research availability of additional resources.
- m. Ensure general welfare and safety of section personnel.
- n. Provide input to the evacuation plan, assist in its implementation.
- o. Develop communications and medical plans.

Section 2-B

EMERGENCY OPERATIONS STAFFING

- p. Document activities on unit log and message form.

4. Finance/Administration Section

The Finance/Administration Section is established when there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities. The Section Chief must track and report to the IC the financial "burn rate" as the incident progresses. This allows the IC to forecast the need for additional funds before operations are affected negatively. This is particularly important if significant operational assets are under contract from the private sector.

The Section Chief may also need to monitor cost expenditures to ensure that statutory rules that apply are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide

Finance/Administration Section Chief

The Finance/Administration Section Chief, a member of the General staff, is responsible for tracking all incident costs and providing guidance to the Incident Commander on financial issues that may have an impact on incident operations. S/he will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. Additional responsibilities include:

- a. Obtain briefing from the Incident Commander.
- b. Staff Finance/Administration Section as needed and maintain adequate supplies to perform section functions.
- c. Attend planning meetings.
- d. Develop an operating plan for Finance functions.
- e. Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.
- f. Inform Incident Commander when the section is fully functional.
- g. Meet with assisting and cooperating agencies, as required.
- h. Provide input in all planning sessions on financial and cost analysis matters.
- i. Ensure that all personnel time records reflect incident activity and that records for non-city personnel are transmitted to the home agency or department according to policy.
- j. Participate in demobilization planning.
- k. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- l. Provide incident cost analysis for EOC staff as directed by Incident Commander.
- m. Brief city administrative personnel on all incident-related business management issues needing attention and follow up.
- n. Initiate, maintain and ensure completeness of documentation needed to support claims for emergency funds.
- o. Assist Situation unit in damage assessment process.

Section 2-B

EMERGENCY OPERATIONS STAFFING

IV. Instructions for Emergency Response Personnel Staffing

A. All City Staff. All City of Sherwood staff will be assigned an emergency response duty consistent with skills, experience, training, maturity and/or family situation.

In the event of an emergency all City of Sherwood employees are expected to report for emergency management assignments whether or not they have completed NIMS/ICS training.

B. All Departments will:

1. Assign personnel to the Emergency Operations Center and to other emergency support duties using the emergency response matrix.
2. Identify residence locations for Department personnel to aid in making emergency response assignments.
3. As necessary, take into consideration family composition when assigning individuals using this matrix.

Emergency Response Reporting Expectations¹

Emergency Staffing Assignment	Report within 1 hour	Report within 4 hours	Report within 12 hours	Report within 24 hours
EOC Command and General Staff²	A₁	A₂	A₃	A₄
EOC Support Staff	B₁	B₂	B₃	B₄
Emergency Field Teams³	C₁	C₂	C₃	C₄
Emergency Response Pool⁴		D₂	D₃	D₄
Mayor and City Council⁵			E₃	

Notes:

1. Individuals will report for assignment to the EOC (Time Unit Leader) or to the Public Works Staging Area Manager either electronically or in person within the time frame specified. Failure to report will result in efforts being made to ascertain the status of the individual within the constraints of the emergency situation.
2. "A" Category individuals include those who have specific EOC Command and General Staff assignments as well as those who are assigned to alternate or shadow roles
3. Emergency Field Teams include: Law Enforcement, Public Works Survey teams, Damage Assessment Teams, Public Works/Water Trouble Shooters, etc.
4. Personnel assigned to the ER Pool can be provided a variety of unskilled assignments
5. It is anticipated that elected officials will be in communication with the City Manager prior to the timeframes described in this matrix. In the event that contact has not been made prior to the deadline, the Operations Section Chief will dispatch a courier/vehicle to ensure contact.

Section 2-B

EMERGENCY OPERATIONS STAFFING

C. ResStat Chart. Resource Status Unit will maintain a current chart of City personnel assigned, reflecting their name, emergency response assignment (if any), location, category (A1, B2, etc.) and status (active assignment, available for assignment, or unassigned)

Name	Assignment	Location	Category	Status
Jim Goodstaff	Sit Stat Unit Leader	EOC	A ₂	Assigned
Hannah Workshard		PW Staging	C ₂	Available
Sue Suready		PW Staging	D ₂	Unassigned

D. Emergency Response Training/Exercise Requirements

1. Based on Current Five-Year NIMS Training Plan and FY-2009 NIMS Compliance Objectives, City of Sherwood personnel will receive NIMS/ICS training as follows:
 - a. "A" category individuals – IC-700, ICS-100, ICS-200, ICS-300, and ICS-400
 - b. "B" and "C" category individuals – IC-700, ICS-100, ICS-200
 - c. "D" category individuals – IC-700 and ICS-100
 - d. "E" category elected officials should receive a modified IC-700/ICS-100 course of training for elected officials.
2. Training requirements will be updated annually with changes to the FY- XX NIMS Compliance Objectives
3. Exercise requirements:
 - a. "A" category individuals should participate in at least two EOC exercises (Functional or Table-Top) annually
 - b. "B" category individuals should participate in at least one EOC exercise (Functional or Table-Top) annually
 - c. "C" category individuals should participate in at least one Functional exercise annually
 - d. "D" category individuals will participate in EOC or Functional exercises at the discretion of their respective department managers

ALERT AND WARNING

I. DESCRIPTION

The effectiveness of an alert and warning system depends to a large degree on the specificity and clarity of instructions provided and upon whether or not the public perceives the warning is credible at the time it is issued. Studies have shown that warnings issued in the names of several authorities are more likely to be perceived as more 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 and must be repeated more than once and in more than one medium.

The City of Sherwood's alert and warning system utilizes the local Emergency Alert System, mobile police, and fire public address systems, and door-to-door contact. Other local media (TV, radio, newspaper, FlashNewsAlert, etc.) may be utilized as appropriate. 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 alert, shall attempt to notify the City Manager and the Emergency Management Coordinator, and then direct its implementation.
- B. The Incident Commander will direct the PIO to write or otherwise use previously scripted emergency messages, as needed.
- C. The City of Sherwood may also receive warning information from Washington County by telephone, the Oregon State Police, Oregon Emergency Management through the Law Enforcement Data System (LEDS) or the Anti Terrorism Advisory Committee (ATAC). When warning information is received by telephone, the information should be confirmed by a return telephone call.
- D. If the emergency is localized, city law enforcement (with possible assistance from other law enforcement agencies under the Law Enforcement Mutual Aid agreement or from TVF&R) will alert residents in the area by telephone (Reverse 9-1-1), mobile public address systems, FlashNewsAlert, and/or door-to-door contact.
- E. The Emergency Management Coordinator will educate residents about the city's alert and warning system.
- F. Authorized personnel can choose to activate an Emergency Alert System (EAS) message by first contacting Washington County Dispatch (WCCCA) at (503) 629-0111, which will then contact identified radio stations which will then re-transmit the alert message to participating radio, television, and cable broadcasters. (See Attachments D and E for additional information)
- G. A log of warnings issued during the incident shall be maintained by the Public Information Officer (Attachment A).

III. EMERGENCY ALERT ALTERNATIVES

- A. The **Emergency Alert System** consists of broadcast stations linked together and to government offices to provide emergency alerts and warning to the public. The City of Sherwood's primary broadcast station is KXL AM radio, 750 kHz, and the secondary station is KGON FM radio, 92.3 MHz. Either radio station will re-transmit the message to all other participating radio, television, and cable broadcasters in the Portland Metro area. Each broadcaster will then decide whether or not to re-broadcast the message.

ALERT AND WARNING

Detailed instructions for the activation and use of the Emergency Alert System are outlined in the Washington County EAS Plan (on file in the EOC). Basic instructions can be found in Attachment B. Sample EAS alert messages can be found in Attachment C.

- B. Mobile Address Systems.** The following 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 assets shall be the responsibility of the Incident Commander through the Operations Section Chief and the Police Chief, with input and support from the Planning and Logistics sections.

- C. 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 these assets shall be the responsibility of the Incident Commander through the Operations Section Chief and the Law Enforcement Branch Director, with input and support from the Planning and Logistics sections.

See Section 2-G, Attachment C, for door-to-door notification protocols as they relate to evacuation.

- D. News Releases** - time allowing, alert and warning information will be released to the media for distribution.

- E. FlashNewsAlerts** provide a way for individual citizens to opt into an alerting system that will notify them via e-mail and SMS text messages to their cell phones of a potential threat situation and direct them to sources of additional information.

- This system is routinely used by the Sherwood School District to alert parents of delayed openings/school closures.
- Recipients of these alerts must first opt-in to the system by providing cell phone numbers and /or email addresses at which they desire to receive alerts.

- F. Community Notification System (CNS) or Reverse 9-1-1.** This system makes use of the 9-1-1 database to allow direct dial and messaging into homes/businesses within specific geographically defined areas.

- Due to system limitations, this system should not be used for wide area notification – a relatively small number of outbound calls can be made at any one time.
- Depending on the nature of the emergency, time of day of use may be limited.
- The increasing number of individuals who use a cell phone as their only telephone limits the effectiveness of the CNS
- Policy for use of the CNS is located at Attachment D.

- G. Washington County Emergency Notification Systems Operational Procedures** may be found at Attachment E.

- H. City of Sherwood Low-Power AM Radio Station** (when activated) and **Cable access television channel** are additional means for broadcasting Alert notifications and emergency information.

- I. City of Sherwood Website** can be used to provide emergency information to residents, to include areas to avoid, areas being evacuated, evacuation or other emergency routes, and other pertinent emergency information.

ALERT AND WARNING

IV IMPLEMENTATION RESPONSIBILITIES

- A. **Incident Commander (IC).** With input from the command and General Staff, the IC is responsible for:
 - 1. Activating the EAS.
 - 2. Approving Alert and Warning messages.
 - 3. Ensuring the PIO schedules and holds media briefings.
- B. **Public Information Officer (PIO)**
 - 1. Draft and/or modify pre-scripted Alert and Warning messages using input from Operations and Planning Sections
 - 2. Coordinate Alert and Warning messages within JIS.
- C. **Operations Section.**
 - 1. Supervise, coordinate and deploy City field alert and warning resources.
 - 2. Advise field personnel of strategic considerations;
 - 3. Provide tactical direction
- D. **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.

ALERT AND WARNING

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ALERT AND WARNING

ATTACHMENT A

WARNING LOG

Date: _____ Warning # _____ Time: _____

Situation: _____

Warning issued (Exact wording): _____

Warning reissued: YES NO

Method of Warning:

EAS _____ Mobile Public Address _____ FlashNewsAlert _____ Door-to-Door _____

COS Website _____ COS Low-Power AM Radio _____ Cable Access TV _____

Twitter _____

Authorizing Official _____ Signature _____

Date: _____ Time: _____

Date: _____ Time: _____

Date: _____ Time: _____

New warning: Date: _____ Time: _____

Warning terminated: Date: _____ Time: _____

Signature of Terminating Official: _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

ALERT AND WARNING

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ALERT AND WARNING

ATTACHMENT B

WHEN AND HOW TO ACTIVATE THE EMERGENCY ALERT SYSTEM (EAS):

[Before activating an EAS message, consult the most current "Washington County EAS Operational Procedure", located in the Operations EOC library.]

Whenever an *emergency* exists that may pose an imminent threat to public health and safety, the Emergency Alert System (EAS) may be activated by any *public safety official* within Washington County who has evaluated the situation and decided that the criteria for an EAS activation have been met.

DEFINITIONS

Emergency - An event meeting all of the following criteria:

1. The situation is imminent (time critical).
2. The situation is life threatening to the public.
3. The public must be provided with instructions.
4. Other warning methods would be ineffective.

Public Safety Official - Any fire, law enforcement, emergency management, health department, public works, or elected official managing a major incident.

CITY OF SHERWOOD PERSONNEL AUTHORIZED TO ACTIVATE THE EAS:

1. Incident Commander
2. Any member of the Command or General staff (usually the Public Information Officer), at the direction of and upon documentation by the Incident Commander.
3. City Manager

BEFORE ACTIVATING EAS:

1. Notify the City Manager, if possible.
2. Evaluate the need, using the preceding definition of "emergency".
3. Identify event type and warning duration:
 - a. **Weather** - All weather-related broadcasts are handled by the National Weather Service.
 - b. **Evacuate Immediately** – Used by public safety officials to initiate an immediate evacuation. Subsequent updates, when possible, will be handled through the media as public information.
 - c. **Civil Emergency** – Used by public safety officials for all disasters or hazards for incident briefing versus immediate evacuation. Subsequent updates, when possible, will be handled through the media as public information.

ALERT AND WARNING

ATTACHMENT B

4. **Know your event location.** The City of Sherwood is located in Washington County, sub-section 9, SW section of the county. See map in the Washington County EAS Operational Procedure document (Annex E). Designate the event location using this number when you activate EAS.
5. **Write EAS message(s).** Use Attachment C, "Sample EAS Message Format" as a guide.

ACTIVATE EAS:

1. Primary Method:
 - a. Contact Washington County Dispatch (WCCCA) at (503) 629-0111 or (503) 531-0175.
 - b. Identify yourself, your agency, and state that you need to activate the Emergency Alert System. WCCCA will then contact the primary radio stations for the EAS. This may not take effect immediately as most radios stations are no longer staffed for 24/7 operations.
 - c. Fax a copy of the message to WCCCA at (503) 531-0196.
 - d. Call to confirm receipt
2. Secondary Method: In the event WCCCA is not operational contact LEDS/OERS Operations Center (800) 452-0311 – Dan Malin manager or the EAS radio stations directly. Identify yourself and agency and state that you need to activate the Emergency Alert System.

KXL AM radio 750 kHz in Portland (phone: 503-243-7595, station contact: Mike Everhart). KXL is the Local Primary 1 (LP-1) broadcast station.

The Local Primary 2 (LP-2) is KGON FM radio 92.3 MHz in Portland (phone: 503-223-1441, station contact: Gary Hillyard).
3. Activation messages should include the following information:
 - a. Name of Activating Official and Jurisdiction (City of Sherwood)
 - b. Nature of the Alert
 - c. Specific area affected (City of Sherwood)
 - d. Actions being taken by public safety officials
 - e. Specific instructions for the affected population
 - f. Estimated duration of the emergency
4. You will be allowed up to two minutes of audio recording time. The message will be retransmitted to other participating radio, television, and cable broadcasters in the Portland metropolitan area.

DEACTIVATING EAS:

1. When the emergency has passed, advise KXL (or KGON) to deactivate the EAS.
2. Continue with public information via the incident PIO, as needed.

ALERT AND WARNING

ATTACHMENT C

(--SAMPLE--)

EAS MESSAGE FORMATS

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 and monitor their radio, television, or internet until public safety officials announce they can leave safely. If you are in the affected area, turn off heating, 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 and call 9-1-1. 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. Please tune to local news for further information"

ALERT AND WARNING

ATTACHMENT C

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"

BOIL WATER:

The City of Sherwood is managing a _____ emergency. A state of emergency has been declared. The Mayor, City Manager, Director of Public Works, and Incident Commander are urging citizens for the area between _____, _____ and _____ to take the following protective actions due to _____.

Example...Boil water before drinking or cooking with it. Water should be boiled for a full five minutes.

ALERT AND WARNING

ATTACHMENT D

Washington County Consolidated Communications Agency (WCCCA 9-1-1) AGENCY DIRECTIVE 3.4.16

USE OF THE COMMUNITY NOTIFICATION SYSTEM

PURPOSE: To ensure the system is properly used and unwanted or unnecessary calls are not made to citizens.

POLICY: The Community Notification System (CNS) will only be used in accordance with this policy. Anyone using the system beyond these guidelines could have their access to the system restricted or denied.

PROCEDURE:

I. EMERGENCY NOTIFICATIONS

Notifications using the enhanced 9-1-1 database, with non-published telephone numbers, will only be used when an emergency exists. An emergency is an event that meets all of the following criteria:

- The situation is imminent (time critical)
 - The situation poses a threat to life and/or property
 - The public must be provided with instructions
 - Other warning methods would be ineffective
- A. Agency staff will be trained in the use of this function of the system and will make emergency notifications if desired by the requesting agency.
- B. Typical Uses
1. Haz Mat event with release into the community
 2. Hostage/Barricaded subject incident
- C. Authorization to Activate: The Incident Commander (IC) will authorize an alert. Appendix A contains a sample script to be completed at the scene and faxed or relayed to dispatch.
- D. Notification Priorities: The system has the ability to prioritize notifications. When building scenarios all users of the system will use the following priorities:

**Community Notification
System Scenario Priorities**

10 – Life Safety, Amber Alerts
8- ATAC (Anti-Terrorism Advisory
Council) , Special Teams
5- Routine Personnel Notifications
1- Meeting reminders, planned community

ALERT AND WARNING

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USE OF THE COMMUNITY NOTIFICATION SYSTEM

- E. The IC should consider the size of the notification area, the number of calls that will be generated, and the time of day. Unless the IC deems this situation an emergency WCCCA staff will set the duration of the event so no calls will be placed after 2100 hours.
 - 1. If a notification is stopped, WCCCA will notify the IC of the number of calls made and the number remaining to be made. The IC can decide if the notification should resume at 0800 hours the following day.

II. LIST NOTIFICATION AND MAINTENANCE

This function of the CNS is available for the User. Development and maintenance of the list is the Users responsibility.

- A. This Agency will promote the use of the List Notification functionality to other agencies that could make use of this system for a reasonable, non-commercial, public purpose.

Communications Director

ORIGINAL: 12-24-03
MODIFIED: 6-12-08

ALERT AND WARNING

ATTACHMENT E

WASHINGTON COUNTY

EMERGENCY NOTIFICATION SYSTEMS OPERATIONAL PROCEDURE

Emergency Alert System – Community Notification System – Amber Alert

I. Purpose

To outline procedures for activation of the Emergency Alert System (EAS) and Community Notification System (CNS) by public safety officials within Washington County.

II. Authority

- Title 47 CFR (Code of Federal Regulations) Part 11, FCC Rules and Regulations “Emergency Alert System”
- State of Oregon Emergency Alert System Plan
- Greater Portland/Vancouver Operational Area EAS Plan
- State of Oregon Governor’s Executive Order 02-22
- ORS 401.765

III. System Overview

Washington County has a layered system comprised of two distinct, but complimentary, systems for providing emergency notification to the general public in the event of an emergency or disaster, whether natural or man-caused.

A. Emergency Alert System – The EAS is a federal notification system designed to provide emergency information over a broad area through the use of broadcast and cable media (television and radio). In January 1997, the Federal Communications Commission (FCC) implemented the EAS as a replacement for the obsolete Emergency Broadcast System (EBS). EAS provides for enhanced capabilities using new digital equipment.

- (1) The EAS signal contains codes that identify the key elements of a message. Elements identified include the message originator, the event, the location of the event, the valid time period of the message, etc. These message elements provide a method for broadcasters and cable operators to automatically interrupt their scheduled programming.
- (2) With the proper software, the EAS equipment is also capable of providing warnings in the language normally used by the station or cable system, such as Univision (a Spanish language programming broadcast network).
- (3) In addition to broadcast and cable media, the EAS signals can also travel over non-broadcast frequencies and telephone lines. EAS provides the option to allow new, specially equipped consumer products, such as cellular phones, pagers, and other devices, to receive the EAS alerts. In essence, these devices can be turned on automatically by the EAS signal.

B. Community Notification System – The Community Notification System allows designated officials to alert targeted groups or populations to emergency situations. Unlike the EAS, which broadcasts messages to everyone within the broadcast range of the sending station, the Community Notification System uses the public telephone

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system and the internet to quickly send messages to specifically identified groups or individuals in a defined geographical area through the use of special software and computer hardware.

In 2003, Washington County purchased the Communicator™ and GeoCast™ systems from Dialogic Communications Corporation. The systems reside on a server operated and maintained by the Washington County Consolidated Communications Agency (WCCCA) and utilize the same 911 telephone and address database used by the center.

IV. Definitions

A. **Emergency** - An event meeting all of the following criteria:

- The situation is imminent (time critical).
- The situation poses a threat to life and/or property.
- The public must be provided with instructions.
- Other warning methods would be ineffective.

B. **Public Safety Official** – Any fire, law enforcement, emergency management, public health, public works, or elected official managing a major incident, who has been delegated authority by his/her department to activate the EAS or CNS.

C. **Amber Alert** – Use of the EAS and ODOT highway reader boards to notify the public is authorized when a child under 17 years of age (certain exceptions apply; see paragraph XI) is abducted and police believe that the child is in danger of serious physical injury or death. This type of message is known as an Amber Alert.

V. Operational Area

The operational area covered by this procedure is Washington County, Oregon.

VI. Key EAS Stations

- Local Primary 1 (LP-1) KXL AM Radio, 750 kHz in Portland
Phone 503-417-7630, Station contact: Mike Everhart
- Local Primary 2 (LP-2) KGON FM Radio, 92.3 MHz in Portland
Phone 503-223-1441, Station contact: Gary Hillyard

VII. EAS Activation Procedure

A. Evaluate Need

Whenever an emergency exists which may pose an imminent threat to public health and safety, the Emergency Alert System (EAS) may be activated by any public safety official within Washington County who has evaluated the situation and decided that the criteria for an EAS activation have been met.

EAS shall only be activated when an incident meets the emergency criteria set forth in section IV.

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B. Determine Event Type, Location(s), and Warning Duration

(1) Event type

Weather	The National Weather Service originates <u>ALL</u> weather-related EAS watches and warnings.
Evacuate Immediately	Used by public safety officials to initiate an immediate evacuation. Subsequent updates should, when possible, be handled through the media as public information rather than re-activating the EAS.
Civil Emergency	Used by public safety officials for all disasters or hazards, other than in-progress evacuations, which require immediate protective action (e.g. shelter in place). Subsequent updates should, when possible, be handled through the media as public information, rather than re-activating the EAS.
Child Abduction	Also known as an "Amber Alert", this is designed to provide information to the public to help locate an abducted child who may be in imminent danger to life or safety.

(2) **Describe Event Location**

An emergency message can be targeted to all of Washington County or to one of seven (7) designated sub-regions (see attached map). Use the designated regions to target the message to the affected areas. NOTE: The area determination is particularly important to TV stations – whichever area is designated as the event location is what is shown in the automatically-generated video crawler on all the TV screens in the viewing area!

(3) **Estimate Warning Duration**

This is an initial "best guess" and should be updated as required. It can be broadcast at 15-minute intervals for up to one hour and at 30-minute intervals thereafter.

C. **Develop an Emergency Script**

The EAS allows only two (2) minutes of audio recording time in which to clearly communicate the "who, what, where, when, why, and how" of the emergency situation.

Remember, You are giving instructions to the public and such information needs to be brief, concise, accurate, and perhaps, most importantly, easy to understand. This is the initial information that can save lives in the event of an emergency.

To stay on track, take the time to jot down a few notes first.

- The name of the activating official and jurisdiction
- The nature of the alert
- The area affected by the alert (be specific)
- Actions undertaken by public safety officials
- Special instructions for the affected population
- The estimated duration of the emergency

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Sample: *This is (name and title) of (jurisdiction). Public officials are responding to (describe the emergency) at (location of emergency and affected area). You are requested to take the following action(s): (Insert special instructions) This emergency is estimated to last approximately (estimate duration). Please stay tuned to local radio or television stations for further information.*

D. Deliver the Message

Contact Washington County Dispatch (WCCCA) at 503-629-0111, identify yourself, and tell the dispatcher you need to activate the EAS.

WCCCA will prepare the message and transmit it to participating radio, television, and cable broadcasters in the Portland Metro area. Each broadcaster will then decide whether to air the message.

If the EAS system at WCCCA is out of service, contact KXL radio at 503-417-7630 or KGON radio at 503-223-1441. As the local primary station (LP-1), KXL, 750 kHz AM, will transmit the message to all other participating radio, television, and cable broadcasters in the Portland Metro area. A broadcast engineer at KXL will provide instructions and record the message whenever contacted for activation. In the event KXL cannot be reached or is off the air, KGON, 92.3 MHz FM, will prepare and transmit the message.

(KXL or KGON should contact WCCCA to authenticate the emergency prior to transmission.)

E. Notify Emergency Management Officials

Contact the Office of Consolidated Emergency Management for Washington County (OCEM).

Business hours: Dial 503-649-8577

All other times: When originating the alert, ask WCCCA to page and notify Washington County Emergency Management.

If not already done, ensure the following are notified of the emergency and the EAS activation.

- The lead jurisdiction's emergency manager (if other than county).
- The lead jurisdiction's law enforcement and fire service providers (delete fire in the case of an Amber Alert).

If not already done, and if appropriate, OCEM will ensure that the following are notified:

- Sheriff and/or Undersheriff
- County Administrator
- Oregon Emergency Management (via the Oregon Emergency Response System - OERS)
- Neighboring county emergency managers

ALERT AND WARNING

ATTACHMENT E

F. Provide Situation Updates

When the situation no longer meets the emergency message criteria outlined in paragraph IV, there should be a transition from the emergency message (EAS) phase to a public information phase. Public information messages discuss the nature of the emergency, its causes, and related response and recovery activities and should be used to update the public about the incident.

VIII. EAS Termination Procedure

When the emergency has passed, advise WCCA, KXL ,or KGON, as appropriate, to deactivate the EAS. Then report the deactivation to Washington County Emergency Management.

IX. CNS Activation Procedure

Activation of the Community Notification System (CNS) follows many of the same steps as the Emergency Alert System (EAS).

A. Evaluate Need

Whenever an emergency exists which may pose an imminent threat to public health and safety, the Community Notification System (CNS) may be activated by any public safety official within Washington County who has evaluated the situation and decided that the criteria for CNS activation have been met.

Like EAS, CNS shall only be activated when an incident meets the emergency criteria set forth in paragraph IV.

B. Determine Event Type, Location(s), and Warning Duration

(1) Determine Event Type

This should be a brief and simple statement regarding the nature of the incident, e.g. flooding, hazardous materials spill, police activity, etc.

(2) Describe Event Location

The emergency message can be targeted to all of Washington County or to any part of Washington County through use of the GeoCast function of the CNS. Every effort should be made to limit the range of the emergency message to those areas that are directly impacted. When activating the CNS, be prepared to define the precise area that should be alerted, e.g. a radius around a given point, an area bounded by specific streets, etc.

(3) Estimate Warning Duration - This is an initial "best guess" and should be updated as required via normal media outlets.

C. Develop an Emergency Script

The CNS has a finite number of phone lines with which to make alert calls. The longer the message, the longer it will take to call everyone in the alert area.

Remember, you are giving instructions to the public and the information needs to be brief, concise, accurate, and perhaps, most importantly, easy to understand. This is the initial information that can save lives in the event of an emergency.

ALERT AND WARNING

ATTACHMENT E

To stay on track, take the time to jot down a few notes first.

- The name of the activating official and jurisdiction
- The nature of the alert
- The area affected by the alert (be specific)
- Actions undertaken by public safety officials
- Special instructions for the affected population
- The estimated duration of the emergency

Sample: This is an Emergency Message from (agency). Emergency personnel are responding to (describe the emergency) at (location of emergency/affected area). You are requested to take the following action(s): (Insert special instructions.) This emergency is estimated to last approximately (estimate duration). Please stay tuned to your local radio or television for further information.

- D. Contact Washington County Dispatch (WCCCA) at 503-629-0111 and tell the dispatcher you need to activate the CNS. As the local Public Safety Answering Point (PSAP), WCCCA will initiate the CNS.

Contact the Office of Consolidated Emergency Management for Washington County (OCEM)

Business hours: Dial 503-649-8577 and ask to speak to the Director of Emergency Management

All other times: When originating the alert, ask WCCCA to page and notify Washington County Emergency Management.

If not already done, ensure the following are also notified of the emergency and the EAS activation.

- The lead jurisdiction's emergency manager (if other than county).
- The lead jurisdiction's law enforcement and fire service providers (delete fire in the case of an Amber Alert).

If not already done, and if appropriate, OCEM will ensure that the following are notified:

- Sheriff and/or Undersheriff
- County Administrator
- Oregon Emergency Management (via the Oregon Emergency Response System, OERS)
- Neighboring county emergency managers

E. Provide Situation Updates

When the situation no longer meets the emergency message criteria outlined above, there will be a transition from emergency messages ENS to a public information phase. Public information messages discuss the nature of the emergency, its causes, and response and recovery activities. This should be done by your agency using regular news media contacts.

ALERT AND WARNING

ATTACHMENT E

X. CNS Termination Procedure

When the emergency has passed, a message terminating the event and lifting any restrictions imposed should be sent to the same set of phone numbers initially alerted to the emergency. Furthermore, termination of the event should be reported to local media through the usual channels.

XI. AMBER ALERT Activation Procedure

Activation of an Amber Alert mirrors many of the same steps as the Emergency Alert System (EAS).

A. Evaluate Need

- The child abduction should have occurred within the past several hours.
- The abducted child should be 17 years of age or younger, or with a proven mental or physical disability.
- Police must believe the child is in danger of serious physical injury or death.
- There must be enough descriptive information to believe a broadcast will help.
- The activation must be recommended by the local law enforcement agency or jurisdiction.
- An Amber Alert should not be used for runaways, child custody disputes, or children who have been missing for an extended period of time.

B. Develop an Emergency Script

To stay on track, take the time to jot down a few notes first:

- The name of the activating official and jurisdiction.
- The location of the abduction.
- Description of the abductor and child.
- Description of a the abductor's car, if appropriate.
- Phone number to call with information.

Sample: This is (name of police agency) with an AMBER ALERT. We have received this important information regarding a missing child in (describe area, district, city and/or county). The (name of police agency) is looking for a child who was last seen at (location) and is believed to be in danger. The child, (name) is a (age) year old (sex) with (color) hair and was last seen wearing (describe clothing). Authorities believe that the child may be in the company of (name, if known, description, clothing) and they may be traveling in a (describe vehicle make, model, license number, if available) which was last scene heading (direction and street or highway). If you have information on the whereabouts of this child (name of child), please contact (phone number) immediately.

- C. Contact Washington County Dispatch (WCCCA) at 503-629-0111, identify yourself, and tell the dispatcher you need to activate an Amber Alert.**

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D. Notify Emergency Management Officials.

Contact the Office of Consolidated Emergency Management for Washington County (OCEM)

Business hours: Dial 503-649-8577 and ask to speak to the Director of Emergency Management or the Washington County Emergency Manager.

All other times: When originating the alert, ask WCCCA to page and notify Washington County Emergency Management.

If not already done, ensure the lead jurisdictions emergency manager and law enforcement service provider (if other than county) are notified of the emergency and EAS activation.

If not already done, and if appropriate, OCEM will ensure that the following are notified:

- Sheriff and/or Undersheriff
- County Administrator
- Oregon Emergency Management (via the Oregon Emergency Response System, OERS)
- Neighboring county emergency managers

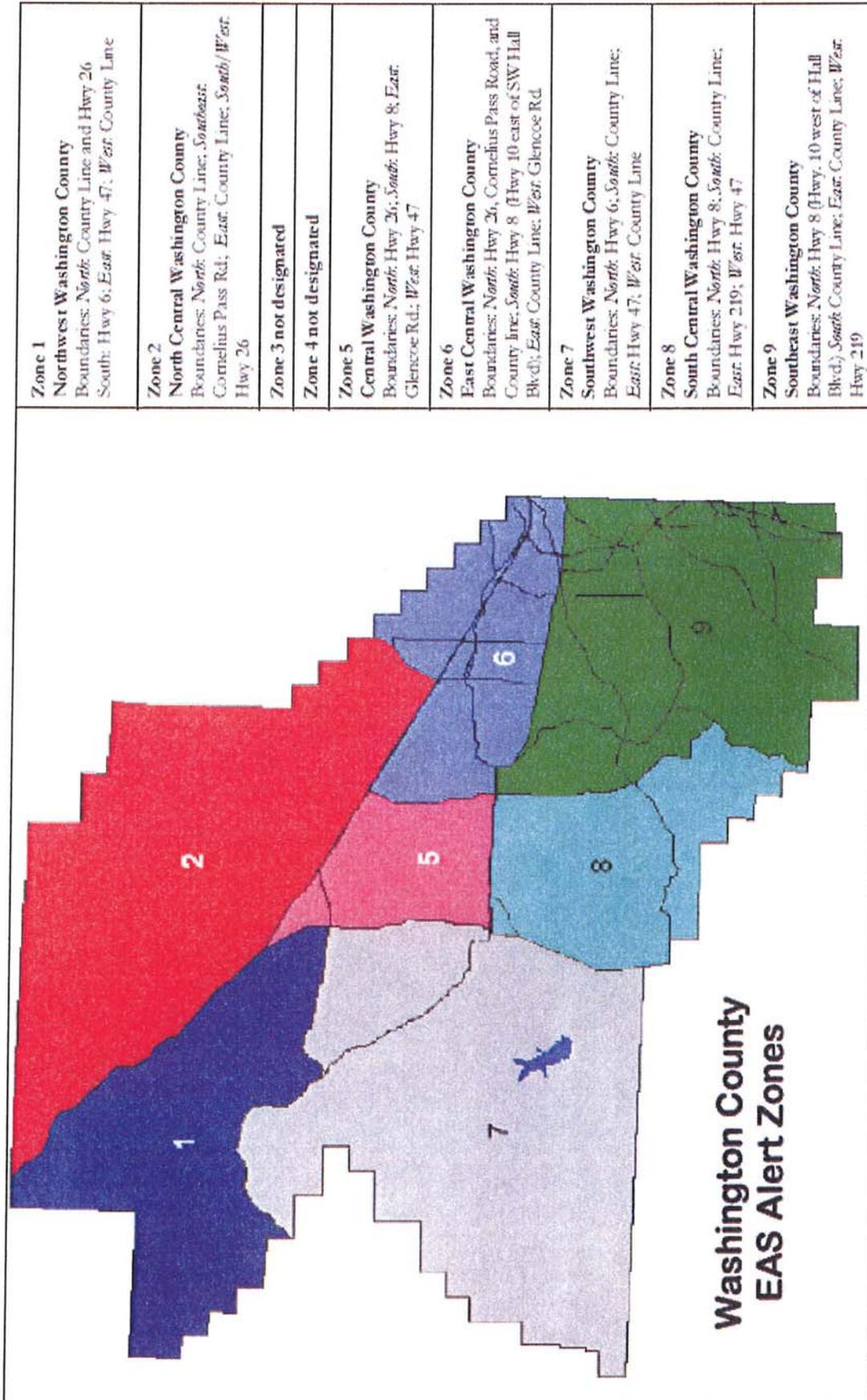
XII. Amber Alert Termination Procedure

If the child is located or the investigation otherwise dictates, notify the media through the normal channels.

SECTION 2-C

ALERT AND WARNING

ATTACHMENT E



SECTION 2-D

COMMUNICATIONS

I. COMMUNICATION POINTS

A. Dispatch

Day-to-day dispatch responsibilities for the City of Sherwood police are contracted through Washington County Consolidated Communications Agency (WCCCA), accessed by dialing 911 or 503-629-0111. FireCOM, also part of WCCCA, has day-to-day dispatch responsibilities for fire and medical calls. It is also accessed by dialing 911 (emergency) or 503-629-0111 (non-emergency).

The Public Works Department staff is dispatched through the Public Works Administration Office (503 625-5722) during regular business hours. Duty Supervisors can be contacted for dispatches through a pager and call list after hours, weekends, and on holidays by calling the Public Works Administration number.

In a major emergency, 911 will continue to receive requests for assistance and information related to the emergency. The ability to relay incident-related calls to the EOC upon the request of the Incident Commander is currently available.

B. Police Department

The Police Department serves as the formal alert, warning, and emergency message distribution point for the City of Sherwood. Emergency messages may be received via radio, telephone, or LEDS, and will be distributed according to departmental procedures. Messages which affect the overall emergency preparedness of the city, such as information on the movement of hazardous materials or weather alerts, will be distributed to the Public Works Department and the Emergency Management Coordinator. It is the responsibility of the Emergency Program Management Coordinator, in consultation with the City Manager, to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the Police Department will use the lists published in Section 5 - Call Lists (Emergency Contacts) to contact responding department representatives. Once contact with the responding department's representative is made, it is the responsibility of that employee to determine and activate the appropriate departmental response and further contacts that are necessary.

Each responding department will develop and maintain emergency contact call-out lists or call trees to augment the emergency call-out lists.

The Police Department is the only department internal to the city that is staffed 24 hours a day, 7 days a week. It is staffed to handle daily routine workloads. Police Records is staffed only from 8:00 am until 5:00 pm, Monday through Friday. Emergency communication requirements may rapidly exceed the capacity of the staff. In the event of a major emergency, the Police Department will probably need to augment staff to handle the additional communications load. Additional support may be obtained from:

1. Off-duty Police Department personnel
2. Supplementary staff from other departments
3. Staffing the main switchboard on a 24-hour basis

SECTION 2-D

COMMUNICATIONS

C. Main Switchboard (503) 625-5522

The main switchboard provides the primary message point for non-emergency calls during regular working hours (8:00 am until 5:00 pm, Monday through Friday, except holidays). During non-work hours, a recording refers callers to Police Dispatch for emergency assistance. During emergencies, it is likely that the switchboard will be inundated with inquiries from the public and the media. Staffing the switchboard after-hours will reduce the impact on WCCCA and reduce messages on the recording and facilitate the smooth routing of calls to the EOC.

With activation of the EOC calls to the main switchboard and to the Public Works Administration number will be forwarded to the Public Information Center located adjacent to the EOC.

The following personnel have the authority to require that the switchboard be staffed on a 24-hour or extended hours basis when, in their estimation, such staffing would assist in emergency communications.

1. City Manager
2. Incident Commander
3. Public Works Director
4. Police Shift Supervisor
5. Emergency Management Coordinator

In responding to a major emergency which requires the coordinated response and dedication of a majority of the city's resources, it may become necessary to restrict the activities of the Communications staff to those which involve immediate threat to life. Public inquiries and requests for non-emergency assistance should be politely deferred until emergency conditions have passed. The decision to take such action may be publicized through the media by the Public Information spokesperson or the Public Information Officer.

D. Tualatin Valley Fire and Rescue (TVF&R)

Fire and emergency medical services are accessed through dialing 911 (emergency), 503-649-8577 (non-emergency, office hours) or calling the C-6 Battalion Chief.

E. Public Works Department (503) 625-5722

During regular business hours (Monday through Friday, 8:00 am until 5:00 pm), utility crews are dispatched by the Public Works Department office coordinator. During an emergency, the base station for the department's radio system can be staffed 24 hours a day, 7 days a week.

II. COMMUNICATION SYSTEMS

A. Radio Systems

The City of Sherwood has mobile radios in every Police vehicle and most Public Works marked vehicles. In addition, a number of hand-held units and charging stations are distributed throughout the city. The channels and frequencies vary from radio to radio.

SECTION 2-D

COMMUNICATIONS

See Attachment A for a schedule of Radio Channels for Sherwood Police, Public Works and the EOC. See Section 4 - Communications Resource List for the specific location and capability of each unit and for descriptions of each channel and its corresponding frequency.

The radio call number for the City of Sherwood's VHF frequency(453.425) is KXX386. In addition, see the Radio Call Numbers listing in Section 5 - Call Lists.

B. City Telephone System

The city's telephone system consists of direct lines for most employees and a general number, 503-625-5522 that is accessible during normal business hours. Names and telephone numbers can be found in Section 5 - Call Lists.

C. Cellular Telephones

The Operations Department has numerous cellular telephones: two hard-mounted units located in the utility supervisor's trucks, and three portable units. The Utility Supervisors are aware of cellular phone locations at all times.

Most city departments have cell phones that can be reassigned during an emergency. In addition, the city has a supply of 20 emergency cell phones that can be activated as needed.

D. City of Sherwood Website.

The city's website can be accessed 24 hours a day at www.ci.Sherwood.or.us.

E. Amateur Radio Equipment

Radio equipment has been purchased to support an amateur radio station in the Police Station (adjacent to the EOC). Equipment consists of two (2) radios (Kenwood 50w Dual-Band Radios (G707 - V7A), two (2) antennas (GP6 Dual-Band (2m/70 cm - 144Mhz/440Mhz) Base Vertical), and a modem (KPC3 Plus TNC) with Laptop for packet operation communications.

F. Other Communication Equipment

The Police Department has numerous personal computers of varying capabilities that are connected to both a local network serving Operations and a citywide network. Most computers have printers and Internet access. Some have scanners and/or modems. Fax machines, copiers, televisions, digital cameras, and video cameras/recorders/players are also available at Operations.

In addition, all listed equipment is available at other city facilities in varying quantities and capabilities.

SECTION 2-D

COMMUNICATIONS

III. EMERGENCY COMMUNICATIONS

A. General

In the initial stages of the emergency, all communication points are likely to receive inquiries from the press and public about the incident. It is vital that all communication points be kept apprised of activities related to the incident and, if possible, be given a prepared statement of basic information which can be given to those who call. Keeping communication points updated is the responsibility of the Public Information Officer.

Responding departments will identify and train staff to operate radios. Administration will identify and train personnel to staff the telephone switchboard.

B. EOC Activation

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 Public Information Officer.

All communication points shall be furnished EOC function phone numbers, with a separate number provided to the Public Information Officer to receive calls from the press and public. To ensure that the EOC will also have a phone line available to make necessary outgoing calls, a line for that purpose will be assigned. That number shall not be released and that line will not be used for other purposes.

Communication points may be further augmented with written messages; runners will be assigned for that purpose, if needed.

Hand-held 800 Mhz radios are maintained for use by EOC staff in the event of an emergency and to provide a radio link between Washington County Emergency operations Center (EOC) and the Sherwood Emergency Operations Center (EOC). Using the templates found in Attachment A, these radios can also be used to communicate with Sherwood Police and Public Works.

If the EOC is activated, the Sherwood amateur radio station manager will be notified.

C. Written Communications

Written communications internal to a section/unit shall be documented on the unit log, Attachment B, ICS Form 214.

A sample media statement is located at the end of this section, Attachment C.

SECTION 2-D

COMMUNICATIONS

ATTACHMENT A

800 MHz Radio Templates for WCCCA

Sherwood PD May 2008 - REVISED 06-18					
Chan	ZONE A (1)	Chan	ZONE B (2)	Chan	ZONE C (3)
1	SC1	1	NBPD	1	PPB CEN
2	SC2	2	WCF DISP	2	PPB E
3	SNET	3	OPS34	3	PPB N
4	SW REC	4	OPS35	4	PPB SE
5	SW DET	5	LOPD 1	5	MC SO
6	SW TAC 1	6	LOPD TAC1	6	SPARE
7	SW TAC 2	7	LOPD TAC2	7	SPARE
8	WALAW 1	8	MULAW 1	8	CKLAW 1
9	WALAW 2	9	MULAW 2	9	CKLAW 2
10	WASH A	10	MULT A	10	CLACK A
11	WASH B	11	MULT B	11	CLACK B
12	SOUTH TAC	12	SPARE	12	IGET
13	WC SO 2	13	SPARE	13	WIN
14	BV 1	14	CCSO1	14	TNT
15	HB 1	15	CCSO2	15	SIMPLEX 1
16	WC SO 1	16	CCSO TAC1	16	SIMPLEX 2

Sherwood Public Works and EOC 07-08					
Chan	ZONE A (1)	Chan	ZONE B (2)	Chan	ZONE C (3)
1	SWPW-1	1	WASH A	1	8CALL90
2	SWPW-2	2	WASH B	2	8TAC91
3	WC LUT	3	WASH C	3	8TAC92
4	SHWD CITY EOC	4	WASH D	4	8TAC93
5	WC EOC	5	WA LAW 1	5	WAOPS1
6	SC-1	6	WA LAW 2	6	WAOPS2
7	Fire Disp	7	SW TAC 1	7	WAOPS3
8	OPS32	8	SW TAC 2	8	WAOPS4
9	OPS33	9	SPARE	9	WAOPS5
10	OPS34	10	CLACK A	10	OROPS1
11	OPS35	11	CLACK B	11	OROPS2
12	OPS36	12	CLACK C	12	OROPS3
13	OPS37	13	CLACK D	13	OROPS4
14	OPS 38	14	MULT A	14	OROPS5
15	SIMPLEX1	15	MULT B	15	SPARE
16	SIMPLEX2	16	MULT C	16	SPARE

SECTION 2-D

COMMUNICATIONS

ATTACHMENT C

**(--SAMPLE--)
MEDIA STATEMENT**

Due to _____ on
_____, normal City of Sherwood activities
have been temporarily suspended. Please do not contact City Offices unless you have
_____ emergency related business.

If you need emergency medical, fire, or law enforcement assistance, please call 911. If
you need information about the current emergency, please call 503 625-5522 or 625-
5722. We expect to resume normal operations by _____.

Thank you for your cooperation.

SECTION 2-E

PUBLIC INFORMATION, EMERGENCY EDUCATION AND AWARENESS

Experience has shown that major incidents often result in intense media attention from both local and national news agencies. In addition, an informed community can assist local government in expeditious response to emergency situations. It is also true that a disaster response organization which is not a center of information will find it difficult to remain a center of control. Coordination with the media and orchestration of an effective response from the entire community can best be accomplished by establishing a procedure that provides 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.

Emergency Education, with a focus on preparedness, before an emergency situation will help to foster an attitude of awareness in the population regarding threats faced by the community and what City government is doing in preparation. This education process must ensure that citizens become aware of their individual responsibility in terms of preparation. Additionally, residents and businesses in Sherwood need to be made aware of the City's limitations in responding to emergency situations. This is an ongoing process that will take advantage of multiple venues and opportunities.

PUBLIC INFORMATION

The procedure outlined in this section is intended to enhance, through coordination, departmental standard operating guidelines affecting public information. This procedure will be placed in effect whenever the PIO function is utilized in an emergency.

I. ASSIGNMENT OF RESPONSIBILITIES

During an emergency which involves activation of the EOC, or at the discretion of the City Manager or Incident Commander, a Public Information Officer (PIO) shall be appointed to coordinate dissemination of information about the incident. The PIO may designate additional staff to assist in carrying out the public information tasks described in this section and in more detail in Section 2-a.

Liaison with other jurisdictions: When other jurisdictions are affected by the emergency and/or are involved in the city's emergency, the PIO(s) shall coordinate the release of information with those jurisdiction(s). This may occur under the auspices of a Joint Information System. (JIS)

II. JOINT INFORMATION CENTERS

In an incident, a City PIO may be assigned to a JIC to work as a member of a team of PIOs to obtain, verify and coordinate the distribution of information to the media and public. A JIC may be in an activated county EOC or at a location closer to the incident. If a city PIO is not available for this assignment, the city will coordinate the distribution of incident information and recommended actions using an established JIS. A JIS is not a location but rather a system for coordinating the dissemination of information by PIOs working at multiple locations using electronic resources. See Paragraph VI below regarding participation in a Joint Information System.

III. CONCEPT OF OPERATIONS

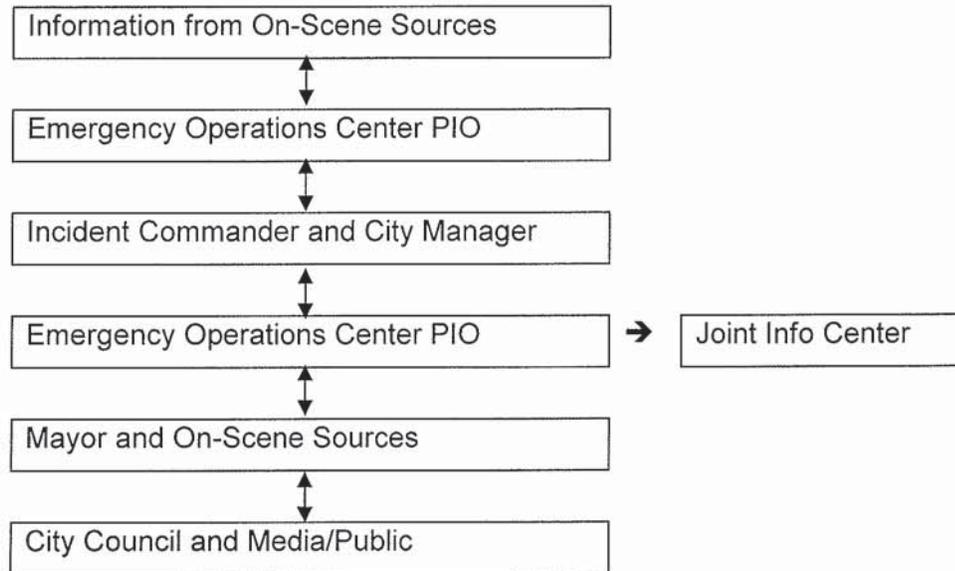
Until the EOC is opened, the on-scene PIO provides information to the media. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the PIO, Incident Commander, and City Manager, if available. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

SECTION 2-E

PUBLIC INFORMATION, EMERGENCY EDUCATION AND AWARENESS

A. Information Flow

Incident information flow shall be routed as follows:



B. SOURCES OF INCIDENT INFORMATION

All of the following forms provide specific information about the incident and, with approval of the IC and City Manager, if available; portions may be used to brief the media. They all become part of the final incident package.

1. **Incident Status Summary.** To be completed by the Planning Section or the official requesting activation of this plan. The information contained is a brief analysis of the type of incident, damage, injuries or deaths, and initial response.
2. **Incident Action Plan.** The Planning Section completes this document for complex incidents. It contains more detailed information about the incident, responders, and plans for control.
3. **Event Log.** A chronological summary maintained by the Planning Section tracks major events occurring during the incident, both as a result of the emergency and in response to it.
4. **Unit Log.** Each unit will maintain a unit log to document action taken, instructions to unit staff, and occurrences significant to the unit.
5. **Warning Log.** Maintained by the PIO, the warning log is used to document time, method, and nature of warnings to the public.

C. Rumor Control

1. Rumors and spurious information quickly develop in emergency situations, especially in an absence of official information.
2. The PIO must develop means for capturing and verifying or invalidating rumors quickly. One way to accomplish this is to ask the public to contact the Public Information Center (PIC) to confirm any and all rumors as they develop.

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3. Call takers in the PIC will record all rumors and pass them on to the PIO so that they can be validated or not with the EOC General Staff.
4. The PIO will, as necessary, acknowledge specific rumors in public information releases.
5. Transparency in incident response is valuable to the extent it facilitates the response and encourages effective support by the general public. Too much information can be just as damaging as too little information when it comes to managing rumors. This is an area wherein the PIO and Incident Commander need to work closely.

D. Guidelines for Release of Information

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. Accurate information will be provided to the media. Those facts that can be confirmed should be released as soon as possible. If little information is available, the following statement may be issued:

"We are aware that an (incident/accident) involving (type of incident) occurred at approximately (time) in the vicinity of (general location). Emergency crews are responding and we will have additional information available, as we are able to confirm it. We will hold a briefing at (location) and will notify the press at least a half-hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance."

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the 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 hazardous conditions or mitigate the effects.
 - e. Procedures for reporting emergency conditions to the EOC.
3. Information concerning the event should be consistent for all members of the media.
4. Information should be presented in an objective manner.
5. Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

"Once we have confirmed information, we will release it to all members of the press at the same time."

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6. Information that media representatives often request includes:
 - a. **Emergency:** What is it?
 - b. **Location:** Where is it?
 - c. **Time:** When did it occur? How long will it last?
 - d. **Casualties:** Are there any? How many?
 - e. **Injuries:** Are there any? How many? Nature of the injuries?
 - f. **Injured:** Where are they being treated? Where can family members call to get information?
 - g. **Involved agencies:** What agencies responded? How many? What level of involvement do they have?
7. **Do not release information** that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
 - a. Personal conjecture about course of the emergency or conduct of response.
 - b. Opinions about evidence or a suspect or defendant's character, guilt, or innocence.
 - c. Contents of statements used in alibis, admissions, or confessions.
 - d. References to the results of various tests and examinations.
 - e. Statements that might jeopardize the testimony of witnesses.
 - f. Demeaning information/statements.
 - g. Information that might compromise the effectiveness of response and recovery.
8. In an incident involving fatalities, names of victims or the cause of death shall not be released without authorization from the Medical Examiner's office.
9. Confidential information is not to be released. In addition, home telephone numbers of city personnel, volunteer emergency workers, and any unpublished fire stations and city telephone numbers will not be released.
10. Public information briefings, releases, interviews, and warnings shall be logged and may be tape recorded. Copies shall become part of the final incident package.
11. 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. Do not commit to firm briefing times unless it is certain these times can be kept. It may be more efficient to notify the media a half-hour in advance of the briefing.

E. Media Briefing Facilities

During an emergency, media briefing areas may be established in the Council Chambers, adjacent to the Emergency Operations Center, Police facility, or other such designated facilities.

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F. Media Access to the Scene

1. Through coordination with EOC and on-scene personnel, the Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should only be done with regard to the safety of media personnel, impact on response, and the wishes and concerns of victims.

The PIO will **not** allow media access to the Emergency Operations Center (EOC) except under limited, controlled circumstances and only with prior approval of the Incident Commander. Before being admitted to the EOC, media representatives shall display appropriate identification and be escorted by a member of the Public Information staff.

2. The PIO will establish a "media staging area" within the outer perimeter of the incident, but outside the inner perimeter. The goal is to provide as much access to the incident scene as is safely feasible, without hindering the efforts of responders or putting the media at risk. **AT ALL TIMES THAT MEDIA ARE INSIDE THE OUTER PERIMETER, THEY WILL BE ACCOMPANIED BY THE PIO/ASSISTANT PIO.**
3. 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 video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.
4. Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect telephones to ensure privacy.
5. Victims and families should have access to public officials without having to face media. Try to provide a secure entrance to the city facilities or arrange a briefing/interview room away from the press.
6. The media may be allowed access to response personnel at the discretion of the Incident Commander, only if such an interview does not interfere with the response effort.
7. Response personnel should not comment on the incident without prior knowledge and consent of the PIO. Inquiries should be directed to the designated PIO.

IV. PUBLIC ASSISTANCE /INFORMATION CENTER

The PIO may establish a "Public Assistance" group as part of the Public Information staff. Working in the Information Center adjacent to the EOC, Public Assistance staff will receive inquiries and requests for non-emergency assistance from the general public. Public Assistance telephone numbers shall be publicized through the media.

City communication points must receive up-to-date information about the incident, including the telephone numbers for public assistance and the Information Center, since the public will attempt to contact the city through these familiar routes.

Depending on the emergency, the Information Center may be manned 24x7, even if the EOC is not in continuous operation, in order to ensure the public has an information resource.

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V. OTHER MEANS OF PUBLISHING PUBLIC INFORMATION

A. City of Sherwood Website.

Assuming connectivity with the internet has not been disturbed by the emergency incident updates of the situation, City responses in terms of processes and protocols in effect will be provided on the City of Sherwood website - <http://www.ci.sherwood.or.us>

This site will be updated regularly to ensure accurate and timely information is made available to City of Sherwood residents and businesses.

B. Sherwood Low-power AM Radio Station.

When operational, this station will allow Sherwood citizens to access current PIO messages from anywhere in Sherwood. The radius of broadcast roughly corresponds to the City's boundaries.

C. Sherwood Cable-Access Television

This is another effective way of providing information that is specific to the City of Sherwood, its citizens and businesses.

D. FlashNewsAlert.

In addition to media news releases, the PIO may make use of this service to publish information that is sent to recipient's cell-phones via SMS text message or via email.

E. Sherwood City Staff and Emergency Responders.

As they go about their duties of responding to the emergency incident, City Staff and emergency responders regularly come into contact with the public. It is imperative that these individuals are kept up to date regarding current PIO messages, potential rumors, and outgoing public information.

These individuals should receive updated information at least every shift change and if possible every time updated information is released to the media, the City of Sherwood Website or Low-power AM radio station.

VI. PARTICIPATION IN A JOINT INFORMATION SYSTEM

A. Joint Information Center (JIC) Operations

JIC enhances information coordination, reduces misinformation and maximizes resources, making it a good option when emergencies are fast moving, long lasting and/or potentially dangerous to life, property and the environment.

Establishing a JIC is a viable option whenever the City of Sherwood and one or more other agencies or jurisdictions are involved in an emergency response and coordinating the release of incident information is best managed from a central facility. PIOs working in a JIC benefit from pooled resources, face-to-face communications, a variety of PIO talents, greater personal safety than field PIOs experience, and media recognition that the JIC is a location for official information.

B. Joint Information System

More often than not, when two or more agencies are involved in an incident, a JIS will be activated. This will be especially true in incidents involving multiple jurisdictions/cities in Washington County. A JIC may be established at the County EOC and/or at or near an incident. PIOs working at a Washington County EOC JIC collect and analyze

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countywide incident information. PIOs working at Field JICs provide service to the news media who gather there. Their role is specific to an incident, answering questions on what happened and what the neighboring public should do about it. All JICs are connected through the JIS in an effort to ensure that information is collected, coordinated and disseminated effectively.

C. Regional Joint Information System (R-JIS)

1. Upon recognition of one or more of the following triggers, any member of the regional lead PIO group – comprised of the lead PIOs from Clackamas, Clark, Columbia, Multnomah and Washington Counties and the City of Portland, and with the help of all other jurisdictions and agencies in the region – may support the R-JIS by convening a conference call/strategy meeting. These triggers may include, but are not limited to the following:
 - The incident is already having or is projected to have a regional impact (may occur in one county but heavily impacts the entire media market);
 - Media demands are overwhelming (or are anticipated to overwhelm) local PIO resources;
 - There is a need to standardize messaging on a regional basis;
 - Activation of a MACC is planned at the regional level;
 - An event of national significance (e.g. pandemic, mass evacuation, etc.) impacts the region; or
 - Incident commanders/emergency managers in the region request the level of coordination provided by an active, regional joint information system.
2. The discussion during the conference call or meeting will be used to:
 - Provide a common operating picture among PIOs;
 - Assess current public information response efforts and the need to enhance the R-JIS;
 - If appropriate, determine who will take the role of regional lead PIO (pending confirmation by regional incident command/emergency management). If necessary, this
 - discussion may lead to requesting someone to serve as lead PIO from outside the region;
 - Propose initial public information objectives or plan supporting a coordinated response to the regional incident; and
 - Select one (or a combination) of modes of operation as an action step for moving forward and enhancing R-JIS operations. Modes of operation range from maintaining the status quo, to activating and manning a Regional Joint Information Center.
3. Whenever the R-JIS is activated the City of Sherwood PIO will actively participate in that system. For more information regarding the R-JIS see the *Portland Urban Area Regional Emergency Public Information Concept of Operations (ConOps) Plan*. A copy of that plan may be found in the EOC PIO box.

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PUBLIC INFORMATION, EMERGENCY EDUCATION AND AWARENESS

EMERGENCY EDUCATION AND AWARENESS

I. LAYERED RESPONSIBILITY

The National Response Framework (NRF) emphasizes the importance of personal preparedness by individuals, businesses and households. The NRF recognizes that more often than not, emergency response begins and ends at the local level, and that *“Local police, fire, emergency medical services, public health and medical providers, emergency management, public works, environmental response professionals, and others in the community are often the first to detect a threat or hazard, or respond to an incident. They also are often the last to leave an incident site or otherwise to cope with the effects of an incident.”*

Resilient communities begin with prepared individuals and depend on the leadership and engagement of local government, NGOs, and the private sector.

National Response Framework - Jan 2008

A. Education Opportunities

1. **News and other recurring media.** Regularly the City Manager and at his/her discretion, the Emergency Management Coordinator will publish educational information designed to encourage individual, business, and household emergency preparedness.

This may take the form of articles in local media, recurring newsletters, email newsletters, etc. The goal is to maintain a frequent and regular flow of information to the residents and businesses of Sherwood regarding both the City's capabilities in responding and the need for individual, household, and business readiness.

2. **Encouraging Volunteer Opportunities.** Organizations and programs like Amateur Radio Emergency Services (ARES), Community Emergency Response Teams (CERT), Medical Reserve Corps, Neighborhood Watch, etc. in combination with faith-based organizations can be excellent sources of readiness information for the local populace. Within the limits of its resources, the City of Sherwood will encourage that its citizens participate in these kinds of volunteer organizations.

Support may be monetary, staff support, or in the form of providing publicity or meeting rooms and/or formal recognition of the efforts and activities of these groups. Monetary support is not automatic and will be based on the potential value an organization can bring to the City's emergency response efforts and the quality of organization of the group in question.

3. **Civic Events.** To the extent possible, the Emergency Management Coordinator will participate in civic events in order to promote the City's emergency preparedness efforts and to encourage individual, business, and household preparedness.

Examples of these events include Sherwood Service Fair, Cruisin Sherwood, Robin Hood Festival, etc.

Participation may include booths for outreach and providing preparedness information, encouraging the use of Incident Command System principles and processes in event planning and execution, etc.

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PUBLIC INFORMATION, EMERGENCY EDUCATION AND AWARENESS

B. Creating a Culture of Preparedness

1. **Expectations.** The ultimate goal of these activities is to create in the minds of the citizens of Sherwood clear expectations of
 1. What their City can and cannot do in responding to an emergency.
 2. What their individual responsibilities are in responding to an emergency situation.
 3. How citizens can help themselves and others in an emergency situation.
 4. Opportunities for citizens to work with their City in responding to an emergency.
2. **Alerts and Notification.** Encouraging citizens and business owners to opt into notification systems like FlashNewsAlert or to regularly access media like the Low-power AM radio station, the City of Sherwood cable-access channel or City of Sherwood website all help to maintain a sense of emergency awareness.
3. **Preparedness Practice.** As the City's preparedness develops, opportunities will be created to encourage participation of different emergency preparedness volunteer groups in City sponsored seminars, drills and exercises (table-top, functional, and full-scale exercises).

SECTION 2F

RESOURCE MANAGEMENT

I. DESCRIPTION

The City of Sherwood Emergency Operations Center staff has the authority under emergency conditions to establish priorities for the assignment and use of all city resources. The City may commit all its resources, if necessary, to protect life and property.

The City of Sherwood participates in a number of Intergovernmental Agreement (IGA) cooperative assistance agreements. These agreements are established to provide a framework for coordinating resource requests and sharing resources during an emergency.

During a major emergency, it will be necessary to make difficult choices among competing requests for the same resource. The Operations Section has responsibility for deployment of resources. 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 of the city. (See Section 2-B 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 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, Planning, and Logistics sections have primary responsibility for coordinating the resource management effort, including:

Operations Section:

- Identifies resource needs.
- Identifies resources which are excess and which can be released or reassigned.
- Assigns and supervises tactical resources.

Planning Section:

- Tracks resources – from ordering through demobilization.
- Provides the EOC staff with a timely inventory of resource needs.
- Identifies those public facilities essential to the continuity of service to the community,
 - Provides a recommended priority list to the Command and General staff,
 - Assists in the planning for facility repair and restoration of services.

Logistics Section:

- Serves as the primary point of contact for resource requests from the EOC staff and cooperating jurisdictions, if activated.
- Resource lists appear in Section 4 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 resources appear in Section 2-H of the plan.

SECTION 2F

RESOURCE MANAGEMENT

II. GENERAL GUIDELINES

Under emergency conditions, members of the Emergency Operations Center staff will allocate resources according to the following guidelines:

- A. **Priorities for Resource Deployment.** 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 public facilities essential to continuity of governmental services.
 - d. Protection of the environment to prevent long-term environmental impacts to the maximum extent feasible.
 - e. Protection of private property.
- B. Distribute resources in a manner which provides the most benefit for the amount of local resources expended.
- C. Coordinate citizen appeals for assistance through the Public Information Center at the EOC. Citizens will be given information about where to make these requests via local media, City of Sherwood website, Sherwood Low-power AM Radio station, bulletin boards, etc. (See Section 2-E)
- D. Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions, if activated.
- E. Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from Washington County for county, state, and federal resources.
- F. Activation of county, state, and/or federal resources will be accomplished in a timely manner through a state of emergency declaration and requesting assistance from the county. (See Section 2-I)

SECTION 2F

RESOURCE MANAGEMENT

III. EMERGENCY FISCAL MANAGEMENT

During an emergency, the City of Sherwood is likely to find it necessary to redirect city funds in order to effectively respond to the incident.

If an incident in the City of Sherwood requires major redirection of city fiscal resources, the following general procedures will be followed:

- A. The City Council may meet in emergency session to decide how to respond to the emergency funding needs.
- B. The City Manager will declare a local state of emergency and request assistance through the county. The Mayor will be notified of such declarations and in the event the declaration is by the Incident Commander in the absence of the City Manager will be asked for his/her confirmation.
- C. If the Mayor cannot be reached and if a prompt decision will protect lives, city resources and facilities, or private property, the City Manager, or in the event of his/her absence, the next in succession, may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- D. Tracking the expenditures related to an incident is the responsibility of the Finance Section.
- E. In order to facilitate tracking of financial resources committed to the incident and to provide the necessary documentation, an emergency charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

IV. MUTUAL AID

The City of Sherwood will participate in and maintain 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. A formal agreement among Washington County local law enforcement agencies to provide back-up law enforcement services. This agreement is on file in the Police Department.
- B. Mutual aid agreements among local fire organizations, including all Washington County fire agencies, Portland, Lake Oswego, Multnomah County Fire District #2, and some Clackamas County agencies. Tualatin Valley Fire and Rescue maintains this agreement.
- C. Cooperative Public Agency Washington County (CPAWC). Intergovernmental Agreement for Equipment and Services - a service exchange agreement for public works equipment within Washington County. This agreement is on file in the Public Works Department. A copy of the resource catalog listing available equipment is located in the Logistics EOC supply box. Additional information can also be found at www.cpawc.org
- D. Oregon Public Works Emergency Response Cooperative Assistant Agreement. This agreement enables public works agencies to support each other during an emergency.
- D. Oregon Water/Wastewater Agency Response Network (ORWARN) – Mutual Aid and Assistance Agreement for the provision of emergency services related to water and wastewater utilities. Additional information can be found at www.orwarn.org.

SECTION 2-G

POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

I. DESCRIPTION / DEFINITIONS

Emergencies or disasters may require the evacuation of people from hazardous areas to areas of lower risk. During such times, the Incident Commander will determine that the evacuation of all or part of the community is prudent to minimize loss of life.

The basic approach to evacuation is the same, regardless of the type of threat. It is necessary to determine the area of risk, then to compare the risks associated with evacuation with the risks of leaving the threatened population to Shelter-in-Place.

The Planning Section Chief, in coordination with the Operations Section Chief will designate roads leading to low-risk areas. As directed by the Incident Commander, the Operations Section will execute the planned evacuation. The Logistics Section chief may arrange for transportation of affected citizens and may arrange to open and staff facilities to house and feed the evacuated population. The Finance/Administration Section ensures that proper procurement protocols are followed and documentation maintained in order to allow for federal reimbursement. The Public Information Officer is responsible for ensuring that clear and well-defined evacuation instructions are published.

Normally about 80% of an affected population will seek shelter from relatives or friends rather than use designated public shelters. Assuming that is true, the City of Sherwood may need to arrange shelter for 20% of the city's population in the event of a total evacuation. In 2009, this would equate to over 3400 people for whom shelter would need to be established.

For the purpose of this plan, an evacuation is the removal of persons from the path of a threat. Removal of victims from an area impacted by a hazard is considered a rescue. Victims of an emergency who are either evacuated or rescued will in many cases require emergency shelter – see Section 2H for additional information.

In Oregon, the responsibility for ordering an evacuation rests with local government or the Governor. In Sherwood, formal authority to order an evacuation lies with the Incident Commander or City Manager, if available.

ORS 401.309 provides that if a state of emergency is declared by ordinance or resolution, the Incident Commander can order persons to evacuate their homes, public places, or businesses when necessary for public safety or when necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency. The Incident Commander can prohibit return until the time he or she determines that it is safe to do so.

ORS 401.025 defines “emergency” as including “any human caused or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, crisis influx of migrants unmanageable by the county, civil disturbance, riot, sabotage and war.”

City of Sherwood Municipal Code Chapter 2.38 “Emergency Code” provides similar authority.

II. EVACUATION CONSIDERATIONS

A. Identification of Need

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

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

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. As feasible coordinate risk assessment with Washington County Health – (See Section 5 - Call Lists for contact information or contact WCCCA Dispatcher for call-out)
2. Identify potential evacuation routes, their capacities, and vulnerability to the hazard. (See Attachment A - Emergency Traffic Policy)

Potential routes for the evacuation of Sherwood include, but are not limited to, Highway 99W, Tualatin-Sherwood Road, Roy Rogers Road, Oregon St, Baker Road, Elwert/Edy Roads, and Ladd Hill Road.

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 that need to be taken, and the possible risks of non-compliance. (See Section 2-C - Alert and Warning)

B. Determination of Time Needed for Evacuation

To determine evacuation time requirements, consider these factors:

- Time from response to decision to evacuate. (**TD**)
- Time needed to alert and instruct the public, usually estimated to be from 15-60 minutes, depending upon the time of day, size of area to be notified, etc. (**TA**)
- Time needed to mobilize the population once warned. (**TM**)
- Time required to exit the hazard area. Under ideal circumstances, 2500 vehicles can pass a single point in one hour. Estimate four persons per vehicle. (**TE**)
- Total Time required to complete evacuation or **TD + TA + TM + TE = TTN**.

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

Once the 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) + (TA=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) + (TE=15) = 1 hour and 25 minutes total evacuation time (TTN)**.

C. Shelter-in-Place

If sufficient time is not available to evacuate and/or the incident is such that it is reasonably safe to do so, the Incident Commander may choose to shelter-in-place. Sheltering-in-place restricts affected people to their current location. Other restrictions, depending on the type of incident, may also be necessary. (See EAS Message Format - Section 2-C)

SECTION 2-G

POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

III. IMPLEMENTATION RESPONSIBILITIES

Either the City Manager or the Incident Commander may order an evacuation. If, for the health and safety of citizens, time does not permit access to the City Manager, the Incident Commander may order an evacuation and then notify the City Manager as soon as practical. If circumstances permit, the City Manager must approve and sign the evacuation order after considering the legal as well as sociological implications. See the sample Evacuation Order, Attachment B. Overall evacuation operations fall under the direction of the Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation will be conducted by TVF&R with support from the Police Department and Public Works. (See Evacuation Protocols - Attachment C)

Alert and warning functions notify affected persons of impending evacuations. See Section 2-C - Alert and Warning. If reception or sheltering is needed, Logistics shall notify the American Red Cross (ARC). (See Section 2-H - Sheltering and Mass Care)

Special consideration should be given to segments of the population considered to be "at risk"; that is, those persons that may require special assistance during evacuation and sheltering operations. (See Attachment D for a list of potentially at-risk addresses)

Pets. Consideration also needs to be given to pets of evacuated persons. Many times the inability to take or accommodate a pet will impact or hinder a person's ability to evacuate. This can result in unnecessary delays and detract from the overall effectiveness of the evacuation.

SPECIFIC 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.
Coordination will be required with TVF&R in order to conduct evacuations in areas contaminated by hazardous materials.

C. Public Works Department

1. Provide resources such as vehicles, personnel to assist with traffic movement and crowd control.
2. Coordinate with Oregon Department of Transportation, Washington County Land Use and Transportation, 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.

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

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.
1. Assist in the evacuation process as available, depending on the nature of the incident requiring evacuation.

TVF&R 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.

IV. 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 2-C, to warn the public of the emergency situation, and provide the public with evacuation and shelter information.
4. The Incident Commander will establish an inner and outer 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 Incident 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. 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.

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

6. As the emergency response progresses and more information becomes available, the Public Information staff will utilize the procedures described in Section 2-E 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 2-H;
 - d. Possible results of failure to evacuate.
7. Ensure that an official evacuation order is signed by the City Manager or his/her designee, the Chief of Police, and the Incident Commander (model order appears as Appendix B to this annex).
8. Notify the Oregon Emergency Management (OEM) via Washington County Emergency Management of the evacuation.
9. 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 safely feasible.
 - 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 Branch

- 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. Execute 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 Incident Commander, Planning Section, and Public Information Officer apprised of activities.

2. Public Works Branch

- a. Maintain clear evacuation routes.
- b. Mark evacuation routes
- c. Coordinate placement of barricades blocking access to restricted areas and personnel to man barricades.
- b. Provide clear direction to drivers of evacuation vehicles providing transportation for victims lacking transportation.

3. Fire Branch (Tualatin Valley Fire and Rescue)

- a. Perform rescue as assigned and as available.

SECTION 2-G

POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

C. Planning Section

1. With input from on-scene personnel, determine and identify evacuation routes, safety perimeters, transportation pick-up points, reception areas, and shelters on EOC maps.
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. Possible resources include Tri-Met and Sherwood School District.
2. Advise Incident Commander regarding 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. Notify TVF&R when establishing either ARC shelters and/or reception areas. TVF&R may be notified via WCCCA and/or Washington County EOC.
6. Facilitate procurement of additional barricades, signs, etc.
7. Provide transportation for essential workers as necessary.
8. 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 2-H for information on feeding and sheltering.

V. TEMPORARY RECEPTION AREAS

Temporary reception areas are locations so designated for evacuated persons to gather while waiting for ARC shelters to open. Any city-owned facility outside the hazard area may be designated a temporary reception area. Sherwood School District facilities may also be used for temporary reception areas with prior coordination with the District. Contact information for School District officials can be found in Section 5 – Call Lists.

Whenever a Temporary Reception Area is activated TVF&R needs to be notified to ensure a medical response plan is established.

SECTION 2-G

POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

ATTACHMENT A

EMERGENCY TRAFFIC POLICY

In the event of an evacuation in Sherwood:

1. City employees not directly involved in the incident shall be available for traffic control and direction.
2. The city has the authority to close roads and to restrict access to and from all areas of the city.
3. The Police Department has the authority to direct removal of 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 when the situation warrants.
5. Changes in traffic flow will be coordinated with the County Sheriff, Oregon State Police, Oregon Department of Transportation (ODOT), Washington County Land Use and Transportation Department, and City of Sherwood Public Works Department.

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

ATTACHMENT C

EVACUATION PROTOCOLS

I. GENERAL

No law enforcement officer or other public safety official has the legal right to impose a mandatory evacuation order on the citizens in their own homes unless a state of emergency has been declared and the Incident Commander, acting in accordance with city ordinance or resolution, has ordered mandatory evacuation. Citizens should be informed of the need to leave a hazardous area. Once a person leaves his or her property, further access may be restricted by the Incident Commander. Citizens who obstruct the evacuation process may be arrested.

These protocols cover door-to-door and mobile public address processes. These methods may be conducted individually, in combination, or in conjunction with the Emergency Alert System. (See Section 2-C - Alert and Warning)

II. DOOR-TO-DOOR

Door-to-door contact is an effective, but time and labor 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 individuals received the warning, understood the instructions, and knew the consequences of his or her actions.

A. Provide assignment from officer supervising the evacuation to personnel conducting door-to-door notifications. This should include 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 evacuation order
4. Evacuation route
5. Reception/shelter location
6. Neighborhood congregation point for those needing transportation
7. Telephone number to call for more information

B. Conduct Door-to-Door Evacuation

1. Before going door-to-door, check your supplies. Supplies may include written statements to distribute, documentation forms, and plastic flags for marking. Verify understanding of which color plastic "flags" to use for different scenarios.
2. Knock, ring bell, etc. Allow at least one minute for response, more at night.
3. If no answer, leave prepared statement at the door, flag it, document time and address, and move to the next facility. Leave extra flyers with apartment managers.

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

ATTACHMENT C

Conduct Door-to-Door Evacuation continued

- 4 If knock answered, read prepared statement, and:
 - a. Determine how many persons are in the building/facility.
 - b. Determine occupants' intent to leave, whether they have a place to go, and if they have transportation. If yes to all, document time and address. Using **GREEN** plastic flagging, mark the building in a conspicuous place to indicate contact has been made. Go to next address.
 - c. If they do not intend to leave, confirm they understand the possible dangers of failure to evacuate, document the time, address, and number of people remaining. Use **RED** plastic flagging to indicate a person is present, mark the building in a conspicuous place to indicate that contact has been made. Move to next address.
 - d. If occupants 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. Using **YELLOW** plastic flagging, mark the building in a conspicuous place to indicate contact has been made. Move to the next address. Do not stop your activities to remove them from the area.
 - e. If occupants 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 **YELLOW** plastic flagging, mark the building in a conspicuous place to indicate contact has been made. Move to the next address.

C. Reporting

After clearing a portion of your assigned area, report information collected to your supervisor. BECAUSE OF THE EXTRA TIME NEEDED TO ARRANGE TRANSPORTATION, INFORMATION ON PEOPLE NEEDING EVACUATION ASSISTANCE SHOULD BE TRANSMITTED AT THE TIME OF RECEIPT OF SUCH INFORMATION.

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. **Provide assignment from officer supervising the evacuation to personnel conducting mobile public address notification.** This should include a prepared statement which includes the same information as door-to-door contact, as well as the frequency/call letters of the radio station that is providing more detailed information.
- b. Conduct alert by repeating message at each intersection and at least once mid-block. **DO NOT STOP** to give information, etc.
- c. Once the assigned area has been covered, note date and time and report completion to your supervisor.

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

ATTACHMENT C

SAMPLE
EVACUATION CONTACT FORM

Address: _____

Address: _____

Name of contact: _____

Name of contact: _____

Date: _____ Time: _____

Date: _____ Time: _____

persons in building: _____

persons in building: _____

Evacuating? Yes No

Evacuating? Yes No

Pets? Yes No

Pets? Yes No

Evacuating Pets? Yes No

Evacuating Pets? Yes No

Destination: _____

Destination: _____

Shelter/reception: _____

Shelter/reception: _____

Other: _____

Other: _____

Comments: _____

Comments: _____

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POPULATION PROTECTION – EVACUATION/SHELTER-IN-PLACE

ATTACHMENT D

POTENTIALLY VULNERABLE POPULATIONS

Facility/Address	Adult Foster Care/Assisted Living Facilities		Max # of Residents	Backup Power	Kitchen
	POC/ Phone #				
Willamette Adult Care 15154 SW Willamette Dr	Galina Schpankyn 503 625-1055		5	No	Yes
Agape AFH 615 Mansfield St	Agustin Paras 503 625-1903		5	No	Yes
Annie's Place Also 625 Mansfield St.		503 537-2518	5	No	Yes
Annie's Place Too 875 SE Willamette		503 537-2518	5		
Avamere at Sherwood 16500 SW Century Dr	Sara Sutherland 503 625-7333		84/55 Apt 24 Alzh.	Yes	Yes
Cedar Creek Asst Living 15677 SW Oregon St	Tera Fox 503 625-9481		53/58 Apt No Alz	No	Yes

Childcare/Pre-school Facilities

Facility/Address	POC/ Phone #	Maximum # of kids	Backup Power	Kitchen
Sherwood Comm. Pre-School 15725 SW 1st St	Kim Cavanaugh-Shaffner (503) 625-5535	12	No	Yes
Sherwood Child Care Center 22280 SW Washington St	Emily Schultz (503) 925-9602	72	No	Yes
La Petite Academy 15940 Tualatin-Sherwood Rd	Johanna Knapp (503) 925-1527	164 Norm 100	Yes	Yes
Kids Kastle 16775 NW 12th St	Katy Schofield (503) 625-9491	153 Norm 100	No	Yes
Sherwood Christian Montessori 23550 SW Pine St	John Wild (503) 625-7758	20	No	Yes
Smockville Montessori 22444 SW Oak St	Tonya Rude (503) 625-1610	20	No	Yes
Timberline Learning Center 24645 SW Old Highway 99W	Tami Hurst 971-213-0626	56	Yes	Yes

SECTION 2-H

SHELTERING AND MASS CARE AND CASUALTIES

I. POLICY

Sheltering and feeding citizens during a major emergency is the task of the American Red Cross (ARC) to the extent their capability allows. The ARC has established high standards of care and provides shelter and feeding services at no cost to the city, therefore it is the policy of the City of Sherwood to refer citizens to shelter and feeding operations (when available) which are managed by the ARC. It is the city's policy that the ARC will be the primary authority to activate shelters for the general public in Sherwood. For incidents that do not call for activation of an ARC shelter or where the situation exceeds ARC capabilities, individuals in need of shelter may be referred to City of Sherwood, faith-based managed shelters, or shelters provided by other voluntary agencies or groups.

In addition to sheltering and feeding, the ARC can perform a variety of other valuable emergency services, including support for disaster victims, disaster welfare inquiries, coordination of other volunteer organizations, and assistance to local governments in damage assessment. Contact the ARC, Oregon Trail Chapter, (503-284-1234) for more information.

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

To the extent possible, the city will provide people to be trained as ARC shelter managers and staff to facilitate shelters being opened in this area if a large disaster occurs. Volunteers may also be trained for this assignment.

II. SHELTERING

A. Situation

1. Until such time as the ARC arrives on scene, the City of Sherwood will manage and coordinate all shelter and mass care activities.
2. Experience has shown that under localized emergency conditions, a high percentage (80% or more) of evacuees will seek lodging with friends or relatives rather than go to established shelter facilities.
3. Some disasters will cause people who live outside the area to evacuate their homes and seek shelter in Washington County and hence in a shelter located in Sherwood.

B. American Red Cross Shelters (ARC):

Facilities in Sherwood have been designated as potential ARC shelters. When need for a shelter is determined, the Incident Commander will ask Logistics to notify the ARC, via Washington County EOC/Emergency Management. ARC may activate a local shelter, if the disaster is only affecting Sherwood. Regional shelters may be activated if a disaster affects broader areas of Washington County.

No direct contact with a designated shelter location should be made unless requested to do so by ARC. The ARC may determine that other shelters may be more appropriate. Prior to the opening of a shelter, it may be necessary to provide temporary reception areas for evacuees. (See Section 2-G - Population Protection for information on temporary reception areas)

The ARC will provide shelter staff, logistical support, and communications. In addition, the Red Cross will manage evacuee registration, provide Disaster Welfare Information (DWI) for the public, and provide basic medical services to shelter residents.

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SHELTERING AND MASS CARE AND CASUALTIES

The ARC can provide quarantine for carriers of infectious diseases, but cannot provide decontamination for hazardous materials or radiological emergencies. This responsibility for these actions remains with the Incident Management Team.

The following facilities have current shelter agreements. Only the ARC 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 / ARC Designated Shelters:

St Francis Catholic Church	15651 SW Oregon St, Sherwood	503 625-6185
Sherwood YMCA	2300 SW Pacific Hwy Sherwood	503 625-9622
	Sherwood	
	Sherwood	

C. Shelter Alternatives

1. **City of Sherwood/Sherwood School District** – In times of short-term need, i.e. severe weather creates a need for a temporary warming or cooling shelter, the City of Sherwood and the Sherwood School District may work together to open a temporary facility.
2. **Severe Weather Homeless Shelter Plan** – In conjunction with multiple local agencies, Washington County has developed with local faith-based organizations a plan to provide temporary shelter to homeless persons during periods of prolonged weather causing life threatening hot or cold temperatures.

During periods of severe weather, shelter provider organizations will provide regularly updated lists of shelters that will be open, hours of operation, and the amenities provided. This information will be provided to all Sherwood police officers as it is received.

Copies of the Washington County “**Severe Weather Shelter Response Plan for Homeless Persons**” are maintained in the EOC, in the Sherwood Police Department, and by Sherwood Police Sergeants.

- D. **Emergency Medical Response.** It is important to ensure that TVF&R is notified in the event that a local emergency shelter is established in order that a medical response plan can be coordinated with local ambulance services.

E. Emergency Response Personnel:

1. When possible, response personnel, to include EOC staff, will be released to their homes to sleep. If necessary, space may be arranged in a local shelter. If this is not practical, EOC staff will be fed, and sleeping quarters assigned, as close to the EOC as possible.
2. Arrangements for the feeding and sheltering of EOC staff is the responsibility of the Logistics Section. As space allows, EOC staff may sleep and be fed at the EOC.
3. Sleeping and feeding arrangements may also be set up in other city-owned facilities.

SECTION 2-H

SHELTERING AND MASS CARE AND CASUALTIES

F. Minor Children of Emergency Response Personnel:

1. Emergency Response Personnel are encouraged to develop their own plans and arrangements for the care of their minor children in the event they (the parents) are needed to respond to an emergency incident.
2. For staff whose arrangements are unsuccessful, shelter for their children will be provided at a City-managed or contracted facility located at or near the EOC.
3. Supplies (food, diapers, wipes, games, toys, and DVD's, etc.) for the Staff Children's Shelter (SCS) will be maintained with EOC supplies and transported to the facility in use at the time of the emergency.
4. Staffing for the SCS may need to be augmented by City staff in order to meet hours of service requirements. The Logistics Section will monitor those requirements. The Emergency Response Interests, Skills, and Needs Inventory can be used to help identify personnel to assist in this effort.

G. Families of City Emergency 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.

H. Pet Shelters.

Pets, other than designated Service animals, are normally not allowed in ARC managed emergency shelters. In a major disaster situation, it may be necessary to contract separate facilities to house pets of sheltered individuals.

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 to any pet care facility. Washington County Animal Control may also be able to provide limited shelter for threatened small animals. The Sherwood Cat Adoption Team (CAT) is another potential resource (503 925-8903).

III. FEEDING

- A. **American Red Cross.** The ARC will feed disaster workers in their feeding and shelter locations and, when possible, will provide coffee and snacks to on-scene disaster workers. Requests for on-scene refreshments follow the same procedures as requests for shelters.
- B. **Logistics Section.** In the absence of ARC sheltering and feeding facilities, the Logistics Section is responsible for feeding and sheltering of response personnel and as necessary their families.
- C. **Procurement of Food and Other Supplies:**
 1. Purchase agreements for food and other supplies necessary for feeding EOC staff and response personnel should be established before an emergency incident to ensure that adequate supplies are available when needed.
 2. The ARC maintains agreements for food purchases during a disaster with a variety of retail, wholesale, and fast food companies.

SECTION 2-H

SHELTERING AND MASS CARE AND CASUALTIES

IV. MASS CARE AND CASUALTIES

- A. **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.
1. The Washington County Emergency Operations Center will be the primary location for coordination and control of health and 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.
 2. 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.
 3. Emergency public information concerning emergency health services will be coordinated by the Washington County Public Information Officer.
 4. 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.
- B. **Transportation Accidents** are often a source for mass casualties, both injuries and fatalities.

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.

It is imperative that as soon as possible a "Containment Zone" be established around the accident scene to prevent disturbing debris, body parts, etc.

1. **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 (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)

2. **Debris Removal and Scene Security**

Mass Casualty scenes involving public transportation should be treated in the same

SECTION 2-H

SHELTERING AND MASS CARE AND CASUALTIES

fashion 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:

- a. 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 the accident scene, and the location of bodies prior to their removal.
- b. The following procedures shall be used prior to, and during removal of bodies from the accident scene:
 - 1) 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.
 - 2) Photograph the scene, making sure the number appears in the photograph.
 - 3) Mark the body bag with the same number.
 - 4) Place body in body bag.
 - 5) Bags for personal effects should be marked with the same number.
 - 6) Subsequent paperwork should reference the same number.
- b. 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.
- c. Protect the scene from "souvenir" hunters. This may require lighting the scene at night to ensure a secure perimeter.

C. 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 State 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:

1. 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 local Funeral Directors, dispatch Police or Fire personnel with instructions to:
 - a. Determine and document the cause of death to the best of their ability.
 - b. Photograph scene.
 - c. Obtain body bags, and place personal effects with body.
 - d. Confirm identification if possible.
 - e. Transport remains to funeral home or temporary morgue.
 - f. Relay identification of deceased (if determinable) to the Planning Section.

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SHELTERING AND MASS CARE AND CASUALTIES

2. With the approval of Incident Commander, the Planning Section will contact local Funeral Home Directors, Police and Fire Chaplains to notify the next of kin.
3. The Planning Section will provide copies of documentation to Office of the Medical Examiner.

D. 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, 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, or counselor to each family, if possible.

E. Temporary Morgue Services

1. Temporary morgues may be necessary in the event of an incident which results in either damage to these facilities, or the numbers of fatalities exceed their capabilities. Identification of victims may be a long and complicated process.
2. 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.
3. 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
 - 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.

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SHELTERING AND MASS CARE AND CASUALTIES

4. Organizations and agencies which may, upon request and under the direction of the State Medical Examiner, provide services to help manage a temporary morgue operation include:
 - American Red Cross
 - OSP Criminologists
 - Sherwood Police

SECTION 2-I

REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

Emergency assistance from mutual aid agencies, Washington County, and state and federal entities will be enhanced by prompt and thorough reporting of the emergency conditions. This section outlines the notification and reporting processes, emergency declarations, and damage assessment procedures that the City will implement in the event of a major emergency.

I. REPORTING

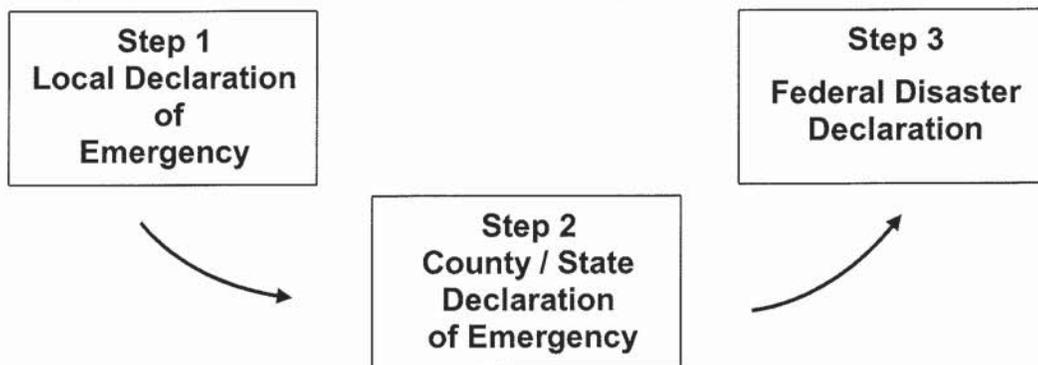
Accurate incident status summaries are important to decision makers within the incident staff, as well as to assisting agencies, and the public. The incident status summary, ICS Form 209L-1 (Attachment A), shall be completed as soon as possible after the onset of an emergency and shall be updated at least every 12 hours thereafter. The ICS Form 209L-1 shall be prepared by the Planning Section on all EOC activations for Major Emergency Operations or Disaster/Catastrophic Incidents and distributed via fax, email, and/or courier to at least the following:

- Washington County Office of Consolidated Emergency Management or
- Washington County EOC (if activated)
- Incident Commander
- Public Information Officer
- Logistics Section Chief
- Operations Section Chief
- Finance Section Chief

The Public Information Officer may use the incident status summary as the basis of news releases for the media and public, and may distribute it to assisting agencies, adjacent jurisdictions, response personnel, and volunteer organizations at the direction of the Incident Commander.

II. EMERGENCY DECLARATION PROCESS

The Emergency Declaration process follows three steps as diagrammed below:



A. Step 1. Local Declaration of Emergency

1. A declaration of emergency by the City of Sherwood is the first step in accessing state and federal disaster assistance. The Sherwood City Manager has the legal authority under Emergency Code to declare that a Local Emergency exists.
2. When, in the judgment of the on-scene Incident Commander, a Major Incident exists within the City of Sherwood s/he will communicate, via the appropriate chain of

SECTION 2-I

REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

command, that information to the City Manager and recommend the Declaration of a State of Emergency.

In the event the City Manager is unavailable, one of the individuals designated in Section 1 paragraph IV A (Line of Succession) of this plan shall be deemed City Manager and the Incident Commander, in coordination with the Emergency Management Coordinator, if available, shall declare a State of Emergency and request confirmation, in writing from either the City Manager or the Mayor.

In the absence of the Mayor, the current President of the Council; and if he/she is unavailable, then a member of the Council, successively through the Council in the order each member came on to the Council, may be called upon to confirm in writing the declaration made by the Incident Commander.

Reasonable effort will be made under the circumstances to contact the City Manager and the Mayor, to review and confirm the incident that has been declared a State of Emergency by the Incident Commander. All contacts and attempts to contact these officials will be documented.

The emergency declared by the City Manager or by the Incident Commander, and confirmed by the Mayor or a member of the City Council in his/her absence (see Sherwood MC chapter 2.38.030 D) shall exist for the period set forth in the declaration, but shall not exceed two weeks. A State of Emergency may be extended by the City Manager for additional periods of time as necessary.

The emergency declared by the Incident Commander, City Manager, or Mayor shall authorize specific emergency powers and shall exist for the period set forth in the declaration, but shall not exceed two weeks. A State of Emergency may be extended by the City Manager or his/her designee and ratified by the Mayor or his/her elected designee for additional periods of time as necessary.

The Washington County EOC, if activated, or Washington County Emergency Management shall be notified of all Declarations of Emergency or Major Disaster using call lists found in Section 5 of this Plan – Call Lists.

A Declaration of an Emergency may be made when such action will expedite the acquisition and employment of emergency services, bypassing normal procurement requirements.

3. The state of emergency declaration must include a description of the situation and existing conditions, and delineate the geographic boundaries.
4. If County, State or Federal assistance is needed, it must also declare that all appropriate and available local resources have been expended.
5. 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.

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- Command: Present package to City Manager and Mayor if City Manager is unavailable.
6. 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 declaration will be documented using the Declaration of State of Emergency form (Attachment B) and should be accompanied by a current ICS Form 209L-1 (Attachment A). When completed, a copy of the declaration of a state of emergency will be sent to Washington County.

B. Step 2. County/State Disaster Declarations

1. If the county is unable to meet the city's request for assistance, the county may declare a state of emergency and request assistance from the state. The state will provide assistance, declare a state of emergency, if appropriate, and begin negotiations with FEMA for a federal disaster declaration.
2. 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 via Washington County. 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 (**Step 3**).

City of Sherwood's request for a disaster declaration must be processed through Washington County Emergency Management to Oregon Emergency Management.

3. Washington County may add its support to the request, request that additional areas or services be included, or pass the request through without comment.
4. The request for a disaster declaration will be documented using the Local Emergency Declaration Form (Attachment A), and should be accompanied by a current ICS 209L-1. The declaration may be communicated via e-mail, radio, teletype, or telephone, but must be followed up with a hard copy to Washington County Emergency Management.
5. **The request for a disaster declaration and assistance does not indicate the surrender of Command responsibility and authority.**

C. Step 3. Federal Declarations

1. When an incident overwhelms or is anticipated to overwhelm State resources, the Governor may request Federal assistance. In such cases, the affected city, county, State, and the Federal Government collaborate to provide the necessary assistance. The Federal Government may provide assistance in the form of funding, resources, and/or critical services.
2. **Federal departments and agencies respect the sovereignty and responsibilities of local and State governments while rendering assistance.**
3. The intention of the Federal Government in these situations is not to command the response, but rather to support the affected local and/or State governments.
4. **Robert T. Stafford Disaster Relief and Emergency Assistance Act.** When it is clear that State capabilities will be exceeded, the Governor can request Federal assistance,

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including assistance under the **Robert T. Stafford Disaster Relief and Emergency Assistance Act** (Stafford Act). The Stafford Act authorizes the President to provide financial and other assistance to State and local governments, certain private nonprofit organizations, and individuals to support response, recovery, and mitigation efforts following Presidential emergency or major disaster declarations. The **Stafford Act is triggered by a Presidential declaration of a major disaster or emergency**, when an event causes damage of sufficient severity and magnitude to warrant Federal disaster assistance to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering.

5. A **major disaster** could result from any natural or manmade event that the President determines warrants supplemental Federal aid. The event must be clearly more than State or local governments can handle alone. If declared, funding comes from the President's Disaster Relief Fund, which is managed by FEMA, and the disaster aid programs of other participating Federal departments and agencies.
6. A Presidential **major disaster declaration** triggers long-term Federal recovery programs, some of which are matched by State programs, and designed to help disaster victims, businesses, and public entities. An **emergency declaration** is more limited in scope and without the long-term Federal recovery programs of a major disaster declaration. Generally, Federal assistance and funding are provided to meet a specific emergency need or to help prevent a major disaster from occurring.
 - 1) The Stafford Act defines an **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."
 - 2) A **major disaster** is defined as "any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

III. DAMAGE ASSESSMENT

Damage assessment is conducted in three phases: Rapid Assessment, Initial Damage Assessment, and Preliminary Damage Assessment.

The rapid assessment, conducted immediately after impact, provides the Incident Commander with information necessary to assess the situation and determine resource needs.

The Initial Damage Assessment, a Planning Section responsibility, provides supporting information for the state of emergency declaration and is the responsibility of local government.

The Preliminary Damage Assessment is an in-depth analysis of long-term effects and costs of the emergency and is done with the combined efforts of local, state, federal agencies and the American Red Cross.

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Logistics may be asked to arrange lodging, office space, document reproduction services, etc., for state and federal damage assessment teams.

A. Rapid Assessment

1. It is important to assess the situation as soon after impact as possible. A rapid assessment of critical facilities in the affected areas can provide the IC with valuable initial information about casualties, property damage, and resource needs.
2. The American Red Cross method of "windshield" damage assessment, driving through affected communities to get a quick idea of the disaster's impact, should be used for rapid assessment of the Critical Facilities, Business Resources and Potential Hazards as listed in Section 6 - Vital Services.
3. In an earthquake, information received from the public may also be necessary to get an understanding of the scope of impact that may not be readily apparent using the "windshield" method alone.

B. Initial Damage Assessment

1. 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.
2. **The primary purpose of the Initial Damage Assessment is to expand on the Rapid Assessment and thus to assist in determining appropriate response activities.**
3. **The secondary purpose is to begin the formal disaster declaration process.**
4. 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.
5. The Finance Section or the lead agency will assign a charge code to which all incident-related expenditures will be coded (see Attachment C 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:

a. **Priority 1-Public Safety and Restoration of Vital Services**

- City of Sherwood EOC and Police Station, Fire Station, Public Works Department and City Hall facilities.
- Telephone and radio communications systems.
- Hazardous occupancy industries and gas pipelines.
- Bridges and overpasses.
- Schools, Nursing homes, large day-care centers and shelters.
- Electrical power, natural gas, water, and sewer systems.

Each facility should be reviewed for structural integrity and safety, functional capability, and estimated cost to repair or replace using ATC-20 procedures.

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b. ***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, but subsequent to completion of the Rapid Assessment.

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

c. Once the Initial Damage Assessment has been completed, damage found should be documented and forwarded to the Washington County Office of Emergency Management and then to Oregon Emergency Management.

d. Inspected buildings will need to be tagged using the placards found in Annex D.

C. Preliminary Damage Assessment

1. The Initial Damage Assessment provides the basis for subsequent assessment activities; the Preliminary Damage Assessment builds upon that information to provide supporting documentation for State and Federal Public Assistance.
2. While Rapid and Initial Damage Assessment will have begun with the Planning Section in the EOC, often the Preliminary Damage Assessment will occur after the EOC has been demobilized.
3. If demobilization has occurred, the final incident package, including all damage assessment information, shall be transferred to the City of Sherwood Finance Department for long-term follow up. The City Finance Director 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:

- a. Identify a Recovery Coordinator for each reporting Department.
- b. Submit a Request for Public Assistance (RPA)
- c. Once identified, establish and maintain contact with the Oregon Emergency Management representative and Washington County Emergency Management. Determine:
 - 1) Reporting and inspection time lines
 - 2) Support needed by State/Federal Teams
 - 3) Process for obtaining approval for activities taken during recovery activities.
- d. Coordinate the assignment of personnel to Damage Assessment Teams (these personnel will most likely be from Public Works or Economic Development). The Section should arrange appointments with managers/owners of affected facilities in order to facilitate the process.

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

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

D. Eligibility Criteria for Public Assistance

1. 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.
2. 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.

a. Applicant

In addition to the City of Sherwood itself, certain private or 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."

b.. 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 another 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 intent to use the facility within a reasonable time).

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c. 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.

1) 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 life, public health or safety, or eliminate or lessen immediate threats of significant additional damage to improved public or private property.

2) Permanent Work

a) 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.

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

- b) 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.
- c) Under certain circumstances FEMA Public Assistance funds can be used to fund Hazard Mitigation projects under "Part 406" or Alternate Projects under "Part 404." These projects require prior FEMA approval and an Environmental Assessment.

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

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INCIDENT STATUS SUMMARY ICS Form 209L-1	1. INCIDENT NAME:	2. DATE PREPARED:	3. TIME PREPARED:	
JURISDICTION:		REPORTED BY:		REPORTED TO:
NATURE OF THREAT (conditions threatening public safety/health/property):				
FATALITIES:		MINOR INJURIES:		MISSING:
HOSPITALIZED:		EVACUATED:		
ESSENTIAL SERVICES IMPACTED (adverse effects on utility/transportation/food/fuel):				
EMERGENCY SERVICES IMPACTED (police/fire/rescue/HazMat/EMS/public works):				
SERVICE	% OPERATIONAL	REMARKS		
RESPONSE (what is being done; evacuation/shelter/mass feeding/EMS/debris removal):				
RESOURCES REQUIRED (immediate needs? fire/law enforcement/public works):				
STATUS OF GOVERNMENT (State of Emergency declared/Conflagration Act):				
COMMUNICATIONS AT EOC	LOCATION/FREQ/ID#	PERCENT OPERATIONAL	REPAIR TIME (ESTIMATED)	REMARKS
PHONE (LAND)				
PHONE (CELL)				
RADIO (FIRE)				
RADIO (LAW)				
RADIO (EMS)				
RADIO (PUB WKS)				
RADIO (HAM)				
RADIO (OTHER)				
EMERG BRCT SYS				
OFFICIAL IN CHARGE:				ICS-209L-1 PAGE ____ OF ____
CONTACT MEANS:				

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

Attachment A

Page 2 of ICS Form 209L-1 (Instructions for use)

WHAT:	This form provides a summary of the current situation of the incident.
WHEN:	Submit to County and/or State as soon as possible (but not later than 4 hours after incident)
WHO PREPARES:	Situation Unit Leader
WHO APPROVES:	Incident Commander
WHO RECEIVES:	Incident Commander, Information Officer, Documentation Unit Leader

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

ATTACHMENT B

DECLARATION OF STATE OF EMERGENCY

To: _____, Washington County
From: _____, City of Sherwood
At _____ (time) on _____ (date), _____

_____ occurred in
(Emergency incident or event)

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 THE CITY OF SHERWOOD, AND THAT THE CITY OF SHERWOOD HAS EXPENDED ALL APPROPRIATE AND AVAILABLE RESOURCES. THIS DECLARATION IS EFFECTIVE UNTIL _____ UNLESS SUPERCEDED SOONER. I RESPECTFULLY REQUEST THAT WASHINGTON COUNTY

1. DECLARE A "STATE OF EMERGENCY,"
2. CONSIDER THE CITY OF SHERWOOD AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401,
3. REQUEST AS NECESSARY APPROPRIATE SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT,
4. COORDINATE ACQUISITION OF THE FOLLOWING FORMS OF ASSISTANCE:

Signed

Title
Date: _____ Time: _____

This declaration is made in accordance with City of Sherwood Municipal Code Chapter 2.38 Emergency Code.

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

ATTACHMENT B

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 rapid 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. 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, or Washington County EOC (if activated), and a copy placed in the final incident package.

Washington County Emergency Management

503-642-0371

503-642-4814 Fax

Washington County EOC

503-846-6311

503-846-6330 Fax

SPECIAL INSTRUCTIONS:

FROM: Personnel of the City of Sherwood who may sign this declaration include the City Manager, or the Incident Commander (in coordination with the Emergency Management Coordinator if available). The Mayor should be contacted to confirm in writing any declaration made by the Incident Commander in the absence of the City Manager.

In the absence of the Mayor, the current President of the Council; and if he/she is unavailable, then a member of the Council, successively through the Council in the order each member came on to the Council, may be called upon to confirm in writing the declaration made by the Incident Commander.

"Current situation and conditions" should include the rationale supporting the declaration of Emergency/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.

This Declaration and Request for assistance may be passed to the county via radio, telephone, email, or fax. Hard copies must be sent to Washington County office of emergency management or Washington County EOC if activated, with a copy placed in the final incident package.

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

ATTACHMENT C

COST CODING

Cost Coding

The City of Sherwood uses the Navision accounting 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=XXXX-XX-XX-XX-XXXXX. The coding structure is as follows:

- 1st - 4 characters is the account number
- 2nd - 2 characters is the fund
- 3rd - 2 characters is the department
- 4th - 2 characters is the revenue source
- 5th - 5 characters is the job

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

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Green Placard

Posted by City of Sherwood
Unauthorized entry will be treated as trespass and prosecuted accordingly

INSPECTED
NO RESTRICTION ON USE OR OCCUPANCY

This structure has been inspected (as indicated below) and no apparent structural hazard has been found. Report any unsafe conditions to local authorities; reinspection may be required.

- Exterior Only
- Exterior and Interior

Date _____
Time _____

This facility was inspected under emergency conditions on the date and time noted.

Comments:

Inspector ID/Agency:

Facility Name and Address:

Do NOT Remove this Placard
Until Authorized by Governing Authority

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REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

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Yellow Placard

Posted by City of Sherwood
Unauthorized entry will be treated as trespass and prosecuted accordingly

LIMITED ENTRY
OFF LIMITS TO UNAUTHORIZED PERSONNEL

Warning:

This structure has been damaged and its safety is questionable. Enter only at own risk. Aftershocks or other events may result in death or injury.

Date _____
Time _____

This facility was inspected under emergency conditions on the date and time noted.

Comments:

Facility Name and Address:

Inspector ID/Agency:

Do NOT Remove this Placard
Until Authorized by Governing Authority

SECTION 2-I

REPORTING, DECLARATION OF EMERGENCY, AND DAMAGE ASSESSMENT

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Red Placard

Posted by City of Sherwood
Unauthorized entry will be treated as trespass and prosecuted accordingly

UNSAFE
DO NOT ENTER OR OCCUPY

Warning:

This structure has been seriously damaged and is unsafe. Do not enter. Entry may result in death or injury.

Date _____

Time _____

This facility was inspected under emergency conditions on the date and time noted.

Comments:

Facility Name and Address:

Inspector ID/Agency:

Do NOT Remove this Placard
Until Authorized by Governing Authority

SECTION 2-J

VOLUNTEER / DONATION MANAGEMENT

I. SITUATION – VOLUNTEERS IN EMERGENCY OPERATIONS

In an emergency situation differing groups of volunteers will be a part of the overall response equation and will include:

1. Individuals who have been identified in pre-emergency activities and training to include Amateur Radio or Community Emergency Response Teams (CERT).
2. Members of organized volunteer groups like the Boy Scouts, faith-based organizations and churches, or service/fraternal groups like Elks.
3. Emergent volunteers not associated with either of the above groups who simply come forth in a time of need to lend whatever assistance they can.

For the purposes of this plan, the American Red Cross definition of volunteer will apply:

*A **volunteer** is an individual who, beyond the confines of paid employment and normal responsibilities, contributes time and service to assist in the accomplishment of a mission.*

Effective employment and management of volunteers in an emergency situation can be critical to the overall success of the response effort, with long-lasting impacts on the community. Volunteers can help to fill short-falls in City staffing needs in time of crisis. Well managed volunteers in an emergency situation can help the City create a sense of teamwork that will last long after the crisis is past.

Similarly, failure to effectively use volunteers can create a sense of frustration, due to a lack of structure and planning, that also portrays to the community a disregard for volunteer assistance. This will prove counterproductive to even the best response efforts.

Finally, proper accounting for the time volunteers expend in a disaster response can be used in requesting reimbursement under the FEMA Request for Public Assistance program.

A. Types of Volunteers. FEMA further classifies volunteers into the following four categories:

1. **Professional.** Volunteers who are licensed or have a specialized skill. Professional volunteers include medical service providers such as physicians, nurses, emergency medical technicians; mental health professionals; lawyers; building contractors and inspectors; computer technicians; clergy; accountants, etc. These people may volunteer individually or as a group.
2. **Unskilled.** These volunteers do not already have the skills that could be useful to emergency management programs, but they do offer their time and can be trained.
3. **Spontaneous.** These are people who volunteer in the immediate aftermath of a disaster or an emergency. They may be skilled or unskilled and may be from the affected area or from outside the area. Channeling spontaneous volunteers can present special management challenges.
4. **Affiliated.** These volunteers are attached to a recognized *voluntary agency* that has trained them for disaster response and has a mechanism in place to address their use in an emergency.

B. Voluntary agencies (or VOLAGs) are established organizations whose mission is to provide emergency services to the community through the use of trained volunteers. Local examples of VOLAGs include The American Red Cross, Amateur Radio Emergency Service (ARES), CERT, and many church-related agencies. Most, if not all, of these organizations have registered non-profit (501(c)3) status, and many belong to the Oregon Voluntary Organizations Active in Disaster (ORVOAD).

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VOLUNTEER / DONATION MANAGEMENT

- C. **Community Based Organizations (CBOs)** In addition to VOLAGs, there are many CBOs in Sherwood (e.g., Faith in Action/Meals on Wheels, American Legion, the Elks, and various church groups) whose mission is not specifically disaster-related but that, nevertheless, can be an important source of volunteer services in an emergency.
- D. **Local Businesses.** Finally, many businesses and corporations have volunteer programs that offer goods and services that communities can tap in emergency situations. These businesses can also be a good resource in pre-disaster emergency preparedness activities.

II. CONCEPT OF OPERATIONS - MANAGING VOLUNTEERS

A. Enrollment.

1. Pre-Incident

Whether volunteers are being recruited and enrolled individually or as members of a City sponsored VOLAG like CERT, ALL volunteers must pass a background screening. Use Sherwood Emergency Volunteer Application (Attachment A) and Sherwood Informed Consent Waiver (Attachment B) to collect information to conduct background checks.

Minimum background check required is LEDS/Drivers License check.

Pertinent contact, skills, experience, and interests information will be recorded in the Volgistics database.

Upon successful completion of the background screening and any required training, the volunteer will be issued a Sherwood photo ID card.

All members of Washington County ARES (amateur radio) are certified by the state and pass security screenings done by the Sheriff's office. They're issued ARES ID cards signed by the state and the Sheriff.

2. During Incident Response

As the emergency situation develops, some volunteers will spontaneously come to the EOC to offer their assistance and support. The Incident Commander will determine that need for volunteer management in coordination with the Logistics Section Chief. As necessary, the Volunteer/Donations Manager will be activated to coordinate volunteer activities.

The Volunteer/Donations manager will register volunteers who come to the EOC and/or otherwise contact the EOC offering their support. Initial enrollment and hours tracking may be accomplished using Attachment C (Consent Waiver and Sign-In/Out Sheet).

Pertinent contact, skills, experience, and interests information will be recorded either in either the Volgistics database, in a "Quick-Facts Sheet" (Attachment D) or in a spreadsheet developed by the Volunteer/Donations Manager.

Copies of Attachment C can be used by VOLAGs as they organize their members in the response efforts.

Many volunteers will spontaneously offer their assistance wherever they see a need, thus making tracking of their work and time involved more difficult. It may become necessary for the Volunteer/Donations Manager to assign a member(s) of his/her staff to seek out such spontaneous volunteers, record their activity and to determine

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VOLUNTEER / DONATION MANAGEMENT

the numbers of volunteers that will require some form of logistical support – food, water, sanitation, etc. This information needs to be reported to the Logistics Section.

B. Mobilization of Volunteers.

1. As a disaster scenario develops it will become apparent that volunteers may or may not be needed in the response effort. Communications between the Operations and Planning Sections will identify resources needed and available. When it is recognized that resources available through normal sources, i.e. City Staff, mutual aid agreements, etc. are inadequate, the Logistics Section Chief
 - a. Will activate the Volunteer/Donations Manager to manage and coordinate volunteer activities.
 - b. Request that previously identified VOLAGs and/or individual volunteers be notified that their support is needed.
2. **Volunteer/Donations Manager**
 - a. Screen callers/walk-in volunteers to identify volunteer's location (call-in), skills, time availability, access to equipment, and basic information.
 - b. Enter volunteer's information resulting from the screening into the Volgistics database (if Internet access is available) otherwise use the V/DM spreadsheet.
 - c. Receive requests from agencies, departments, etc. (requesting agencies) for emergent volunteers and produce lists using the Volgistics database. If new job types are requested, add these new job types to the Volgistics database.
 - d. Notify the requesting agency of potential volunteer and provide basic information on each volunteer.
 - e. Enter deployment or assignment information into the Volgistics database to reduce possible duplication of individual referrals to requesting agencies.
 - f. Coordinate volunteer needs and resources with County Volunteer Clearinghouse.
3. **Public Information.** The PIO will also publish messages in local media and through available media resources identifying needs for volunteers and any specific skills that are required. These messages will be provided to call-takers in the Public Information Center and to emergency responders so that they can confirm the need for volunteers as they interact with the public.

C. Utilization of Volunteers

Volunteers will always be under the supervision or leadership approved by the City of Sherwood or its partner agencies.

Under no circumstances should volunteers ever be working unsupervised.

1. **Volunteers with Professional Skills.** As these individuals are identified to the Volunteer/ Donations Manager (V/DM), they should initially be directed to the Resource Unit Leader to determine the immediate need for their skills, equipment/tools, and experience. They may then be assigned to teams or task-forces under the direction of the Operations Section.
2. **Business Volunteers.** Many times in disasters businesses will come forward to volunteer the efforts of their employees to assist in the response effort. When these kinds of services are offered it is important to confirm that the time and materials

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offered is indeed a voluntary gesture and to do so in writing with some form of receipt (See Attachment D for an example).

As with "Professional Volunteers" Business Volunteers will be given direction through the Operations Section, once they have been added to Resource rosters by the Resource Unit leader.

3. VOLAG Volunteers.

As VOLAGs become identified to the Volunteer/Donations Manager, information will be solicited regarding the number of volunteers available and any special skills or equipment they have available. This information will be provided to the Resource Unit Leader, who will then update the Operations Section.

VOLAG leaders will be provided assignments for their organization under the direction of the Operations Section, which may or may not assign a specific supervisor for the specific VOLAG's activities.

VOLAG leaders will be asked to track the time and participation of their group's members using Attachment C. As individual members of a VOLAG identify themselves to the Volunteer/Donations Manager, they will be directed to the areas where their respective group is working.

4. Activated CERT Volunteers.

CERT Volunteers constitute a unique category of volunteer as they have received specific training in preparation for responding to an emergency incident. An activated CERT member should always be under the direct supervision of an emergency response professional supervisor or designee.

Activation of a CERT member can come about as a direct verbal request from an emergency response professional or through a request placed through the emergency notification system. The decision to utilize the emergency notification system is at the discretion of the lead Incident Commander (IC) at the scene and/or EOC. Utilizing the emergency notification system to activate CERT members will also prompt the requesting discipline to ensure there is adequate supervision for the activated CERT volunteers.

Activated CERT members, as City Volunteers, can be utilized to assist at the basic scene or supportive functions including:

- Basic First Aid
- Basic Triage of Victims or structures
- Extinguishing small incipient phase fires utilizing makeshift aids or fire extinguishers. CERT Volunteers may also assist in Administrative functions.

(NOTE: No interior firefighting is allowed, and CERT members should not be in a position where smoke inhalation or heat endangers their safety.)

- Light Search and Rescue to include cribbing, leveraging, and removal of victims from danger.
- Setting up Treatment, Rehabilitation, or similar sectors.
- Maintaining accountability for fellow CERT members.
- Supervising CERT sectors or groups.

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- Any other operation required to remedy a given scenario that does not directly endanger the CERT member or move outside of his or her scope of experience practices.

NOTE: Many members of CERT have skills beyond what is taught through the CERT program (e.g. physicians, and other health professionals, heavy equipment operators, etc.). While these skills may be helpful during an emergency or disaster, those skills must be annotated on their ID cards (much like a CDL endorsement or Organ donor code) because they are outside the CERT scope-of-practice and are not authorized activities as a CERT volunteer without the code endorsement.

5. **Unskilled Volunteers.** While these individuals offer energy and enthusiasm, it is important that their efforts be closely supervised in order to prevent their distracting emergency responders or disrupting the response effort. For this reason they may need to be organized in a volunteer staging area until they can be given a specific assignment under qualified leadership.

6. **Spontaneous Volunteers.**

Upon arrival at an emergency scene or disaster site, an emergency response professional may find CERT members and/or other citizens engaged in emergency activities as spontaneous volunteers. Depending on the scope of the incident, the emergency response professional may wish to maintain the activities of those who are performing critical functions, or who can be utilized in other capacities. This requires a rapid assessment to determine the scope of the situation, the degree of volunteer assistance needed, the type of volunteer, and any hazards that may affect the safety of the volunteer(s).

If the volunteer(s) is a CERT member, a CERT Activation Notice (CAN) report should be generated and delivered to the CERT Team Leader in the Operations Section as soon as practicable. Following completion of the CAN report, the emergency response professional must either "disengage" the CERT member(s) and/or other spontaneous volunteers, or give them instructions on how they can assist.

NOTE: Engaging a CERT member in an operation activates them as a City Volunteer. Disengaging them means that they are to cease their involvement in the operation and are not to be considered "activated." Activated volunteers need to have specific instructions and must be supervised. They are not to be given any task that is beyond their scope of training, mental and/or physical ability to perform.

7. **Long-term Recovery Operations.** As the emergency event transitions from response into long term recovery operations, local and national organizations will assume a primary role in the use and management of volunteer resources, especially as they relate to shelter and other logistic support activities.

8. **Documentation of Volunteer Activities**

- a. **Hours worked.** Volunteer hours contributed to response and recovery operations and documented may be used to provide "soft match" for the City's cost share in presidentially declared disasters. Thus it is essential that all departments and/or EOC Sections employing volunteers track their hours and report that information to the Finance Section.
- b. **CERT.** Activities of activated CERT members, to include information regarding the extent of activation, need to be documented using ICS Form 214. In an emergency, this may be accomplished by including the following information in

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the CAN report to the CERT Team leader in the Operations Section:

- Name of CERT member and ID# if available.
- Actions taken prior to arrival of the emergency response professional if applicable.
- Actions assigned after the arrival of the emergency response professional.
- Any outcomes, positive or negative, including injuries sustained.

Once the situation is resolved, the supervising emergency response professional should deactivate the CERT member. Deactivation needs to be reported to the V/DM who will then update the Resource Unit (for resource availability) and Finance Section for hours of volunteer service.

c. Injuries.

Injuries incurred by volunteers must be reported to the incident Medical Unit as soon as is practicable and information relative to the injury provided to the Compensation/Claims Unit.

Any activated CERT member or other registered volunteer that suffers an injury while performing an assigned task must, as soon as practicable, and without delay or considerable loss of time, report the injury incurred while assisting the City of Sherwood at an emergency scene or disaster area.

Volunteers accepted by and assigned to assist the City of Sherwood in support of response and recovery operations may be considered Emergency Service Workers under ORS 401 and may be subject to the City's Workers' Compensation benefits.

Failure to immediately report such an injury will jeopardize their ability to receive workers compensation benefits. Any recovery for such an injury is specifically and expressly limited to that available under the City of Sherwood's Workers Compensation insurance.

D. Demobilization of Volunteers.

This needs to be closely coordinated with the Planning, Operations, and Logistics Sections to ensure the most effective utilization of resources.

As volunteers are demobilized, closeout reports of their hours worked and activities in support of response and recovery operations need to be forwarded to the Finance Section.

It is highly recommended that as soon as possible after demobilization that a letter of appreciation be sent to the home or mailing address of each volunteer who is registered with the Volunteer/Donations Manager.

MANAGING DONATIONS

I. SITUATION

Donation management is a crucial element of every disaster and unless conducted with forethought can evolve into a secondary crisis as unwanted and unneeded materials fill warehouses and create challenges with distribution and/or disposal.

Coordination of donations with local VOLAGs to include food banks, churches, etc. can do much to ensure that donations reach disaster impacted residents and help to alleviate their needs.

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Cash donations can often provide a more effective form of disaster support than in-kind donations.

The State of Oregon and Washington County plan to employ AidMatrix - www.aidmatrix.org as a tool to assist in managing donations, both cash and in-kind.

II. CONCEPT OF OPERATIONS

A. Volunteer/Donations Manager (V/DM). Depending on the nature of the emergency, the Incident Commander will, as necessary, activate the V/DM under the Logistics Section to ensure that all donations are accounted for and disposed of appropriately.

B. Donation Communications. Early on in the emergency response, the PIO will provide a message to the media and to local residents regarding donation needs, where they can be delivered, and those donations that are specifically **NOT** needed. This message will be coordinated between the Planning and Logistics Sections and the PIO and revised as the response efforts continue.

C. Receipts. Donations received will be acknowledged with the Receipt found at Attachment E. A copy will be retained for V/DM records and one provided to the donor.

D. Storage. Donations must be kept secure until they are needed. The V/DM will coordinate storage requirements with the Logistics Section Chief.

E. Reports. The V/DM will regularly report appropriate material donations received to the Resource Unit leader and cash donations to the Finance/Administration Section Chief.

F. Coordination of Activities.

1. Donors offering goods and services as well as funds will be asked to register their offer on-line using Aidmatrix. This program, managed by the State Office of Emergency Management (OEM) with coordination by Washington County, serves as a virtual warehouse, enabling volunteer agencies that work with disaster victims to view what is available and to arrange for the delivery of the donations when they are needed. This process avoids the costs of warehousing donations, sometimes for months, until disaster victims are ready to receive them in their new or rebuilt homes.
2. All food donation offers will be directed to local Oregon Food Banks rather than to Aidmatrix.

Local Sherwood Food Banks are located at:

- St. Francis Catholic Church, 15659 SW Oregon St., Sherwood 503 625-7067
Point of Contact: Arlene Voelker
- Sherwood United Methodist Church, 22280 SW Washington St., Sherwood 503 625-7537
Point of Contact: Velma Wooley
- Willowbrook Food Pantry, 19200 SW Edy Rd., Sherwood 503 625-7903
Point of Contact:

3. Food donations for animals will be directed to Washington County Animal Services.
4. Donors will be encouraged to donate money, versus goods, either to VOLAGs through Aidmatrix or directly to a VOLAG of the donor's choice.
5. Efforts should be made to avoid unsolicited donations, especially donations-in-kind. The V/DM will coordinate messages with the PIO, who will in turn coordinate within the County JIS, all messages relating to donations.

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6. In lesser disasters, donations should be handled exclusively by VOLAGs.
7. The V/DM will work with the Public Information Center manager to ensure that calls offering donations and/or volunteer services are forwarded to the V/DM for action.
8. Close coordination with the Washington County Donations Coordination Team (WCDCT) will prove valuable and a copy of the Washington County Donations Management Annex is available in the EOC. This cooperation and coordination will be especially important in the event it becomes necessary to establish VOLAG managed **Donation Drop-off stations** or **Service Sites** (generally located in proximity to areas where disaster victims are living. These sites issue ready-to-use goods and other assistance (e.g., food baskets, space heaters to dry out flooded homes, tarps, information/advice, etc.)

III. ADMINISTRATION AND LOGISTICS

- A. For emergencies not requiring activation of the EOC, the Sherwood Emergency Management Coordinator will be responsible for monitoring the situation, coordinating with local VOLAGs, and evaluating the need and the method of accommodating potential donations.
- B. For emergencies requiring activation of the EOC and resulting in a presidentially-declared disaster with individual assistance, the EOC V/DM, in coordination with the WCDCT will take actions to acquire donations of supplies and services that are identified as immediate life safety requirements. Efforts will be made to contact the business community through Sherwood EOC Liaison Officer to fill these urgent needs.
- C. During recovery, Washington County Emergency Management will support activation of a volunteer-led Long-term Recovery Committee (WCLTRC) to address the unmet needs of disaster victims. City emergency management staff, along with the V/DM, will work with the WCLTRC and Oregon Voluntary Organizations Active in Disaster (ORVOAD) to identify volunteer organizations that are willing to assist in reviewing cases where the client(s) have received all they can from government sources (e.g., FEMA, SBA) but still have needs. This WCLTRC will provide needed resources (e.g., funds, home rebuilds, supplies, counseling) if clients meet WCLTRC guidelines. The WCLTRC will access donations as needed.
- D. At the conclusion of an event, all donations not distributed will be divided among the responding ORVOAD member agencies.

**SECTION 2-J
 VOLUNTEER / DONATION MANAGEMENT**

ATTACHMENT A



Sherwood Emergency Volunteer Application

Contact Information

Name _____
 Address _____
 City, State, Zip _____ Drivers License # _____
 Home Phone _____ Cell/Work _____
 Emergency Contact _____ Phone _____
 Email _____
 Birth date _____

(Must be 18 years old to volunteer for CERT)

How did you become aware of the City of Sherwood Emergency Volunteer opportunities?

- City Newsletter City of Sherwood Website Newspaper Referral
 Other _____

When are you available and for how long?

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Morning							
Afternoon							
Evening							

Area of Interest

- Community Emergency Response Teams (CERT)
- During declared emergencies, i.e. working with emergency responders, assisting in shelters, traffic/crowd control, etc.
- Assist during extraordinary events, e.g. unusual weather, or other incidents requiring volunteers
- "Map My Neighborhood" or other neighborhood emergency organizing events
- Special Events – Robinhood Festival, Cruisin Sherwood, School events, etc.
- Organizational leadership

Skills or Qualifications/Previous Volunteer Experience

Please describe your skills and qualifications (especially leadership experience) that you have acquired from previous experience that would pertain to this position. (Please use back if needed)

Computer software programs in which are you proficient?

- Word PowerPoint Hansen Excel Publisher
 Other _____

Please sign the back of this application

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Agreement and Signature

ATTACHMENT A

CERT Position Description - An activated CERT member is under direct supervision of an emergency response professional supervisor or designee, either as a result of a direct verbal request from an emergency response professional or as a result of direction given upon reporting to the City of Sherwood Emergency Operations Center (EOC). Activated CERT members, as City Volunteers, can be utilized to assist at the basic scene or in supportive functions including:

- Basic First Aid
- Basic Triage of Victims or structures
- Extinguishment of small fires utilizing makeshift aids or fire extinguishers. CERT Volunteers will be utilized in Administrative functions (NOTE: No interior firefighting is allowed, and CERT members should not be in a position where smoke inhalation or heat endangers their safety.)
- Light Search and Rescue to include cribbing, leveraging, and removal of patient victims from danger.
- Setting up Treatment, Rehabilitation, or similar sectors.
- Assisting with traffic and/or crowd control barricades or processes/procedures
- Assisting with staffing emergency shelters
- Maintaining accountability for fellow CERT members.
- Supervising CERT sectors or groups.
- **Any other operation required to remedy a given scenario that does not directly endanger the CERT member or move outside of his or her scope of experience practices.**

I hereby certify that I have answered truthfully and have not knowingly withheld any information relative to my application. I agree and understand that any misstatements or material omissions on the application will result in my being eliminated from further consideration. I understand that, if accepted, any misrepresentation or material omission which becomes known to the City of Sherwood may result in my immediate dismissal. I agree that I will work within my assigned areas of responsibility without any monetary compensation, and be subject to workers' compensation coverage while on the job. I will follow the lawful directions of my assigned supervisor while working for the City of Sherwood and will follow and be bound by the Policies and Procedures of the City of Sherwood to the same extent as paid employees of the City, except those Policies and Procedures relating to compensation and benefits, which do not apply to me.

By my signature below, I verify that I am 18 years of age or older. I also understand the duties and responsibilities of this position and give my permission to the City of Sherwood to use my Drivers License/Date of Birth to conduct a background investigation relative to my fitness to serve in this volunteer capacity.

Signature _____ Date _____

Please return completed application to:

City of Sherwood
Attn: Emergency Management Coordinator
20495 SW Borchers Dr
Sherwood, OR 97140

Fax 503-625-9553

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VOLUNTEER / DONATION MANAGEMENT

ATTACHMENT B



**INFORMED CONSENT / WAIVER
GRANTING DISCLOSURE OF
CONFIDENTIAL PERSONNEL RECORDS**

To the Custodian of Personnel Records, _____ :

I, the undersigned _____, am an applicant with the City of Sherwood. I understand that my prospective employer, its agents and/or assigns, cannot make a determination regarding my fitness for this position without a full and unrestricted disclosure of any and all information relative to my performance as _____, including personnel records or other relevant information in your possession which may be deemed confidential, or which may be protected from disclosure, including, but not limited to: records of application, appraisal, counseling, attendance, payroll, complaints, the investigation or findings of misconduct, discipline, criminal history, commendation, promotion, training and education, experience, professional certification, character reference, or personal data; and records or information which may, as a result of an agreement between the undersigned and the City manager/Department Head/ Personnel Director/ Previous Employer/, have been sealed.

I hereby acknowledge that a legal privilege exists concerning these records, that I am waiving the privilege for this specific purpose, and I hereby acknowledge that the Department and its Custodian of Records has been or will be serviced with my authorized, knowing and voluntary request for disclosure of my confidential personnel records within any period prior to the expiration date noted below. I have been offered a copy of this waiver and shall not require any additional notification thereof. This waiver is specifically granted to determine the undersigned's eligibility and qualifications for employment with this agency.

Therefore, I direct you to release the information described above to the bearer of this form, and I knowingly and voluntarily exonerate, release and discharge you, the department or agency named above, any agency of any city, county, state or the United States government, their employees, officers, agents, and assigns from any liability, claim or damages, now or in the future whether in law or equity, on behalf of myself, my agents, heirs or assigns, for granting disclosure of my confidential personnel records at my own request for employment purposes.

Witness my hand this _____ day of _____, 2009 in the County of _____, State of Oregon. This consent form is valid for 120 days from date of signature.

SIGNATURE OF UNDERSIGNED

DRIVERS LICENSE # / STATE

DATE OF BIRTH

SIGNATURE OF WITNESS

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ATTACHMENT D



Emergency Volunteer Quick-Facts Sheet

In order to capture valuable information about you that can help us make better use of your skills and/or experience, or to know who to contact in the event you are injured, please provide the following information:

Name: _____ Phone Number: _____

Address: _____

Email Address: _____ Cell Phone Number: _____

In event of emergency or injury, contact: _____

Relationship: _____ Cell Phone Number: _____

Skills/Experience: _____

Interested in becoming a CERT Volunteer? Yes No

Please return to Volunteer/Donations Manager



Emergency Volunteer Quick-Facts Sheet

In order to capture valuable information about you that can help us make better use of your skills and/or experience, or to know who to contact in the event you are injured, please provide the following information:

Name: _____ Phone Number: _____

Address: _____

Email Address: _____ Cell Phone Number: _____

In event of emergency or injury, contact: _____

Relationship: _____ Cell Phone Number: _____

Skills/Experience: _____

Interested in becoming a CERT Volunteer? Yes No

Please return to Volunteer/Donations Manager

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ATTACHMENT E

RECEIPT FOR VOLUNTARY EMERGENCY SERVICES / DONATIONS OFFERED

In response to _____.

Donor/Volunteer Contact Information

Name: _____

Address: _____ **Phone**
Number _____

It is hereby acknowledged that _____ has offered and provided the following voluntary services and/or material in support of emergency response efforts for and in behalf of the City of Sherwood, Oregon:

Services:

Equipment usage:

Materials:

Donated materials are valued at \$_____.

Receipt acknowledged by _____, City of

Sherwood

and by _____
Volunteer/Donor

Date: _____

SECTION 2-K

RECOVERY

I. DESCRIPTION

The recovery phase of an emergency is that period of time following the response period when actions are taken to help citizens return to normal, or safer, life as soon as possible after an emergency.

Recovery is both a short-term and a long-term process. In the short-term, emphasis is on the restoration of vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

II. COMMON RECOVERY ACTIVITIES

During recovery, many of the Section Chiefs' responsibilities and activities continue, but with a change in focus. These include:

A. Planning Section:

1. Demobilization of resources
2. Documentation of section's recovery activities
3. Situation status reports
4. Resource management coordination with Logistics Section and Incident Commander
5. Mapping
6. Final incident package preparation

B. Logistics Section:

1. Make arrangements for disaster recovery center (DRC) for FEMA
2. Documentation of section's recovery activities
3. Temporary housing and feeding of displaced persons
4. Resource management coordination with Planning Section

C. Finance Section:

1. Record keeping of all costs incurred
2. Documentation of section's recovery activities
3. Preparation of documents for submission to state and federal government
4. Damage assessment coordination/documentation

D. Public Information Officer:

1. Dissemination of public information
2. Documentation of function's recovery activities

SECTION 2-K

RECOVERY

III. SHORT-TERM RECOVERY ACTIVITIES

During the recovery phase of an emergency, the Incident Commander has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency, once the incident is stabilized. (See Section 2-I) Short-term recovery activities may include:

- A. Damage assessment and posting unsafe and/or unusable buildings, roads, or bridges
- B. Assessment of victims needs
- C. Removal of disaster debris
- D. Removal of animal and human remains
- E. Testing drinking water and, if necessary, establishing new or additional drinking water supplies
- F. Emergency repairs of sanitary sewer and storm drain systems
- G. Utility infrastructure repairs, i.e. electricity, phone, and natural gas lines and cell phone towers
- H. Establishing security in affected areas

IV. LONG-TERM RECOVERY ACTIVITIES

Long-term recovery activities are generally conducted by the same sources used for similar activities during non-emergency times. These activities will be guided by policy decisions by elected officials and will include:

- A. Restoration of non-vital government services
- B. Demolition and reconstruction of damaged areas
- C. Monitoring restoration activities
- D. If necessary, helping locate suitable facilities for a disaster recovery center
- E. Identifying areas to improve and implement changes (such as building codes, emergency plan, training deficiencies, etc.) that could mitigate damage in future emergencies

V. DISASTER RECOVERY CENTER

When a federal disaster declaration is issued, Logistics Section personnel may be called upon to locate a large facility to serve as a disaster recovery center (DRC). FEMA is responsible for operation of the DRC. There, citizens can meet with federal/ state/local and volunteer agency representatives to apply for disaster recovery assistance.

A Disaster Recovery Center (DRC) needs to be a readily accessible facility or mobile office where applicants may go for information about FEMA or other disaster assistance programs, or for questions related to their individual situation.

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RECOVERY

Disaster Recovery Center Services. Some of the services that a DRC may provide include:

- Guidance regarding disaster recovery
- Clarification of any written correspondence received
- Housing Assistance and Rental Resource information
- Answers to questions, resolution to problems and referrals to agencies that may provide further assistance
- Status of applications being processed by FEMA.
- SBA program information if there is a SBA Representative at the Disaster Recovery Center site.

For additional information, see the "State of Oregon Disaster Recovery Assistance Guidebook." A copy is available in the Operations EOC.

SECTION 2-L

DEBRIS MANAGEMENT AND REMOVAL

I. BACKGROUND

Each year, local officials from hundreds of communities are faced with the task of removing debris caused by natural disasters. In Sherwood this debris may be caused by wind and ice storms, tornadoes, floods, earthquakes, wild fires and other natural disasters. Each incident creates debris removal challenges that are unique to the event.

In many cases, debris clearance, removal and disposal actions can be accomplished quickly using community resources augmented by assistance from neighboring communities, State agencies and contractor resources. In other instances, the damage and debris may be so extensive that a comprehensive debris clearance, removal and disposal management plan is required to efficiently and effectively control the operations.

II. SITUATION

- A. Sherwood is subject to a number of disaster circumstances that could create a need for debris management operations. These circumstances include severe weather incidents, floods, earthquakes, and other natural and technological emergencies.
- B. Debris management issues brought on by natural and technological disasters require dynamic solutions that are both creative and flexible. Tremendous amounts of disaster debris may be produced, but much of it may be suitable for reuse, recovery, or recycling. Substantial amounts of contaminated debris may also force innovative decision-making.
- C. Debris Management Resources.
 1. Sherwood Public Works manages the surface water program within City boundaries. Responsibilities include street sweeping and removal of debris from catch basins, storm drains, and drainage ditches. Additional responsibilities include administration of franchise hauling activities; management of public information programs; emergency contracting; and designation of emergency drop-off points.
 2. The Washington County Department of Land Use and Transportation (DLUT) has responsibility for removal of debris from county rights-of-way. They also remove debris from storm systems outside the urban growth boundary and administer land use programs that may impact the processing of disaster-related debris. DLUT can also remove debris from creeks and streams on an emergency basis. (See also Washington County Debris Management Annex – Copy in EOC)
 3. The Community Health Services Division of the Washington County Department of Health and Human Services is responsible for assessing threats to public health posed by disaster-related debris.
 4. Metro, the Portland metropolitan area regional government, has functional regional planning responsibility for disposal of solid wastes generated within its boundaries. Metro's debris management responsibilities/capabilities include:
 - Contracting for hauling and disposal of solid wastes that are moved out of the area
 - Contracting for the operation of regional transfer stations
 - Collection and processing of household hazardous wastes

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DEBRIS MANAGEMENT AND REMOVAL

- Managing a public information program that provides information on a broad range of disposal options for solid waste (including reuse, recovery, recycling, composting, and landfill).
5. Private citizens and businesses are responsible for the removal of disaster-related debris from their properties.
 6. A number of state and federal agencies have a stake in (and oversight of) many disaster-related debris management options/activities including:
 - Burning
 - Disposal of materials contaminated by hazardous or medical wastes
 - Removal of debris from state rights-of-way
 - Modification of acceptable waste streams (i.e., waste types) at any solid waste permitted facility
 - Removal of debris from creeks, streams, and rivers

Several of these agencies can also assist with identification and acquisition of temporary disposal sites, develop debris tonnage predictions/estimates, and support debris collection and disposal operations.

7. Private companies engaged in franchise hauling activities; operate recovery and landfill sites; provide recycling and composting options for vegetative (i.e., woody) debris; and contract to pick up and transport medical wastes.
8. Many non-profit and volunteer organizations can assist with debris removal activities. Emergent volunteers (i.e., those who show-up and offer assistance in time of emergency) can also help with debris removal. [See Section 2-J Volunteer/Donations Management Annex for guidelines on processing, training, and equipping emergent volunteers.]

III. CONCEPT OF OPERATIONS

Whenever an emergency or disaster creates a situation where the existing solid waste processing capacity is exceeded, the solid waste management community must react quickly to formulate an effective Debris Management Plan. Debris volumes and types must be assessed, collection and disposal resources identified, and instructions provided to local businesses and to the public.

Debris removal priorities must be established, with the highest priority given to debris removal associated with life safety operations (e.g., gaining access to perform rescues) and restoration of critical services (e.g., reopening highways and ensuring access to fire, police, and communications facilities). A high priority should also be given to the restoration of garbage and recycling collection services if they were disrupted by the disaster or emergency operations.

A. INCIDENT DEBRIS MANAGEMENT PLAN

1. **Initial Priorities.** Response efforts are first directed to activities that protect lives, public health and safety, such as evacuations, sheltering, fire fighting, utility restoration and clearing roads of debris. In a catastrophic incident these efforts may initially take several days to several weeks to accomplish.

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DEBRIS MANAGEMENT AND REMOVAL

2. Plan Development. Early on in the Response effort, the Incident Debris Management Plan needs to be developed to allow for transition from the initial focus on life and safety activities to long-term recovery actions. Since the debris clearing, removal and disposal operations may extend for weeks or months complete documentation of the evolving plan is essential to avoid confusion and inefficiency and to ensure the highest return of FEMA reimbursement.

3. Damage Assessment.

As noted in Section 2-I Damage Assessment will be conducted in three phases: Rapid Assessment, Initial Damage Assessment, and Preliminary Damage Assessment.

- a. The Rapid Assessment, conducted immediately after impact, not only provides the Incident Commander with information necessary to identify necessary lifesaving actions, it also helps in assessing the magnitude of damage and determine if additional resources are needed from other local governments and the State. The initial basis of the Debris Management Plan will begin with the Rapid Assessment.
- b. The Initial Damage Assessment, a Planning Section responsibility, provides additional supporting information as the Debris Management Plan develops.
- c. The designation of pre-established geographical divisions of the City, as described in Section 6 – Vital Services, will be useful in the further development of the Debris Management Plan.
- d. As the Damage Assessment process progresses, each geographical Division will then be broken out as follows:
 - 1) Type of debris (structural, trees, sediment and mixed).
 - 2) Location of debris.
 - 3) Volume of debris (large versus small).
 - 4) Land use (residential, business, agricultural).
 - 5) Location of existing and potential temporary storage/volume reduction sites.
 - 6) Proximity to existing and potential permanent disposal sites (public and/or private landfills).
- e. Damage assessment teams should estimate the amount and composition of debris observed in each division, annotating locations on community maps in Public Works and in the Situation Unit in the EOC.

B. AVAILABLE RESOURCES

- 1. City of Sherwood.** The City maintains equipment, such as trucks, rubber tire loaders, graders, chippers, chain saws, small cranes, dozers and backhoes with experienced operators who can be used to open roads and remove debris. Temporary hires may be added to provide additional labor and equipment operators for 24-hour-a-day operations, if needed.
- 2. Mutual Aid Agreements.** Depending on the nature of the emergency, additional resources may be made available via mutual aid agreements like the Washington County Cooperative Assistance Agreement.

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DEBRIS MANAGEMENT AND REMOVAL

3. **Volunteers.** Historically volunteers have played a significant role in large-scale debris removal operations. Volunteer organizations can also assist private property owners or provide financial assistance in the removal of debris from private property.

Additionally, community organizations, such as civic clubs, student groups and neighborhood organizations have proven to be a tremendous community resource in past disasters. To provide for maximum utilization of these resources, the debris management team should be prepared to organize volunteer groups and direct their efforts.

Guidance found in Section 2-J Volunteer/Donations Management will help in documenting the number of volunteers, the type of work performed and the hours worked.

Sponsoring organizations should ensure that personnel are properly equipped and that common sense safety precautions are followed. Where sponsoring organizations are unable to provide proper personal protective equipment (PPE), the Logistics Section should provide the necessary PPE.

4. **Contractors.** Labor and equipment for debris clearance, removal and disposal should be available from local contractors. Pre-event contracts should be used to the maximum extent possible.

5. **FEMA Debris Mission Response Actions.** In catastrophic disasters, FEMA can provide direct Federal assistance to support local, tribal and State governments in performing some of the activities related to debris clearance, removal and disposal.

The response capabilities of the City, County and State governments must be clearly exceeded before this level of assistance can be provided. The work that can be performed under this authority is limited to emergency work and debris removal under Sections 402 (4), 403 and 407 of the Stafford Act.

The assistance will be subject to the cost-sharing provisions as specified in the FEMA-State Agreement. The City will reimburse FEMA for the appropriate non-Federal share of the cost of the work, including any administrative costs of the performing Federal agency.

C. PHASES OF MANAGEMENT

1. Response

- a. Designate a Local Debris Removal Coordinator (LDRC) to manage disaster-related debris and to coordinate debris management activities with local, county, state, and federal government representatives, waste haulers, and solid waste processing facilities.
- b. Identify and prioritize debris sites involving critical facilities and highways.
- c. Establish procedures and sites for temporary storage and processing of contaminated and uncontaminated disaster debris.
- d. Remove or contract for removal of debris from critical facilities and highways.
- e. Identify and eliminate debris-related threats to public health and safety.
- f. Restore delivery of garbage and recycling collection services.

SECTION 2-L

DEBRIS MANAGEMENT AND REMOVAL

- g. Provide information to the public relative to debris-related health issues.
- h. Track debris management costs and debris tonnage processed.

2. Recovery

- a. Identify and prioritize debris removal sites.
- b. Remove or contract for removal of debris from sites not cleared during response operations.
- c. Establish controls to prevent or minimize illegal dumping.
- d. Provide information and direction to the public on the handling of all categories of disaster-related debris.
- e. Track debris management costs and debris tonnage processed.

D. FEMA DEBRIS ELIGIBILITY CRITERIA

FEMA Public Assistance (PA) funds may be used for debris clearance, removal and disposal operations. Debris that may be eligible for clearance, removal and disposal includes trees, sand and gravel, snow, building wreckage, vehicles and personal property. The debris must be a direct result of the declared event, must occur within the designated disaster area and must be the responsibility of the applicant at the time of the disaster. Debris removal may be eligible when it:

- Eliminates immediate threats to lives, public health and safety;
- Eliminates immediate threats of significant damage to improved public or private property; and/or
- Ensures economic recovery of the affected areas to the benefit of the community-at-large.

1. **Debris Removal from Public Property.** In general, debris that is on public property must be removed to allow continued safe operation of governmental functions and, therefore, is eligible under one of the first two criteria. However, not all public property clearance is necessarily eligible.

(For clarification, see FEMA Debris Removal Guide – Copy in the EOC.)

2. **Debris Removal from Private Property.** Debris removal from private property is the responsibility of the individual property owner, aided by insurance settlements and assistance from volunteer agencies. FEMA assistance is not available to reimburse private property owners for the cost of removing debris from their property; however, the City may pick up and dispose of disaster-related debris placed at the curb by those private individuals.

If the debris on private business and residential property is so widespread that public health, safety, or the economic recovery of the community is threatened, the actual removal of debris from the private property may be eligible. In such situations, the work normally must be done or be contracted for by the City of Sherwood.

(For additional information, see FEMA Debris Removal Guide – Copy in the EOC.)

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DEBRIS MANAGEMENT AND REMOVAL

3. **Debris Removal from Natural Streams.** Debris removal from natural streams normally is not eligible for assistance. Only debris that causes a threat to lives or public health and safety or damage to improved property from an event that could be reasonably expected to occur within five years is eligible.

Any work in natural streams must also be closely reviewed and monitored to minimize undesirable environmental effects. This type of work will often require a Clean Water Act Section 404 permit from the USACE.

E. COORDINATION OF RESPONSE/RECOVERY DEBRIS MANAGEMENT ACTIVITIES

1. With the many interlocking responsibilities for normal day-to-day debris management activities, it will be even more essential for City of Sherwood Debris managers to actively coordinate their activities and operations with the following agencies and/or businesses:

- Metro
- Washington County EOC
- Washington County Land Use and Transportation Department Operations Center
- Washington County Department of Health and Human Services
- CleanWater Services
- PRIDE Disposal
- Grimms Fuel

2. **Within the City of Sherwood EOC, the following responsibilities pertain:**

- a. Gather and track City and County information on debris locations and amounts (See also Annex A – Solid Waste Handling/Processing Facilities) (**Plans and Operations**)
- b. Notify other jurisdictions of debris sites in or affecting their jurisdictions. For example, notify the Oregon Department of Transportation of debris sites located on Highway 99W. (**Plans and Operations**)
- c. Determine status of local debris collection resources (**Plans**)
- d. Determine status of local debris recycling and disposal facilities (**Plans**)
- e. Prioritize the City's debris removal sites (**Incident Commander, Plans, and Operations**)
- f. Disseminate debris-related public education information (**PIO in coordination with JIS**)
- g. Coordinate debris removal support from Washington County (**Plans, Operations, and Logistics**)
- h. Track City debris removal costs and ensure eligible costs are included in the Initial Damage Assessment (**Finance, Plans**)

SECTION 2-L

DEBRIS MANAGEMENT AND REMOVAL

IV. ADMINISTRATION AND SUPPORT

A. PRE- AND POST-DISASTER PLANNING

Major natural disasters can generate enormous volumes of debris in short periods of time. Debris clearance, removal and disposal operations must be implemented quickly to expedite recovery operations and to protect public health and safety of the local population. However, the speed of initial debris clearance, removal and disposal operations often depends upon the depth of pre-disaster planning.

1. **Identify Potential Types/Amounts of Debris**, for example, areas of town with significant unreinforced masonry construction can expect to have large amounts of building debris following a severe earthquake.
2. **Identify Temporary Debris Storage and Reduction Sites.**

All activities associated with massive debris clearance, removal and ultimate disposal operations depend upon the availability of suitable temporary debris storage and reduction sites. Identifying these potential sites before a major natural disaster will expedite debris removal and subsequent volume reduction and disposal actions. Quickly identifying them after the disaster will likewise facilitate moving from Response to Recovery operations.

Considerations for evaluating potential temporary debris storage and reduction sites include the following:

- **Use public lands first to avoid costly leases.** Pre-designated sites should be on public property and consist of between 50-100 acres, depending on anticipated needs. Consider the locations with respect to noise, traffic and the environment. Use private land only if public sites are unavailable.
- **Pre-existing Conditions.** When selecting public or private sites consider pre-existing conditions that will have to be restored upon site closeout.
- **Site Size.** The required size of the site will depend on the expected volume of debris to be collected and planned volume reduction methods. As a general rule, larger sites mean fewer sites and, hence, easier site closeout. However, larger sites may create logistical problems.
- **Environmentally sensitive areas** (such as wetlands, areas with endangered animal and plant species, critical habitats, well fields and surface water supplies and historic/archaeological sites) should be avoided. However, if use of such areas is unavoidable, procedures for temporary waivers should be developed.
- **Public acceptability** is largely dependent upon the activities planned for the site. Smoke from burning, around-the-clock light and noise from equipment operation, dust and traffic are tolerated early in the disaster, but may have to be curtailed later.
- **Public Sensitivities.** Whenever possible, avoid locating near residential areas, schools, churches, hospitals and other such sensitive areas. Notify citizens early about planned site activities and possible ramifications.
- **Ingress/Egress.** Look for sites with good ingress/egress to accommodate heavy truck traffic.

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DEBRIS MANAGEMENT AND REMOVAL

- **Traffic Control.** Consider adjusting traffic signals to accommodate projected truck traffic on critical haul routes.
- **Proximity to Landfills.** Identify nearby landfills and determine their present debris capacity and logistical capabilities. (See Washington County Debris Management Annex – Copy in EOC)
- **Recycling Opportunities.** Identify recycling possibilities, such as timber agreements, mulch and chip disposal in the agriculture community and fuel sources for incinerators or heating. Recycling success will depend on the types of debris and the local recycling environment.
- **Pertinent Ordinances.** Review ordinances on such items as tarps and tailgates on trucks, traffic control, truck priority, curfew, defining roadway rights-of-way and load limits. Coordinate with responsible agencies to develop waiver procedures to expedite emergency operations.
- **Route Mapping.** Clearly show critical routes and priorities for clearing debris on local maps. Target emergency routes for clearance efforts. GIS should be used as an efficient mapping tool, if available.

B. Debris Management Staff Requirements.

1. The following Engineering expertise will prove valuable in pre-incident planning:
 - **Inspectors** to inventory the type and amount of debris within the disaster area.
 - **Engineers** to plan the work for maximum efficiency and to develop the government debris clearance, removal and disposal cost estimate.
 - **Contract specialists** and draftspersons to prepare contract scopes of work and/or specifications.
 - **Contractor monitors** to review worksite loading, checking among other things for excessively wet debris or excessive sand or dirt
2. The Debris Management staff will perform the following tasks as part of pre- and post-incident debris management planning:
 - Define the project scope if the decision is to contract the debris clearance, removal and disposal effort.
 - Determine if the existing landfills have sufficient capacity for the expected volume of debris from the preliminary damage assessment.
 - Consider using pre-identified temporary storage sites for reducing the volume of debris by incinerating, grinding and/or recycling to reduce the impact on landfill sites.

SECTION 2-L

DEBRIS MANAGEMENT AND REMOVAL

ANNEX A

SOLID WASTE HANDLING/PROCESSING FACILITIES

The following is a list of Washington County facilities that are open to the public for disposal of materials. Some of the facilities may be able to take additional types and amounts of material above their normal capacity in a specific disaster situation.

WASHINGTON COUNTY RECYCLING DEPOTS	C&D MATERIALS	INERTS	SPECIAL WASTE	MISC. RECYCLABLES	YARD DEBRIS	WOOD WASTE
Aloha Recycling 3755 SW 205 th Place Aloha (503) 649-6727				√		
Banks Recycling Depot* 15945 NW Sellers Road Banks (503) 324-0230				√		
Best-Buy-In-Town 21600 NW Amberwood Drive Hillsboro (503) 645-6665					√	
Far West Fibers 6440 SE Alexander Street Hillsboro (503) 643-9944				√		
Forest Grove Transfer Station 1525 B Street Forest Grove (503) 992-1212 ext. 105				√		
Grimms 18850 SW Cipole Road Tualatin (503) 692-3756					√	√
Hillsboro Landfill 3205 SE Minter Bridge Road Hillsboro (503) 640-9427				√	√	√
Landscape Products & Supply 1748 NE 25 th Avenue Hillsboro (503) 846-0881					√	√
Metro Transfer Stations Portland & Oregon City				√	√	√
Nature's Needs 9570 NW 307 th North Plains (503) 647-9489					√	√
NW Environmental Recycling 1045 N. 4 th Avenue Cornelius (503) 357-6090					√	√

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DEBRIS MANAGEMENT AND REMOVAL

WASHINGTON COUNTY RECYCLING DEPOTS	C&D MATERIALS	INERTS	SPECIAL WASTE	MISC. RECYCLA- BLES	YARD DEBRIS	WOOD WASTE
Pride Disposal Recycling Depot 13980 SW Tualatin-Sherwood Road Sherwood (503) 625-6177				√		√
Tualatin Valley Waste Recovery 3205 SE Minter Bridge Road Hillsboro (503) 640-9427				√	√	√

The following facilities are open to the public for disposal of household hazardous waste and may be able to take additional types and amounts of material in a specific disaster situation:

Metro Central Transfer Station

6161 NE 61st
 Portland
 (503) 234-3000

Metro South Transfer Station

2001 Washington St.
 Oregon City
 (503) 234-3000

The following facilities may provide for temporary storage and/or disposal of disaster debris based on the specific emergency/disaster situation:

Farmington Landfill

21630 SW Farmington
 Aloha
 (503) 591-1444
 (Owned by Electra Partners)

The following sites are used by the Department of Land Use and Transportation for permanent disposal of inert materials such as dirt, rock, asphalt, and concrete:

Hagg Lake Site

Scoggins Valley Road @ Henry Hagg Lake Park entrance
 (This site is operational. It may also be used for temporary storage of non-hazardous woody and construction debris.)

Jackson Quarry Site – Very limited capacity remaining

South side of Jackson Quarry Road 1/4 mile east of Mason Hill Road
 (This site may also be used for temporary storage of non-hazardous woody and construction debris.)

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DEBRIS MANAGEMENT AND REMOVAL

ANNEX A

There are no existing facilities within Washington County designated for temporary storage or disposal of medical wastes. The following company has an exclusive contract within Oregon for the transport of medical wastes. Those wastes are transported to a disposal facility in Marion County for incineration.

Bio-Med of Oregon
P.O. Box 1
Corvallis, OR 97339
800-622-1378

SECTION THREE – GENERAL & HAZARD-SPECIFIC GUIDELINES

The guidelines in this section are intended for Emergency Operations Center (EOC) Command and General Staff. These guidelines are divided into two groups:

1. General considerations for uncommon events (scheduled and unscheduled) and
2. Hazard-specific considerations.

Rather than duplicate existing protocols, checklists, or operational procedures, these guidelines offer suggestions and considerations from a City-wide perspective. The guidelines are presented with prioritized potential needs, but users should note that actual needs may not follow the given sequence. Priorities are broadly divided into a maximum of three categories: Immediate, Intermediate, and (where applicable) Long-term.

Guidelines – General

Uncommon Events

Non-Routine Operations

Major Emergency Operations

Disaster Operations

Guidelines – Hazard-specific

Severe Weather Emergencies

Hazardous Materials Incident

Pandemic - Infectious Disease Outbreak

Disruption of Transportation System

Earthquake

Fire/Explosion (Includes Urban Fires, Wildfire and Urban/Wildland Interface Fires)

Utility System Failure

Flooding Incident

Civil Disorder/Terrorism

Volcanic Activity

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GENERAL OPERATIONAL CONSIDERATIONS

Uncommon Events (Scheduled and Unscheduled)

This is a broad, generic list of considerations and prompts, and is not intended to replace more detailed or hazard-specific guidelines. Many items may not apply to a given situation. Consult hazard-specific guidelines and position checklists for additional information.

Uncommon Events are those that impact day-to-day City operations, but do not necessarily have an adverse impact on City residences and businesses. Events like Robinhood Festival, Cruisin' Sherwood, the Onion Festival, Holiday Tree lighting ceremonies, and major High School sporting events are examples.

CITY MANAGER / ASSISTANT CITY MANAGER

- Consult with G-12 to assess potential impact on daily functions
- Determine which critical functions need to be staffed
- Identify who (e.g., agency, jurisdiction, business) "owns" incident/event:
 - Determine need for intra-City staff coordination; identify coordination points, and primary point of contact representing City Staff (Incident Commander/Event Coordinator)
- Update G-12 staff as often as needed
- Update Mayor and City Council as needed
- Identify City employees (potentially) affected?
- Identify appropriate information and means of communication for Mayor/City Council

INCIDENT COMMANDER / EVENT COORDINATOR

- Identify any timelines, deadlines, products required
- Determine whether internal emergency declaration is needed (triggers specific capabilities for Finance and labor contract)
- If activated, determine levels of EOC staffing that will be required
- Identify single source for authoritative communication on situation (internal and external)
- Ensure initiation of recovery planning (as appropriate)

EOC COMMAND AND GENERAL STAFF – when activated

PIO

- Assess application/availability of pre-scripted materials and background information
- Identify appropriate information and means of dissemination for line personnel (Primarily for Police and Public Works)
 - Situational information
 - Review of relevant guidelines, procedures
 - Special directives or specific actions
- Determine *internal* distribution points (e.g., e-mail, City Hall receptionist, website, etc.) and ensure appropriate internal updates
- Determine *external* distribution points (e.g., EOCs, JIC/JIS, Sherwood Gazette, Oregonian, etc.) and potential restrictions

OPERATIONS

- Identify need for special task forces, teams, or assignments
- Assess status of available personnel and/or need for operational changes, determine if off-duty notifications/recall needed:
 - Adding personnel/units
 - Redeploying existing resources

GENERAL OPERATIONAL CONSIDERATIONS

Uncommon Events (Scheduled and Unscheduled)

- Curtailment of routine/scheduled activities
- Holdovers or special shifts
- Volunteers
- Unconventional resources (e.g., Library, other non-operational City Staff)
- Identify necessary interagency coordination
- Assess necessary support for other City functions
- Identify potential resources shortages

PLANNING

- Determine appropriate scope for SitStat and ReStat reporting as necessary
- Determine need to track internal damage assessment if applicable
- Assess need for formal IAP (with IC)
- Identify need for Technical Specialists (internal and external)
- Establish Documentation process

LOGISTICS

- Assess communications status and needs; backup systems needed?
 - Cell phones
 - 800 MHz radios (Police/Fire, EOC, Public Works)
 - VHF (Public Works)
 - Couriers
 - Simplex
 - Human/mobile repeaters
 - Amateur radio
 - Publish communications plan
- Identify critical resources to support response
 - Food,
 - Water,
 - Shelter,
 - Rest Room availability/Porta-potties,
 - Transportation
- Identify and assess status of critical supply chain
- Assess/project impact on Fleet (Ground Support), Facilities, and Supply: need to staff separate Units? (Support Branch)

FINANCE

- Establish Event Job Ledger
- Establish Finance functions as needed to track expenses (e.g., Cost, Time, Procurement)
- Assess need to implement emergency purchasing procedures (may require Emergency Declaration by City Manager or IC)
- Assess need for backup payroll processing procedures
- Determine as soon as possible whether Emergency Declaration is likely (City Manager / IC)
 - Compile information for Initial Damage Assessment (As required)

GENERAL OPERATIONAL CONSIDERATIONS

Non-Routine Operations

This is a broad, generic list of considerations and prompts, and is not intended to replace more detailed or hazard-specific guidelines. Many items may not apply to a given situation. Consult hazard-specific guidelines and position checklists for additional information.

Non-Routine operations are those that have a significant impact on the operational resources of the City, but are normally short-lived and do not adversely impact large geographical areas of the City or significant numbers of residents or businesses. Examples of non-routine operations include incidents like a multi-alarm fire or an accident on a major arterial resulting in traffic rerouting, or a planned event like a major political rally.

CITY MANAGER / ASSISTANT CITY MANAGER –

If advance notice is available

- Consult with Department Managers to assess potential impact on daily functions
- Identify who (e.g., agency, jurisdiction, business) “owns” incident:
 - Determine need for inter-staff coordination; identify coordination points, and primary point of contact representing City Staff (Incident Commander/Event Coordinator)
- Consider activating EOC - Assign Incident Commander
- Update G-12 staff as soon as possible and as often as needed
- Update Mayor and City Council as needed
- Employees (potentially) affected?
- Identify appropriate information and means of communication for Mayor/City Council

EOC COMMAND AND GENERAL STAFF

INCIDENT COMMANDER / EVENT COORDINATOR

- Consider developing written Incident Action Plan to include:
 - Staffing plan (initial and subsequent operational periods)
 - Identification of impact on general City operations: core and support functions
 - Incident/hazard-specific and other considerations (see hazard-specific checklists)
- Determine if problem is internal (e.g., thoroughfare blockage) or external (e.g., power outage):
 - Confirmed or potential impact on sustainability of emergency services? Consider use of Major Emergency Operations guidelines
 - Determine need for Assistant IC as needed for incident prioritization and coverage
 - If needed, notify standing EOC Staff
- EOC activation?** Consider critical functions and how best to perform them:
 - Determine needs for reporting Situation Status (SitStat) and Resource Status (ReStat)
 - Resource management for Police /Public Works coverage/support:
 - Prioritize/facilitate allocation
 - Initiate/activate Intergovernmental Agreements (IGA)
 - Emergency public information: internal and external
 - 12-hour shift or other special staffing needed?
- Incident planning:** projecting incident progression, TVF&R and/or other special district (Chamber of Commerce, Robinhood Festival, Sherwood School District, TVWD, Clean Water Service, etc.) needs, and/or potential requests

GENERAL OPERATIONAL CONSIDERATIONS

Non-Routine Operations

- Inter-jurisdictional coordination:** includes neighboring/adjacent cities' EOCs, Washington County EOC/OCEM, Washington County Sheriff's Department, etc.
 - Attempt to contact City Manager or his/her designee/Mayor for briefing
 - Assess situation (through consultation with G-12) and consider impact on Employee/Family Welfare
 - Prioritize City functions relative to current and existing resources; consider need for:
 - Modifying staffing/hours of operation at any/all City facilities
 - Other non-routine staffing, including daytime or 12-hour EOC staffing
 - Altering or curtailing routine administrative functions
 - Develop incident objectives
 - Declaration of emergency (for emergency staffing/finance)? **(See guidelines for declaration of emergency.)**
 - Activate needed EOC Command and General Staff positions; determine whether there are any staffing needs at external sites (determined by scope of incident)
 - Brief Command and General Staff, including:
 - Objectives and any directives for management of incident
 - Current incident organization
 - Time and location of first Planning Meeting
 - Direct Section Chiefs to develop staffing assignments **(see EOC Staffing Pattern)**
 - Ensure initiation of recovery planning
- PIO**
- Assess application/availability of pre-scripted materials and background information
 - Identify appropriate information and means of dissemination for line personnel (Primarily for Police and Public Works)
 - Situational information
 - Review of relevant guidelines, procedures
 - Special directives or specific actions
 - Determine *internal* distribution points (e.g., e-mail, City Hall receptionist, website, etc.) and ensure appropriate internal updates
 - Determine *external* distribution points (e.g., EOCs, JIC/JIS, Sherwood Gazette, Oregonian, etc.) and potential restrictions
 - Activate Information Center?
- OPERATIONS**
- Identify potential resource shortages
 - Assess status of available personnel and need for operational changes, determine if off-duty notifications/recall needed
 - Adding personnel/units
 - Redeploying existing resources
 - Curtailment of routine/scheduled activities
 - Holdovers or special shifts
 - Volunteers
 - Unconventional resources (e.g., Library, other non-operational City Staff)
 - Identify necessary interagency coordination
 - Assess necessary support for other City functions

GENERAL OPERATIONAL CONSIDERATIONS Non-Routine Operations
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PLANNING

- Determine appropriate scope for SitStat and ReStat reporting
- Determine need to track internal damage assessment
- Assess need for formal IAP (with IC)
- Identify need for Technical Specialists (internal and external)
- Establish Documentation process

LOGISTICS

- Assess communications status and needs; backup systems needed
 - Cell phones
 - 800 MHz radios (Police/Fire, EOC, Public Works)
 - VHF (Public Works)
 - Couriers
 - Simplex
 - Human/mobile repeaters
 - Amateur radio
 - Publish communications plan
- Identify critical resources to support response
 - Food,
 - Water,
 - Shelter,
 - Rest Room availability/Porta-potties,
 - Transportation
- Identify and assess status of critical supply chain
- Assess/project impact on Fleet (Ground Support), Facilities, and Supply. Determine need to staff separate Units within Support Branch

FINANCE/ADMINISTRATION

- Establish Event Job Ledger
- Establish Finance functions as needed to track expenses (e.g., Cost, Time, Procurement)
- Assess need to implement emergency purchasing procedures (may require declaration by City Manager or IC)
- Assess need for backup payroll processing procedures
- Determine as soon as possible whether Emergency Declaration is likely (City EOC/IC)
 - Compile information for Initial Damage Assessment (As required)

Section 3



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GENERAL OPERATIONAL CONSIDERATIONS

Major Emergency Operations

This is a broad, generic list of considerations and prompts, and is not intended to replace more detailed or hazard-specific guidelines. Many items may not apply to a given situation. Consult hazard-specific guidelines and position checklists for additional information.

Major Emergency Operations entail events that significantly impact ALL of the City's operational resources and large portions, if not all of the City's residents and businesses. Major Emergency Operations may be local or regional in scope, but will normally involve multiple operational periods. Examples include a Hazardous Material release resulting in evacuation of one or more neighborhoods and establishment of local shelters, or a particularly severe storm that disrupts City operations for more than one day.

CITY MANAGER / ASSISTANT CITY MANAGER –

If advance notice is available

- Consult with Department Managers (G-12) to assess potential impact on daily functions
- Identify who (e.g., agency, jurisdiction, business) "owns" incident:
 - Determine need for inter-staff coordination; identify coordination points, and primary point of contact representing City Staff (Incident Commander)
- Activate EOC - Assign Incident Commander
- Declare State of Emergency?
- Update Mayor and City Council as needed
- Employees (potentially) affected?
- Prioritize City functions relative to current and existing resources; consider need for:
 - Modifying staffing/hours of operation at any/all City facilities
 - Other non-routine staffing, including daytime or 12-hour EOC staffing
 - Altering or curtailing routine administrative functions
- Identify appropriate information and means of communication for Mayor/City Council

INCIDENT COMMANDER

- Develop written Incident Action Plan to include:
 - Staffing plan (initial and subsequent operational periods)
 - Identification of impact on City operations: core and support functions
 - Incident/hazard-specific and other considerations (see hazard-specific checklists)
 - Incident response objectives

Emerging or self-triggering situation

- Determine whether problem is internal only (e.g., affecting one or more neighborhoods) or external (e.g., general power outage):
 - Confirmed or potential impact on sustainability of emergency services?
 - Determine need for Assistant IC to assist with incident prioritization and coverage
- EOC activation?** Consider critical functions and how best to perform them:
 - Manage Situation Status (SitStat) and Resource Status (ReStat) reporting
 - Resource management for Police /Public Works coverage/support:
 - Prioritize/facilitate allocation
 - Initiate/activate Intergovernmental Agreements (IGA)
 - Emergency public information: internal and external
 - 12-hour or other special staffing needed?

GENERAL OPERATIONAL CONSIDERATIONS
Major Emergency Operations

- Incident planning:** projecting incident progression, TVF&R and/or other special district or organizational (Chamber of Commerce, Robinhood Festival, Sherwood School District, Clean Water Service, etc.) considerations, needs, and/or potential requests
- Inter-jurisdictional coordination:** includes neighboring/adjacent cities' EOCs, Washington County EOC/OCEM, and Washington County agencies like Sheriff's Department, Land Use and Transportation, etc.
- Assess Employee/Family Welfare**
- Contact City Manager or his/her designee/Mayor for briefing
- Assess situation (through consultation with G-12, and input from external agencies, e.g. ODOT, NWN, PGE, TVWD, Clean Water Services, etc.)
- Declaration of emergency (for staffing/finance)? **(See guidelines for declaration of emergency)**
- Activate needed EOC Command and General Staff positions; determine whether there are any staffing needs at external sites (determined by scope of incident)
 - Direct Section Chiefs to develop staffing assignments **(see EOC Staffing Pattern)**
- Brief Command and General Staff, including:
 - Objectives and any directives for management of incident
 - Current incident organization
 - Time and location of first Planning Meeting
- Ensure initiation of recovery planning

EOC COMMAND AND GENERAL STAFF

PIO

- Assess application/availability of pre-scripted materials and background information
- Identify appropriate information and means of dissemination for line personnel (Primarily for Police and Public Works)
 - Situational information
 - Review of relevant guidelines, procedures
 - Special directives or specific actions
- Determine *internal* distribution points (e.g., e-mail, City Hall receptionist, website, etc.) and ensure appropriate internal updates
- Determine *external* distribution points (e.g., EOCs, JIC/JIS, Sherwood Gazette, Oregonian, etc.) and potential restrictions
 - Establish and publish schedule/location for media updates
- Activate Information Center as necessary.

OPERATIONS

- Identify potential resource shortages
- Assess status of available personnel and need for operational changes, determine if off-duty notifications/recall needed
 - Adding personnel/units
 - Redeploying existing resources
 - Curtailment of routine/scheduled activities
 - Holdovers or special shifts
 - Volunteers

Section 3

- Unconventional resources (e.g., Library, other non-operational City Staff)

GENERAL OPERATIONAL CONSIDERATIONS Major Emergency Operations
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- Identify necessary interagency coordination
- Assess necessary support for other City functions

PLANNING

- Determine appropriate scope for SitStat and ReStat reporting
- Assess need for multiple operational periods
- Determine need to track internal damage assessment
- Assess need for formal IAP (with IC)
- Identify need for Technical Specialists (internal and external)
- Establish Documentation process

LOGISTICS

- Assess communications status and needs; backup systems needed
 - Cell phones
 - 800 MHz radios (Police/Fire, EOC, Public Works)
 - VHF (Public Works)
 - Couriers
 - Simplex
 - Human/mobile repeaters
 - Amateur radio
 - Publish communications plan
- Identify critical resources to support response
 - Food,
 - Water,
 - Shelter,
 - Rest Room availability/Porta-potties,
 - Transportation
- Identify and assess status of critical supply chain
- Assess/project impact on Fleet (Ground Support), Facilities, and Supply. Is there a need to staff separate Units within Support Branch?

FINANCE/ADMINISTRATION

- Establish Event Job Ledger
- Establish Finance functions as needed to track expenses (e.g., Cost, Time, Procurement)
- Assess need to implement emergency purchasing procedures (may require declaration by City Manager or IC)
- Assess need for backup payroll processing procedures
- Determine as soon as possible whether Emergency Declaration is likely (City EOC/IC)
 - Compile information for Initial Damage Assessment (As required)

Section 3

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GENERAL OPERATIONAL CONSIDERATIONS

Disaster Operations

This is a broad, generic list of considerations and prompts, and is not intended to replace more detailed or hazard-specific guidelines. Many items may not apply to a given situation. Consult hazard-specific guidelines and position checklists for additional information.

In Disaster Operations, all Standing EOC Staff will report immediately to the EOC for activation. As quickly as possible, Situation and Resource Status reports will be gathered to assess the local situation.

Disaster Operations are typically regional in scope, affecting all of the City's residents and businesses, and imply significant and lasting damage to the region's infrastructure of arterials, public utilities, and centralized communication for the dispatch and management of emergency response resources. Disaster Operations will typically involve multiple operational periods. A Subduction Zone earthquake would result in Disaster Operations.

CITY MANAGER / ASSISTANT CITY MANAGER – If advance notice is available

- Consult with Department Managers (G-12) to assess probable impact on daily functions
- Identify which department or jurisdiction "owns" response to the event:
- Activate EOC - Assign Incident Commander
- Declare State of Emergency**
- Update Mayor and City Council (as needed)
- Ascertain Employees affected and potential impact
- Prioritize critical City functions relative to current and existing resources; consider need for:
 - Modifying staffing/hours of operation at any/all City facilities
 - Other non-routine staffing, including daytime or 12-hour EOC staffing
 - Altering or curtailing routine administrative functions
- Determine which day-to-day City services/operations **must be maintained**, which **can be maintained** and which must be temporarily curtailed.
- Identify appropriate information and means of communication for Mayor/City Council

INCIDENT COMMANDER

- Activate and report to EOC immediately
- Assess status of and/or damage to City Critical Infrastructure / Facilities (Logistics, Planning)
- Declaration of emergency. **(See guidelines for declaration of emergency)**
- Commence development of written Incident Action Plan to include:
 - Staffing plan (initial and subsequent operational periods)
 - Identification of impact on City operations: core and support functions
 - Incident/hazard-specific and other considerations (see hazard-specific checklists)
 - Incident response objectives

Emerging or self-triggering situation

- Determine confirmed or potential impact on sustainability of **emergency services**?
 - Determine need for Assistant IC to assist with incident prioritization and coverage
- EOC activation** - Determine critical functions and how best to perform them:
 - Manage Situation Status (SitStat) and Resource Status (ReStat) reporting

GENERAL OPERATIONAL CONSIDERATIONS

Disaster Operations

- EOC activation continued**
 - Resource management for Police /Public Works coverage/support:
 - Prioritize/facilitate allocation
 - Ensure initiation/activation of Intergovernmental Agreements (IGA)
 - 12-hour operational period or other special staffing needed?
 - **Assess Employee/Family Welfare**
 - **Incident planning:** projecting incident progression, TVF&R and/or other special district or organizational (Chamber of Commerce, Robinhood Festival, Sherwood School District, TVWD, Clean Water Service, etc.) considerations, needs, and/or potential requests
 - Contact City Manager or his/her designee/Mayor to establish schedule for briefings
 - Inter-jurisdictional coordination:** includes neighboring/adjacent cities' EOCs, Washington County EOC/OCEM, and Washington County agencies like Sheriff's Department, Land Use and Transportation, etc.
 - Assess situation (through consultation with G-12, and input from external agencies, e.g. ODOT, NWN, PGE, TVWD, Clean Water Services, etc.)
 - Determine any staffing needs at external sites
 - Direct Section Chiefs to develop staffing assignments using available personnel (**see EOC Staffing Pattern**)
 - Provide initial Briefing to Command and General Staff, to include:
 - Objectives and any directives for management of incident
 - Current incident organization
 - Time and location of first Planning Meeting
 - Ensure initiation of recovery planning
- REGION AND BEYOND:**
- Coordinate with Washington County EOC for updates, resource requests
 - Assign staff member to track broader situation via TV/Internet as available
 - What is scope of impact and worst areas?
 - What external resources are being mobilized?
 - Potential federal disaster declaration?
 - Ensure Finance Section is staffed for cost recovery

EOC COMMAND AND GENERAL STAFF

PIO

- Assess application/availability of pre-scripted materials and background information
- Activate Information Center and provide phone call takers outgoing message
- Determine available *internal* distribution points (e.g., e-mail, City Hall receptionist, website, etc.) and ensure appropriate internal updates
- Determine *external* distribution points (e.g., EOCs, JIC/JIS, Sherwood Gazette, Oregonian, etc.) and potential restrictions
- Establish and publish schedule/location for media updates
- Identify appropriate information and means of dissemination for line personnel (Primarily for Police, Public Works, and Volunteer/Donation Unit)
 - Situational information
 - Review of relevant guidelines, procedures
 - Special directives or specific actions

GENERAL OPERATIONAL CONSIDERATIONS

Disaster Operations - continued

OPERATIONS

- Identify potential resources shortages
- Identify necessary interagency coordination
- Assess necessary support for critical City functions
- Assess needed operational changes, i.e. if off-duty notification/recall is needed in addition to
 - Adding personnel to current shift
 - Redeploying existing resources
 - Curtailment of routine/scheduled activities
 - Holdovers or special shifts
 - Volunteers,
 - Unconventional resources (e.g. Library, other non-operational City Staff)

PLANNING

- Determine appropriate scope for SitStat and ReStat reporting
- Determine need to track internal damage assessment
- Begin development of formal/written IAP (with IC)
- Identify need for Technical Specialists (internal and external)
- Plan for multiple operational periods
- Establish Documentation process
- Confirm status of City Hall IT servers and accessibility by EOC Command and General Staff

LOGISTICS

- Establish communications with City Hall and Public Works via
 - Cellular / land-line phones
 - Email
 - SMS Text Messaging
 - Simplex frequencies (VHF or 800 MHz) and/or
 - Couriers
- Assess communications status and needs; backup systems needed/available?
 - Cell phones
 - 800 MHz radios (Police/Fire, EOC, Public Works)
 - VHF (Public Works)
 - Couriers
 - Simplex
 - Human/mobile repeaters
 - Amateur radio
 - Publish communications plan
- Ensure backup communications protocols are implemented as necessary
 - Utilize standing Emergency Operations Communications Plan
 - As necessary, determine estimated down-time for centralized communications, i.e. 800MHz.
- Activate Employee & Family Welfare function (**see EOC Staffing Pattern**)
 - City Employee Family Shelter
 - Staffing through HR
 - For possible or confirmed employee casualties, activate casualty assistance protocol

GENERAL OPERATIONAL CONSIDERATIONS Disaster Operations - continued

- Identify critical resources to support response
 - Food,
 - Shelter,
 - Rest Room availability/Porta-potties,
 - Water,
 - Transportation
- Identify and assess status of critical supply chain
- Assess/project impact on Fleet (Ground Support), Facilities, and Supply: need to staff separate Units? (Support Branch)

FINANCE/ADMINISTRATION

- Establish Event Job Ledger
- Establish Finance functions as needed to track expenses (e.g., Cost, Time, Procurement)
- Assess need to implement emergency purchasing procedures (may require declaration by City Manager or IC)
- Assess need for backup payroll processing procedures
- Determine as soon as possible timing for Emergency Declaration
 - Compile information for Initial Damage Assessment (As required)

HAZARD-SPECIFIC GUIDELINES

Severe Weather Emergencies

Severe weather includes winter storms, windstorms, severe thunderstorms, and heat waves.

Potential impact on City Services and/or Staff

- Heat waves: increased EMS calls for heat-related conditions, increased heat stress hazard to City crews, particularly PW crews, and possible generation or exacerbation of WILDFIRE risk
- Severe wind or thunderstorms may spawn tornadoes (uncommon in the Northwest). Thunderstorms can generate increased traffic incidents, structure and other fires from lightning strikes, and short-term hazards for City crews
- Winter weather can disrupt transportation and generate wind- or cold-related damage, injuries, and FLOOD (see appropriate checklist)
- Impact may be localized or regional for storms (cold/heat waves are regional)
- May necessitate NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS (see appropriate checklists)
- All may generate UTILITY DISRUPTION(s) (see appropriate checklist)
- May generate multiple patient or mass casualty incidents
- May generate local/regional activation of shelter facilities
- Forecast severe weather could result in pre-activation of EOC skeleton staff in preparation for forecast weather to ensure availability of essential EOC staff

CITY MANAGER/ASST. CITY MANAGER – With activation of EOC, IC will address the following:

Immediate

- Most weather events have some warning: Emergency Manager will provide latest forecasts
 - Evaluate need to activate EOC
- Assess impact on City, local utilities, and Fire/EMS response capabilities
 - Any areas isolated?
 - City facilities affected?
 - City Units (Police and Public Works) able to respond and operate safely (consider wind-related hazards as well as road conditions)?
 - Need to open shelter facilities?
- Consult Emergency Manager, PIO, and Department Heads about information for City employees with regard to:
 - Potential closure of non-essential City facilities, cancellation of training
 - Redirection of support staff to different work locations (work from home) and/or changing hours of operation

HAZARD-SPECIFIC GUIDELINES

Severe Weather Emergencies - continued

Intermediate

- Attempt to establish duration of weather event, road closures, and utility and other disruptions
- Storm-related damage in residential and business occupancies (roof, pipe failure)
 - What non-emergency calls will Public Works, Police and/or Fire/EMS respond to?
 - Re-evaluate non-emergency call management as resources and incident status change
- Re-evaluate opening/closure of City offices – issue reports to local media
- Assess impact on vulnerable populations, i.e. elderly, latch-key children, medically fragile, etc.
- If emergency shelters are in use (probably to offer climate-controlled environment) and likely to remain occupied, insure development of medical response plan for them
- Extended transportation impact (e.g., ice storm, flooding, or other road closures) may affect ability to re-supply EOC and/or response crews
- Ice/snow storm likely to generate increased wear and tear, and possible damage to City apparatus and support vehicles (chain use and potential collisions)

EOC COMMAND AND GENERAL STAFF

PIO

- Protective action or risk communication messages necessary?
- Assistance needed from City PIOs in staffing county/state JIC?
- Need to establish information center to receive calls from residents?

OPERATIONS

- Non-Routine, Major Emergency, or Disaster Operations?
- Storm impacts affecting City
 - Power outages
 - Road blockages/washouts
 - Establishment of detours
 - Down trees and storm damage debris removal
- Consider emergency staffing patterns
 - Adding personnel/units
 - Redeploying existing resources
 - Holdovers or special shifts
 - Volunteers
 - Unconventional resources (e.g., Reserve Police)
- Assess status of Public Works and Police units
 - Need assistance managing resources?
 - Additional personnel needed?

PLANNING

- Local impact only or regional?
- Maintain current status of roads, facilities, and utilities, as needed
- Need for damage assessment for City facilities?
- Commence gathering information for Initial/Preliminary Damage Assessment

<p style="text-align: center;">HAZARD-SPECIFIC GUIDELINES Severe Weather Emergencies - continued</p>
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LOGISTICS

- Impact on City facilities?
- Impact on City vehicles (Police and Public Works)?
- Other impacts on City operations?
 - Need to stock/augment special supplies or modify supply deliveries?
 - Regional impacts that affect supply chain?

FINANCE

- For extended or severe impact, establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement
- Ability to access City servers
- Ability to conduct critical Finance functions?
 - Payroll: manual or remote filing needed?

Section 3



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HAZARD-SPECIFIC GUIDELINES

Hazardous Materials Incident

Potential impact on City

- Potential need for protective action for threatened population (evacuation or sheltering in place); may include City facilities
- May originate from transportation incident (rail, road, air) or fixed facility and may affect main thoroughfares in City, impeding response
- Impact will likely be localized but can still affect a substantial area; City and/or TVF&R likely to receive numerous requests for assistance
- May necessitate MAJOR EMERGENCY or DISASTER OPERATIONS (see appropriate checklists)
- May be associated with CIVIL DISTURBANCE/TERRORISM (see appropriate checklist)
- May generate multiple patient or mass casualty incidents
- May generate substantial public anxiety, regardless of incident cause

CITY MANAGER/ASST CITY MANAGER in consultation with TVF&R (IC)

Immediate

- Major Emergency or Disaster Operations – review appropriate guidelines?
- Activation of EOC necessary?
- Assess impact on City response
 - Any areas isolated?
 - City facilities in affected area (evacuation or shelter-in-place zone)?
- Evacuations necessary within City?
 - Although TVF&R technically does not have authority to order evacuations (that is a City or county action), it is their responsibility to make appropriate recommendations to City authorities.
 - If immediate action is necessary to protect life or property, TVF&R IC will initiate necessary action and advise Director, Public Safety or City Manager as soon as possible
 - Police will manage evacuation
 - Is Sherwood School District support (i.e. school buses) needed for evacuations?
- Consult TVF&R Hazmat representative, and/or PIO, as well as with Director, Public Safety or City Emergency Management Coordinator, regarding information for City employees, Sherwood residents, and businesses

Intermediate – (Most of these actions will be covered with EOC activation or by the TVF&R HazMat IMT in the event the EOC is not activated)

- Prepare for increase in EMS calls (conditions exacerbated by possible exposure and people believing they have been exposed)
- Attempt to establish duration of protective actions.
- Remediation necessary to reoccupy City facilities?
- Establish need/location for decontamination facilities.
- If emergency shelters are in use and likely to remain occupied, insure development of medical response plan for them

Longer-term

- Community follow-up important for any event requiring protective action
- Long-term environmental impact/remediation within City?

<p style="text-align: center;">HAZARD-SPECIFIC GUIDELINES Hazardous Materials Incident</p>
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EOC COMMAND AND GENERAL STAFF

PIO

- Provide scripted message(s) for media, School District parent notification system, and Information Center call-takers
 - Ensure consistency in protective action messages to Information Center and City responders
- Evacuation or shelter-in-place considerations?
- Ensure effective coordination with Hazmat Team, Public Works (traffic control/detours) and Police

OPERATIONS

- Additional resources needed to support Hazmat Team?
- EOC support needed for evacuations or sheltering in place?
- If long-term need for community shelters, develop shelter EMS response plan with EMS providers, Red Cross, and TVF&R

PLANNING

- Maintain current weather forecast information (consult with Emergency Management Coordinator as needed)
- Assist on-site Hazmat Team as needed in gathering technical information
- Assess need for multiple operational periods

LOGISTICS

- Assess communications status and needs; incident-scene support needed?
- Special supplies or other support needed for Hazmat Team?

FINANCE

- Establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement

HAZARD-SPECIFIC GUIDELINES

Pandemic - Infectious Disease Outbreak

NOTE: *Quarantine* may be applied to people believed to have been exposed to a contagious disease but who show no signs of infection. *Isolation* may be applied to people who are known or strongly suspected to have a contagious disease and risk infecting others. These and other control measures, including *altered standards of care*, *Social Distancing measures*, are ordered by County, State, or Federal health authorities.

Potential impact on City

- Potential need for protective action (e.g., immunization, quarantine, social distancing) for public, is likely to include City Staff
- May be naturally caused or related to bio-terrorism
- Impact could be localized (e.g., facility), regional (e.g., food-borne or local epidemic), or national/global (pandemic), but is unlikely to occur solely within City or have onset within minutes or hours
- May necessitate NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS (see appropriate checklists)
- May generate substantial public and staff anxiety, regardless of outbreak type or cause

CITY MANAGER/ASST CITY MANAGER in consultation with G-12 until IC assigned

Immediate

- Non-Routine, Major Emergency, Disaster Operations?
 - Potential to impair City's ability to maintain critical functions?
 - Prioritization of non-response functions needed?
 - Unconventional staffing pattern needed?
 - Need to activate EOC?
- Assess impact on City Staff responsiveness
 - Outbreak at City facilities?
 - City staff exposed/infected?
 - City Staff quarantined or isolated? (See NOTE at top of page.)
- Control measures (e.g., quarantine, isolation, social distancing) necessary within City boundaries?
 - Special response guidelines needed for locations where control measures are in effect?
 - Special infection control or other preventive measures (e.g., behavior, Personal Protective Equipment (PPE), pharmaceutical distribution) required for City Staff personnel or at City facilities?
 - Altered standards of care (response, treatment, transport) implemented?
- Implement Employee/Family Welfare function to plan/coordinate staff support, as needed

Intermediate

- Anticipate an increase in EMS calls (including those believing they have been infected, as well as those isolated from needed services due to broader effects of outbreak)
- Attempt to establish duration of control measures
- Will post-outbreak remediation disinfection be necessary for City facilities?

Longer-term

- Participation in community follow-up important, especially with altered standards of care for EMS calls or City altered provisions of service in response to health crisis.
- Behavioral/psychological support may be necessary for City staff

HAZARD-SPECIFIC GUIDELINES Pandemic - Infectious Disease Outbreak - continued
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EOC COMMAND AND GENERAL STAFF

PIO

- Disease-control measures in effect? Coordinate with Washington County/regional/state JIC/JIS, to ensure consistency in protective action messages
- Coordinate with EMS and Washington County Health Department for technical information
- Assistance needed from City PIOs in staffing Washington County JIC?

OPERATIONS

- Major Emergency or Disaster Operations?
- Special control measures or protocols for Public Works crews / Police officers?
- Prophylaxis or treatment needed for City staff?
- Coordination with local medical providers for immunization / outpatient care?
- Support required for Prophylaxis/Anti-viral distribution centers and/or distribution agents?

PLANNING

- Maintain current SitStat from external sources: relevant information may be from state or national levels
- For extended severe outbreak, plan for multiple operational periods
- For extended severe outbreak, plan for reduced staffing pattern

LOGISTICS

- Need for modified supply procedures?
 - Centralized delivery
 - Status of supply chain?
- Special supplies or other support needed for City services, employee wellness?
 - Infection control
 - Medical supplies

FINANCE

- For extended severe outbreak, establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement
- Need for remote payroll processing?
- Assess staffing needs in light of potential employee absenteeism

HAZARD-SPECIFIC GUIDELINES

Disruption of Transportation System

Potential impact on City

- Injury/death of employees or family members, resulting from vehicle accidents
- Damage to City vehicles
- Traffic congestion on City streets due to detoured traffic; responses and callbacks by first responders (Police, Fire/EMS, and Public Works) likely to be substantially delayed
- Multi-vehicle accidents may necessitate MAJOR EMERGENCY OPERATIONS (see appropriate checklists)
- May result from HAZMAT INCIDENT(s) (see appropriate checklists)
- May generate multiple patient or mass casualty incidents

DIRECTOR, PUBLIC SAFETY/CHIEF OF POLICE until IC assigned

Immediate

- Major Emergency Operations?
 - Recommend activation of EOC?
- Assess impact on City personnel, facilities, infrastructure, and equipment
 - Police Vehicles – any “trapped” in police station lot, due to traffic congestion?
 - Public Works vehicles/equipment – any “trapped” due to traffic congestion?
 - TVF&R Apparatus: any “trapped” due to traffic congestion?
- Anticipated ODOT response time?
- Need for formal detours?
 - Ensure ODOT Dispatch alerted for Media notification
 - Warn City employees and assist in warning public regarding need for caution with regard to rerouting of traffic.

EOC COMMAND AND GENERAL STAFF

PIO

- Coordinate with Police and TVF&R on information regarding vehicles involved, injuries, estimated duration of blockage
- Widespread community broadcasts needed?

OPERATIONS

- If extended duration anticipated, staff EOC as required
- Emergency response required from neighboring jurisdictions/cities?
 - Activate Mutual Aid Agreements as necessary
- Necessity for barricading specific intersections for traffic control?
 - Assign Personnel to ensure integrity of barricades?
- Consider emergency staffing patterns
 - Reassigning existing personnel
 - Holdovers or special shifts
 - Volunteers
 - Unconventional resources (e.g., Reserve Police)
- If community shelters in use for individuals evacuated from their vehicles, coordinate with EMS providers development of shelter EMS response plan

HAZARD-SPECIFIC GUIDELINES Disruption of Transportation System

PLANNING

- Track resources assigned (ReStat)
- Develop and Publish Situation Assessment for EOC Staff (SitStat)

LOGISTICS

- Assess communications status and needs; backup systems needed?
 - Cell phones
 - 800 Mhz - WCCCA (Police, TVF&R, Public Works and EOC) / VHF (Public Works)
 - Simplex
 - Human/mobile repeaters
 - Email
 - Amateur radio
 - Couriers
- For major event, staff Ground Support and Facilities Units
 - Determine need for support for personnel assigned to barricades
 - Determine need to transport individuals evacuated from abandoned vehicles

FINANCE

- Establish Job Ledger
- Plan for minimal staffing of Finance Section
- Determine as soon as possible whether emergency declaration is likely

HAZARD-SPECIFIC GUIDELINES

Earthquake

Potential impact on City

- Injury/death of employees, family members, at City worksites or elsewhere
- Damage to City facilities, infrastructure, and/or equipment
- Substantial damage to communications systems, utilities, roads/bridges, and other infrastructure; responses and callbacks by first responders (Police, Fire/EMS, and Public Works) likely to be substantially delayed
- Substantial damage to numerous structures in and around City; high possibility of structural collapse, landslides (depending on soil condition) and heavy rescue needs
- Impact likely to be regional, meaning little or no mutual aid available; Police, Public Works, and Fire/EMS likely to receive numerous requests for assistance
- Anxiety among City Staff employees, Sherwood residents, and businesses; family members may be separated
- May necessitate MAJOR EMERGENCY or DISASTER OPERATIONS (see appropriate checklists)
- May generate HAZMAT INCIDENT(s) and/or UTILITY DISRUPTION(s) (see appropriate checklists)
- May generate multiple patient or mass casualty incidents

CITY MANAGER/ASST CITY MANAGER - INCIDENT COMMANDER WHEN ASSIGNED

Immediate

- Major Emergency or Disaster Operations?
 - Activate EOC?
 - If Disaster Operations, is there estimated down-time for centralized communications and/or utilities?
- Assess impact on City personnel, facilities, infrastructure, and equipment
 - Workplace casualties: rescue/medical treatment needed? Immediate effect on co-workers?
 - Facility damage: any critical structures unusable? Adequate resources for facility damage assessment? Local building-official inspection?
 - Police Vehicles – any “trapped” in police station lot, but undamaged?
 - Public Works vehicles/equipment – any “trapped” in Public Works building/lot but undamaged?
 - TVF&R Apparatus: any “trapped” in fire station but undamaged?
- Consult with Director, Public Safety, Emergency Management Coordinator, and PIO about information for City employees
 - Publish Aftershock warnings by all means feasible, to include City Web Site and via School District Flash News Network (if either operable)
 - Warn City employees and assist in warning public about risk of aftershocks (which could cause additional structural collapse and/or landslides)
- Staff Employee/Family Welfare function and establish need for Staff Family Shelter

Intermediate – Upon activation of EOC following tasks will be managed by EOC Staff

- Attempt to establish duration of emergency operations
- If emergency shelters are likely to remain occupied, insure development of medical response plan for them
- Attempt to establish duration of utility and other disruptions
- Establish priority for facility repairs

HAZARD-SPECIFIC GUIDELINES
Earthquake - Continued

Longer-term

- Substantial repair/rebuilding may be necessary for City facilities
- Community impact may be substantial in terms of local services and City tax base
- Seismic mitigation (City facilities and community)? Good education opportunity
- Behavioral/psychological counseling support may be necessary for City staff

EOC COMMAND AND GENERAL STAFF

PIO

- Activate Information Center?
- Coordinate with HR on information regarding employee status
- EAS or other widespread community broadcasts needed?
- Assistance needed in staffing county/state JIC?

OPERATIONS

- If Major Emergency/Disaster Operations, staff EOC
- Emergency response needed in City facilities?
- Consider emergency staffing patterns
 - Adding personnel
 - Reassigning existing personnel
 - Holdovers or special shifts
 - Volunteers
 - Unconventional resources (e.g., Reserve Police, Boy Scouts, etc.)
- If community shelters in use, coordinate with EMS providers development of shelter EMS response plan

PLANNING

- Track internal damage assessment
- Develop and Publish Regional Situation Assessment for EOC Staff
- Plan for multiple operational periods
- Identify areas to be inspected as part of Initial/Preliminary Damage Assessment

LOGISTICS

- Assess communications status and needs; backup systems needed?
 - Cell phones
 - 800 Mhz - WCCCA (Police, TVF&R, Public Works and EOC) / VHF (Public Works)
 - Simplex
 - Human/mobile repeaters
 - Email/Wifi
 - Amateur radio
 - Couriers
- For major event, staff Ground Support, Facilities, and Supply Units (Support Branch)
- Status of critical supply chain?
 - Need to modify supply deliveries to City facilities?

<p style="text-align: center;">HAZARD-SPECIFIC GUIDELINES Earthquake - Continued</p>
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FINANCE

- Establish Job Ledger
- Plan for full staffing of Finance Section
- Need for emergency purchasing procedures? (may require declaration by City Manager/ Mayor/IC)
- Need for backup payroll processing procedures?
- Determine as soon as possible whether disaster declaration is likely
 - Compile information for Initial Damage Assessment

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HAZARD-SPECIFIC GUIDELINES

Fire/Explosion (Includes Urban Fires, Wildfire and Urban/Wildland Interface Fires)

Potential impact on City

- **Impact may be localized or regional; TVF&R likely to receive numerous requests for assistance**
- **May originate from transportation incident (rail, road, air) or fixed facility and may affect main thoroughfares in City, impeding response**
- **May necessitate MAJOR EMERGENCY or DISASTER OPERATIONS (see appropriate checklists)**
- **May generate localized UTILITY DISRUPTION(s) (see appropriate checklist)**

CITY MANAGER/ASST CITY MANAGER or DIRECTOR, PUBLIC SAFETY in consultation with TVF&R (INCIDENT COMMANDER)

Immediate

- Red-flag or similar warning may precede event; if so, determine whether TVF&R will establish local incident management organization to manage preparations
- Major Emergency or Disaster Operations? (See appropriate guidelines)
 - Need to activate EOC to coordinate support requirements?
- Assess impact on City response
 - Any areas isolated?
 - Water supplies reliable and adequate? Potential impact on firefighting or other water uses?
- Assess need for specialized resources
 - Air support (fixed-wing or helicopter)
 - Earth-moving equipment
 - Other
- Evacuations necessary within City?
- City Shelters needed to support individuals/families evacuating from other areas?
- Until Planning Section activated, consult Emergency Manager for latest weather forecasts
- Consult Emergency Manager and PIO regarding information for City employees

Intermediate

- Burn ban in place/extended?
- If emergency shelters are in use and likely to remain occupied, coordinate with Fire/EMS to insure development of medical response plan for them
- Attempt to establish duration of utility and other disruptions

Longer-term

- Large wildfire within or adjacent to the City could generate community impact and substantial recovery issues
- Wildfire mitigation as part of recovery? Good opportunity for local education

HAZARD-SPECIFIC GUIDELINES
Fire/Explosion (Includes Urban Fires, Wildfire and Urban/Wildland Interface Fires)

EOC COMMAND AND GENERAL STAFF

- Non-Routine, Major Emergency, or Disaster Operations?

PIO

- Protective action or risk communication messages necessary?
 Assistance needed from City PIOs in staffing Washington County JIC?

OPERATIONS

- External mutual aid or state response requested via Washington County?
 Personnel/positions needed to staff City EOC?
 If community shelters in use, coordinate with EMS providers development of shelter EMS response plan
 Consider emergency staffing patterns
- Adding personnel/units
 - Redeploying existing resources
 - Holdovers or special shifts
 - Volunteers
 - Unconventional resources (e.g., TVF&R Fire Prevention personnel, Reserve Police, etc)

PLANNING

- Local impact only or regional?
• Evacuations ordered? Specific routes?
 Maintain current status of roads and utilities, as needed
 Assess status of water purveyors, as needed
 ReStat for incoming mutual aid

LOGISTICS

- Impact on City facilities?
 Impact on City resources?
 On-scene support needed?
 Need to support incoming mutual aid resources?
• May need to coordinate with Washington County EOC
 Other impacts on City operations?
• Need to stock/augment special supplies or modify supply deliveries?
• Regional impacts that affect supply chain?

FINANCE

- For extended or severe impact, establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement
- For Conflagration declaration, coordinate with TVF&R to ensure documentation appropriate for state requirements

HAZARD-SPECIFIC GUIDELINES

Utility System Failure

Potential impact on City

- Impact may be localized or affect a substantial area in and around Sherwood
- May necessitate NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS (see appropriate guidelines)
- May be generated by CIVIL DISTURBANCE/TERRORISM, EARTHQUAKE, FLOOD, or WEATHER EMERGENCY (see appropriate checklists)
- May generate substantial public anxiety, regardless of incident cause
- Extended power outage may generate numerous non-emergency 9-1-1 calls, overloading WCCCA call-taking capacity

CITY MANAGER/ASST CITY MANAGER OR INCIDENT COMMANDER WHEN ASSIGNED

Immediate

- Non-Routine, Major Emergency, or Disaster Operations?
 - If Disaster Operations, estimated down-time for centralized communications?
- Impact of forecast weather?
- Assess impact on City's response capabilities
 - Any areas isolated from 9-1-1 system?
 - City facilities in affected area? If power outage, are generators functioning?
 - Traffic signals out?
 - Estimated duration?
 - Possible increase in EMS calls from those affected by extended power outage
- Sherwood population at risk from loss of utilities?
 - Phone outage: inability to call 9-1-1 or request non-emergency response
 - Power outage: loss of climate control, life support systems (including electrically powered home-O₂ systems), emergency lighting, alarm systems, health-care facilities (with and without generators)
 - Water: potable water (all), coolant (some industrial), sanitary systems (all)
 - Vulnerable populations at risk – elderly, medically fragile, children, etc.
- Consult appropriate G-12 Department managers, Emergency Manager, and PIO regarding pertinent information for City employees
- Network outage: Blackberry server capability affected? Status of WiFi, Sherwood Broadband?

Intermediate

- Sherwood network outage impact on administrative/support functions:
 - E-mail, access to working and reference documents on network drives
 - Processing of forms, security of paper copies: EMS, Workers Comp, payroll, other
 - Status of Exchange server: access to e-mail, emergency information for employees
 - Direct logon to C-drive: caution about backups
 - Establish workstation (laptop) with printer for immediate needs (e.g., press releases)?
- Will affected system(s) be stable once utility is restored? Gradual or total restoration?
- Extended power outage: check generator status (function and fuel)
- If emergency shelters are in use and likely to remain occupied (climate control during extended power outage), insure development of medical response plan for them

Longer-term

- Long-term network recovery issues within City?

HAZARD-SPECIFIC GUIDELINES

Utility System Failure - Continued

EOC COMMAND AND GENERAL STAFF

- Non-Routine or Major Emergency Operations?

PIO

- Protective action or risk communication messages necessary?
- Maintain ability to issue and print media releases
 - May require specific setup through Logistics

OPERATIONS

- IT servers on backup power? Will they need assistance for extended outage?
- Traffic signals and alarm systems affected?
- Need for modified reporting or handwritten forms (for network outage)?
 - Do Public Works crews/police officers have sufficient manual forms?
 - Catch-up procedures for entering activity information when systems restored?

PLANNING

- What information needs to be tracked? Internal impact only or regional, i.e. WCCCA?
- For extended severe outbreak, plan for multiple operational periods
- For extended severe outbreak, plan for reduced staffing pattern

LOGISTICS

- What critical systems need most support?
 - Facility power
 - Communications
 - IT network
 - Supply delivery
 - Shelter facilities
- For network outage: what functions and access are possible?
 - Limited access? Need user prioritization
- For major event, staff Ground Support, Facilities, and Supply Units (Support Branch)
- Reassign staff based on priorities

FINANCE

- For extended or severe impact, establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement
- Ability to conduct critical Finance functions?
 - Payroll: manual or remote filing needed?
 - Purchasing?
 - Accounts Payable and Receivable?

HAZARD-SPECIFIC GUIDELINES Flood

Potential impact on City

- **Potential damage to roads/bridges and other infrastructure, with likely utility/com-
munications outages; responses and callbacks likely to be substantially delayed**
- **Impact may be localized or regional; City likely to receive requests for assistance**
- **May necessitate NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS
(see appropriate checklists)**
- **Probably associated with a WEATHER EMERGENCY; may generate UTILITY
DISRUPTION(s) and/or HAZMAT INCIDENT(s) (see appropriate checklists)**
- **May generate multiple patient or mass casualty incidents**

**CITY MANAGER/ASSISTANT CITY MANAGER OR DIRECTOR, PUBLIC SAFETY –
INCIDENT COMMANDER WHEN ASSIGNED**

Immediate

- If flood is due to projected or actual dam failure, confirm projected inundation areas and times: consult Washington County Emergency Manager
- Non-Routine, Major Emergency, or Disaster Operations?
- Activate EOC?
- Assess impact on City response times for Police/Public Works
 - Any areas isolated?
- Evacuations necessary within City limits?
 - If so, is Sherwood School District support needed?
 - If so, is TVF&R support needed?
- Consult Emergency Management Coordinator for latest weather/river forecasts
- Consult PIO about information for City staff, residents, and businesses

Intermediate – With activation of EOC, following actions will be the responsibility of EOC staff:

- Prepare for City to receive numerous requests for assistance with sandbags and minor home flooding
- If emergency shelters are in use and likely to remain occupied, insure development of medical response plan for them
- Attempt to establish duration of utility and other disruptions

Longer-term

- Community impact may be substantial in terms of local services and City tax base

EOC COMMAND AND GENERAL STAFF

PIO

- Flood safety messages?
- Assistance needed from City PIOs in staffing Washington County JIC?

OPERATIONS

- Maintain contact with Washington County EOC
- Identify areas in danger of flood damage
 - Order evacuation as required
 - Organize flood-water mitigation teams

HAZARD-SPECIFIC GUIDELINES Flood - Continued

OPERATIONS - continued

- Determine security needs for evacuated areas and staff appropriately

PLANNING

- Maintain current weather/river forecast information (consult with Emergency Management as needed)
- Track internal damage assessment (as applicable)
- Assess need for multiple operational periods

LOGISTICS

- Assess communications status and needs; backup or incident-scene support needed?
- Facilities damage?
- For major event, staff Ground Support, Facilities, and Supply Units (Support Branch)
- Need to modify Supply activities to support operations, or due to other demands?
- Special supplies or other support needed?

FINANCE

- Establish Job Ledger, as needed
- Determine as soon as possible whether disaster declaration is likely
 - Compile information for Initial Damage Assessment

HAZARD-SPECIFIC GUIDELINES Civil Disturbance/Terrorism

Potential impact on City

- Intentional damage to water system, pumping units, storage units, and/or pipe lines.
- Intentional damage to, interference with, or attacks on City Police, Public Works, and/or TVF&R crews/apparatus on runs, in public areas, or in stations
- Malicious false alarms intended to pull crews from first-due area, empty station(s) or staging areas for potential sabotage, or lead first-responders into a trap
- Unintentional delays/interference with response (e.g., due to traffic blockages)
- Intentional damage to or interference with City facilities, including threatening phone calls letters, and/or packages
- Intentional actions against City and/or other local agencies
- Major events elsewhere, particularly Portland, could pull Fire/EMS crews out of City or from neighboring cities
- Anxiety among City employees, residents, and businesses; employees/families may require isolation, quarantine, and/or mass treatment/prophylaxis
- May necessitate NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS (see appropriate checklists)
- May generate HAZMAT INCIDENT(s), INFECTIOUS DISEASE OUTBREAK(s), and/ or UTILITY DISRUPTION(s) (see appropriate checklists)
- May generate multiple patient or mass casualty incidents

CITY MANAGER/ASST CITY MANAGER OR DIRECTOR,PUBLIC SAFETY – INCIDENT COMMANDER WHEN ASSIGNED

Immediate (incident has occurred, is occurring, or is inevitable)

- Non-Routine, Major Emergency, or Disaster Operations?
 - Activate EOC?
- Assess actual and potential impact on City personnel, facilities, and equipment, as well as on City businesses, residents, and/or their property
 - Assess security for City facilities and address critical shortfalls
 - Assess security for City businesses and/or residences and address critical shortfalls
- Coordinate local law enforcement actions with Washington County Sheriff's Department and neighboring cities for current threat assessment
- Consult Emergency Management Coordinator, G-12, PIO about plans for/results from ATAC conference call and to generate notification to City employees ("**City of Sherwood Incident Notification Procedure**")
- Determine appropriate staffing, preparedness, and security measures
- Determine if City personnel have been exposed to hazardous agent(s) and/or whether mass treatment/prophylaxis is being established (Sherwood Emergency Management Coordinator, Washington County Emergency Management in consultation with Washington County Public Health)
- For major incident within City or requiring out-of-normal response, consider staffing Employee/Family Welfare function

HAZARD-SPECIFIC GUIDELINES Civil Disturbance/Terrorism - Continued

Intermediate (acute phase of incident is waning or potential/predicted incident is yet to occur)

- Project duration of emergency measures (Planning, Intelligence if separately staffed)
- Ensure continuing coordination with Fire/EMS and other public safety agencies, especially law enforcement

Longer-term

- Behavioral/psychological support may be necessary for City staff

EOC COMMAND AND GENERAL STAFF

PIO

- Identify law enforcement coordination points
- Develop public notification messages, to include requests for tips, leads, etc.
- Participate in ATAC conference calls

OPERATIONS

- Intelligence function staffed separately?
- Curtail non-emergency duties?
 - Training, Code Enforcement
 - Restrict City crew movements to emergency response only?
- Modified response protocols needed?
 - Public Works/Fire respond only as task force with law enforcement escort
 - No/delayed response to low-priority calls, or response only after LE has assessed
- Identify necessary interagency coordination
- Assess necessary support for other City functions
- Identify potential resources shortages

PLANNING

- Intelligence function staffed separately?
- Joint IAP?

LOGISTICS

- Special communications systems?
 - Secure communications needed?
- Need to modify supply deliveries to City facilities?
 - Central delivery point from external suppliers?

HAZARD-SPECIFIC GUIDELINES

Volcanic Activity

NOTE: Mt. St. Helens and Mt. Hood, respectively, are the most likely sites of volcanic activity that could affect the City of Sherwood. Sherwood is not at risk for direct impact from lava flows, lahars, or landslides. The only direct volcanic hazard is ashfall, but the City could see significant indirect effects (e.g., transportation disruption, water-treatment plant damage).

Potential impact on City

- Ashfall may create response delays due to effect on traffic (decreased visibility, vehicle breakdowns)
- Ashfall would cover broad area and almost certainly will be worse elsewhere (e.g., Portland)
- City vehicles would require frequent air-filter replacement due to clogging with ash
- Substantial ashfall may generate additional EMS calls (Volcanic ash is not very hazardous by itself but can aggravate pre-existing respiratory conditions)
- Heavy ashfall, i.e., several inches (unlikely) could present problems for flat roofs, especially with heavy rainfall
- May necessitate **NON-ROUTINE, MAJOR EMERGENCY, or DISASTER OPERATIONS** (see appropriate checklists)
- May generate **UTILITY DISRUPTION(s)** (see appropriate checklist)

CITY MANAGER/ASST CITY MANAGER OR DIRECTOR, PUBLIC SAFETY – INCIDENT COMMANDER WHEN ASSIGNED

Immediate

- Non-Routine, Major Emergency, or Disaster Operations?
 - Activate EOC?
- Assess impact on City response
 - Forecast weather with regard to wind direction and speed, precipitation, etc.?
 - Vehicles and other equipment protected?
 - Necessity for road clearance – sweeping/grading?
 - Respiratory protection (filter masks) needed (unlikely)?
 - Substantial increase in Welfare Check call volume (unlikely except with heavy ashfall)
- Consult Emergency Management Coordinator and PIO about information for City employees, residents, and businesses
- For confirmed or likely ashfall, consult Public Works regarding increasing filter inventory, staging of equipment and/or vehicles

Intermediate

- Sustained ashfall could generate additional apparatus and potential facilities problems
 - Consult Public Works Fleet and Facilities manager (or Ground Support and Facilities Units in Logistics Section, if EOC activated)
 - Accelerated wear and tear on filters, wipers, and other parts
 - Clogging of building HVAC filters
 - Ashfall followed by rain can generate persistent abrasive and/or heavy mud that can harden upon drying
- Remediation necessary for City facilities?
- Water-treatment plants supporting Sherwood could be affected by ash accumulation, which could generate water shortages

HAZARD-SPECIFIC GUIDELINES

Volcanic Activity – Continued

Longer-term

- Cleanup following sustained or repeated ashfall could be expensive and time-consuming
- Fleet (Police and Public Works) supplies will need to be replenished
- Long-term environmental impact/remediation within City?

EOC COMMAND AND GENERAL STAFF

- Non-Routine, Major Emergency or Disaster Operations?

PIO

- Protective action or risk communication messages necessary?
- Assistance needed from City PIO in staffing Washington County JIC?

OPERATIONS

- Impact on road conditions that might affect LE/PW response times or traffic routing?
- Effectiveness of road clearing/street sweeping equipment?
- Fire/EMS may see higher incidence of respiratory calls, particularly with asthma/COPD conditions aggravated by ash
- Need for specialized PPE for Police and Public Works crews (protection against ash)?
- Need for special precautions or equipment for vehicles or PW equipment? (Check with Fleet, or Ground Support Unit if activated in EOC)
- Impact on staff being able to report to work?

PLANNING

- What is impact on City, partner agencies/jurisdictions, or region?
- Need for damage assessment for City facilities?

LOGISTICS

- Impact on City facilities?
 - Ash accumulation on roofs
 - Clogged HVAC filters
 - Need for ash removal from surfaces
- Impact on City's Vehicle Fleet?
 - Air filters for Police, PW, and other vehicles
 - Wear on windshield wiper blades
- Other impacts on City operations?
 - Need to stock/augment special supplies?
 - Regional impacts that affect supply chain?

FINANCE

- For extended or severe impact, establish Job Ledger as needed; ensure appropriate cost tracking for reimbursement

SECTION 4

RESOURCES

I. BUSINESS RESOURCES

In times of emergency various resources may be called upon to assist in responding to the specific event. Contacts and numbers listed in Section 5 – Call Lists, relate to immediate action calls and emergency notification. This Section provides information relative to resources that would prove useful in an emergency.

Business	Point of Contact	Phone Number	Backup Power	Resources
Home Depot	Roger Fulop	503 925-8447	Yes	Generators, Pumps, Building Supplies
Alto's Chevron	John Alto	503 320-4767	No	Fuel – Gas, Diesel, and Propane
Pride Disposal	Mike Leichner	503 625-6177w 360 891-2853h 503 849-2885c	NA	Debris Management
	Barry Graham	503 625-6177w 503 628-1250h 503 572-3839n		
	Marvin "Booker" Nagley	503 625-6177h 130 503 554-9757h 503 572-0549c		
	Julia Smiley	503 625-6177w 170 503 670-7974h 503 621-2007c		
Safeway	Shauna Rhodes	503 625-4760	Yes	Groceries/Water
Albertsons		503 625-9581	Yes	Groceries/Water
Walgreens		503 625-1805	No	Pharmacy
Target	Chris Johnson	610-6000		General Retail
Shell	Jeff Johnston	503 784-8404	Yes	Fuel – Gas, Diesel and Propane
Coca Cola	Michael Freitas	503 535-9943c 503 612-0707w	No	Bottled Water – Outlet #1962166
	Troy Anderson	971 246-0650c		
	Product Orders	800 647-2653		
C&M Construction		503 625-5289	N/A	General Const – Streets, Sewers, etc

SECTION 4

RESOURCES

Business	Point of Contact	Phone Number	Backup Power	Resources
Curtis Heintz Construction		503 925-9400	N/A	Excavation
Bretthausen Oil Co		503 648-2531	N/A	Fuel – Gas and Diesel
Staples	Robbi Barbieri	800-898-2420 x 5639		Office Supplies
Schultz-Clearwater		503 692-9009	N/A	Portable Restrooms
Grimm's Fuel Co.		503 692-3756	N/A	Yard Debris
George Morlan Plumbing		503 624-7381		Plumbing Supplies
Knife River	Coffee Lake Asphalt	<u>503 944-3500</u>		Asphalt Products
	Coffee Lake Readimix	503 944-3550		Concrete
	Coffee lake Quarry	503 944-3570		Rock Product
CC Meisel		503 625-5165	N/A	Crushed Rock
Tigard Sand and Gravel		503 692-1800	N/A	Sand/Gravel
United Rentals		503 691-1234		Equipment Rental

RESOURCES

II. MUTUAL AID AGREEMENTS

Cooperative Public Agency Washington County (CPAWC). Intergovernmental Agreement for Equipment and Services - a service exchange agreement for public works equipment within Washington County. This agreement is on file in the Public Works Department. A copy of the resource catalog listing available equipment is located in the Logistics EOC supply box.

Additional information can also be found at www.cpawc.org

Oregon Water/Wastewater Agency Response Network (ORWARN) – Mutual Aid and Assistance Agreement for the provision of emergency services related to water and wastewater utilities. This agreement promotes:

- Increased planning and coordination
- Enhanced access to specialized and vital resources
- Expedited arrival of aid
- Reduced administrative conflict
- Increased hope due to emphasis on restoration of utility services

Additional information can be found at www.orwarn.org.

Oregon Public Works Emergency Response Cooperative Assistant Agreement.
This agreement:

- Enables public works agencies to support each other during an emergency.
- Provides the mechanism for immediate response to the requesting agency when the responding agency determines it can provide the needed resources and expertise.
- Sets up the documentation needed to seek maximum reimbursement possible from appropriate federal agencies.

SECTION 4

RESOURCES

III. COMMUNICATIONS RESOURCES

800MHz Radios –

Police Department – multiple handheld units, vehicle mounted MDT's, plus a desk-mounted MDT in Police Admin (can be moved to EOC).

Emergency Management – 6 handheld units templated the same as Public Works handhelds.

Public Works – multiple handheld units

Admin – One handheld unit behind desk of City Manager Admin Assistant with battery charger.

Templates - While templates differ, all 800 MHz radios owned by Sherwood share common channels – See Attachment A, Section 2-D Communications.

VHF Radios –

Public Works – Multiple handheld units

Amateur Radio – Packet and voice capability (two transceivers) located in EOC storage room

SECTION 5
CALL LISTS

Note: Due to the confidential nature of the information contained in Section 5, it is not available for Public Display. A copy of Section 5, (Call Lists) may be found in the City of Sherwood Recorder's Office.

SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE

1. For purposes of defining the overall situation within the City following a significant incident that could prompt activation of the Emergency Management Plan and the EOC, the City has been divided into 3 geographical areas or divisions. (See attached)
2. Immediately following a major incident such as an earthquake, Public Works personnel, depending on their location at the time of the incident, will conduct a quick evaluation of the Facilities, Infrastructure, and Business Resources in their respective division using the attached form for each location.
3. This evaluation is designed to provide a quick and immediate assessment of the City's overall condition following the event in question, not to conduct detailed inspections.
4. Facilities indicated as being damaged will then receive follow-up inspections by the Damage Assessment Teams to determine their utility and safety for short/long-term occupancy.
5. Many or most of the facilities, infrastructure, and businesses listed are not the responsibility of the City of Sherwood in the event of damage. However, all will play a role in the City's overall response and recovery. While other jurisdictions, agencies, and/or organizations will ultimately respond to correct damage incurred, knowledge of the relative status of these facilities, infrastructure and businesses will be valuable as the Incident Commander and the Incident Management Team/EOC staff develop and implement the Incident Action Plan.
6. Locations identified by a **Red (1, 2, etc)** are included in the TVF&R "Windshield Survey."

Division

Facilities

A	1. Police Station – 20495 SW Borchers Rd.
A	2. Edy Ridge Elementary School – 21472 SW Copper Terrace
A	3. Laurel Ridge Middle School – 21416 SW Copper Terrace
A	4. Avamere Assisted Living - 16500 SW Century Dr
A	5. Hopkins Elementary School – 21920 SW Sherwood Blvd.
A	6. Sherwood Middle School – 21970 SW Sherwood Blvd.
A	7. St Francis Catholic Church/School – 15651 SW Oregon St (Designated Red Cross shelter)
A	8. Cedar Creek Assisted Living - 15677 SW Oregon Street
B	9. Public Works – 15527 SW Willamette St.
B	10. MITCH Charter School - 23264 SW Main Street
B	11. Middleton Elementary School – 23505 SW Old Pacific Hwy.
C	12. Senior Center – 21907 SW Sherwood Blvd.
C	13. City Hall – 22560 SW Pine St.
C	14. Archer Glen Elementary School – 16155 SW Sunset Blvd.
C	15. YMCA – 23000 SW Pacific Hwy
C	16. Sherwood High School – 17010 SW Meinecke Rd.
C	17. Sherwood Food Bank(Sherwood Methodist Church) - 22280 SW Washington St

SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE

Division

Infrastructure

- | | |
|-----|--|
| ALL | 1. Streets and Roads – General Condition |
| B | 2. Well 3 – 22892 SW Pine St. |
| C | 3. Well 4 – 22148 SW Smith Rd. |
| C | 4. Well 5 – 16491 SW Sunset Blvd. |
| B | 5. Well 6 – 22998 SW Upper Roy St. |
| B | 6. Snyder Reservoir & Pump Station – 15288 SW Division St. |
| A | 7. Wyndom Ridge Pump Station – Handley St. |
| A | 8. Kruger Reservoir and Pump Station – Kruger Rd. |
| C | 9. 24" Transmission Line Vault – Oregon St Round-a-bout |
| A | 10. 24" Transmission Line Vault – In Tualatin |
| A | 11. Sewer Lift Station on Pacific Hwy. |
| A | 12. Tualatin River Bridge (Highway 99W) |
| A | 13. Tualatin River Bridge (Roy Rogers Rd) |
| A | 14. Cedar Creek Bridge (Roy Rogers Rd) |
| A | 15. Railroad trestle bridge @Rock Creek |
| A | 16. PGE/BPA power lines @Roy Rogers, |
| A | 17. PGE/BPA power lines @Hwy 99W, |
| A | 18. PGE/BPA power lines @Tualatin Sherwood |
| A | 19. PGE/BPA power lines @Oregon St |
| A | 20. Cell towers |

Business Resources

- | | |
|---|---|
| A | 1. Sherwood Ice Arena – 20407 SW Borchers Dr |
| A | 2. Safeway - 20685 Sw Roy Rogers |
| A | 3. Walgreens - 21065 SW Pacific Hwy |
| A | 4. Providence Urgent Care – 16770 Edy Rd. |
| A | 5. DaVita Dialysis Center - 21035 SW Pacific Hwy |
| A | 6. Albertsons - 16030 Southwest Tualatin Sherwood Road |
| A | 7. Regal Cinema |
| A | 8. Target - 21365 SW Baler Way |
| A | 9. Chevron - 16415 SW Langer Drive |
| A | 10. Shell - 20945 Sw Pacific Hwy |
| A | 11. Circle K - 15900 SW Tualatin Sherwood Rd |
| A | 12. Home Depot - 20260 Sw Pacific Hwy |
| A | 13. C&M Construction - 21287 S.W. Oregon St |
| A | 14. Curtis Heintz Construction - 21100 NE Oregon Street |
| C | 15. Joes - 16685 NW 12th St |
| C | 16. Sherwood Urgent Care - 21319 SW Sherwood Blvd |

SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE

Division

Potential Hazards

A

1. NorthStar/Columbia Cascade 14200 SW Tualatin Sherwood Rd

B

2. NWN high Pressure Gas pipeline and pumping station – 24500 SW Old Hwy 99W.

A

3. 8" high pressure gas pipeline

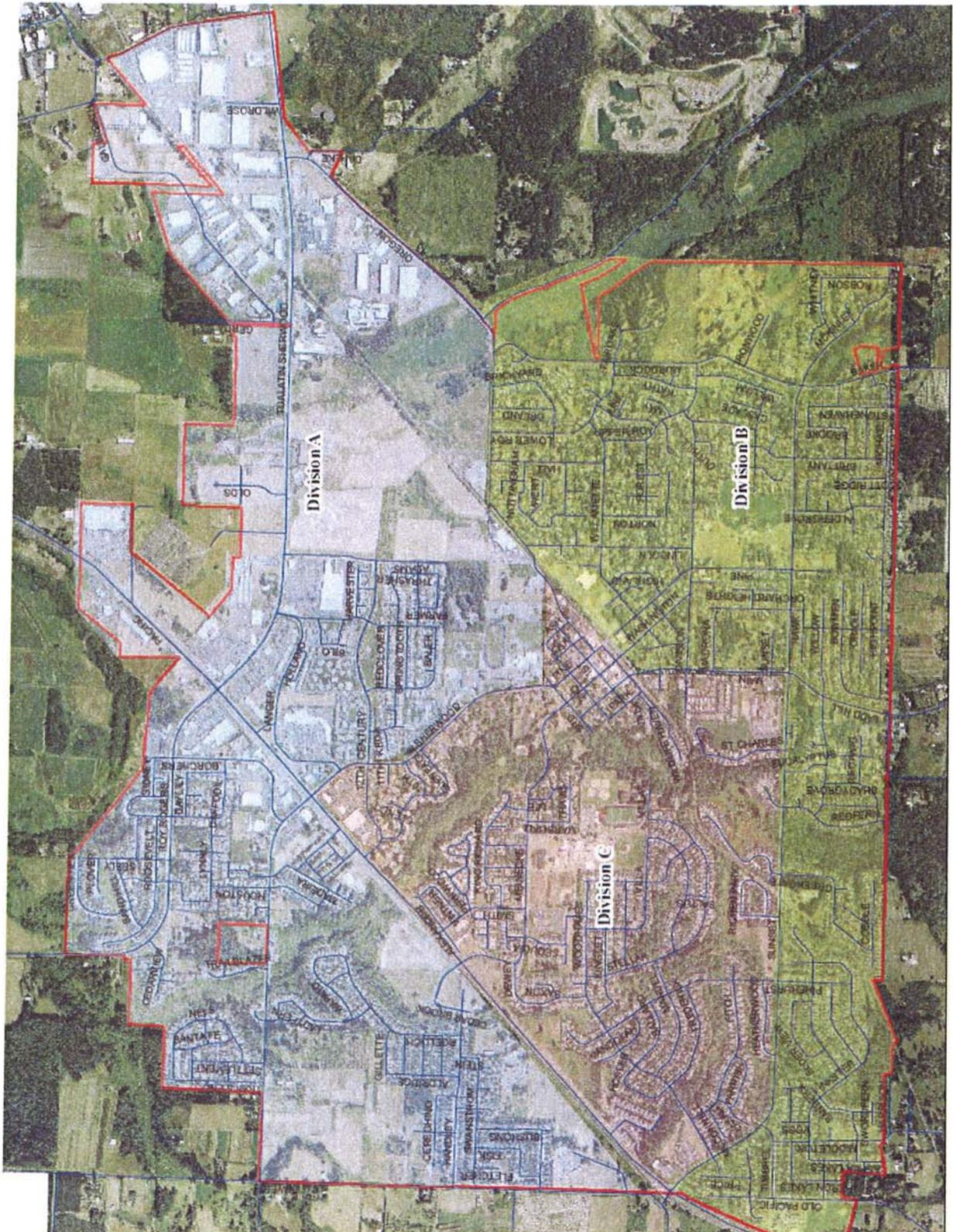
SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE

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SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE



SECTION 6

VITAL SERVICES - CRITICAL FACILITIES AND INFRASTRUCTURE

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SECTION 7

GLOSSARY

Advanced Readiness Contracting: A type of contracting that ensures contracts are in place before an incident for commonly needed commodities and services such as ice, water, plastic sheeting, temporary power, and debris removal.

Alert: Informs people of impending danger.

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

American Red Cross (Oregon Trail Chapter): The national organization with a Congressional mandate to undertake the relief of persons suffering from disaster.

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

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

Assignment: A task given to a resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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

Catastrophic Incident: Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

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

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

GLOSSARY

Command Staff: An incident command component that consists of a Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander.

Common Operating Picture: A continuously updated overview of an incident compiled throughout an incident's life cycle from data shared between integrated systems for communication, information management, and intelligence and information sharing. The common operating picture allows incident managers at all levels to make effective, consistent, and timely decisions. The common operating picture also helps ensure consistency at all levels of incident management across jurisdictions, as well as between various governmental jurisdictions and private-sector and nongovernmental entities that are engaged.

Community Assistance Program (CAP): A Tualatin Valley Fire & Rescue program that provides chaplains at fire scenes to assist victims with immediate needs. Chaplains work with the American Red Cross to identify disaster-caused needs and, when appropriate, issue Red Cross vouchers for emergency lodging until Red Cross counselors can provide additional recovery assistance.

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

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

County: Normally refers to Washington County, unless otherwise specified.

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.

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

Department Operations Center (DOC): Specially equipped facility from which department staff exercises tactical direction and control and coordinate resources and information in an emergency situation. If the EOC is activated, a DOC holds a subordinate position in the allocation of resources and management of information citywide.

Disaster: "Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snow storm, 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).

SECTION 7

GLOSSARY

Disaster: An occurrence or threat of imminent widespread or severe damage, injury, loss of life or property damage regardless of cause which in the determination of the City Manager causes or will cause significant damage as to warrant disaster assistance from resources other than the City's to supplement the efforts and available City resources to alleviate the damage, loss, hardship or suffering caused. (Sherwood Municipal Code 2.38.030)

Disaster Operations: public-safety incident response and resource management when centralized communication systems (i.e., 9-1-1 phone, 800-MHz radio) are not functioning.

Disaster Recovery Center (DRC): A facility established in a centralized location within or near the disaster area at which disaster victims (individuals, families, or businesses) apply for disaster aid. DRC is a readily accessible facility or mobile office where applicants may go for information about FEMA or other disaster assistance programs, or for questions related to their case. Some of the services that a DRC may provide:

- Guidance regarding disaster recovery
- Clarification of any written correspondence received
- Housing Assistance and Rental Resource information
- Answers to questions, resolution to problems and referrals to agencies that may provide further assistance
- Status of applications being processed by FEMA.
- SBA program information if there is a SBA Representative at the Disaster Recovery Center site.

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

Emergency: "Emergency" means a human created or natural event or circumstance that causes or threatens widespread:

- (a) Loss of life;
- (b) Injury to person or property;
- (c) Human suffering; or
- (d) Financial loss. (ORS 401. 025/Sherwood Municipal Code 2.38.030)

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): network of broadcasting radio stations and interconnecting facilities that have been authorized by the Federal Communications Commission, to operate in a controlled manner during emergencies to broadcast emergency information to the public.

Emergency Management: As subset of incident management, the coordination and integration of all activities necessary to build, sustain, and improve the capability to prepare for,

GLOSSARY

protect against, respond to, recover from, or mitigate against threatened or actual natural disasters, acts of terrorism, or other manmade disasters.

Emergency Management Working Group: A working group consisting of designated representatives of the City Manager, Public Safety Director, Police Chief, Fire Chief (TVF&R), and Public Works Director, Community Development, Finance, and City Attorney. The Emergency Management Coordinator (EMC) who functions as the Emergency Program Manager, is the group leader.

Emergency Manager/ Emergency Program Manager: The person (EMC) who has the day-to-day responsibility for emergency management programs and activities. The role is one of coordinating all aspects of a jurisdiction's mitigation, preparedness, response, and recovery capabilities.

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

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

Federal Aviation Administration (FAA): Lead agency for airplane pilot licensing and aircraft crash investigation.

Federal Coordinating Officer: Federal Coordinating Officer (FCO): The official appointed by the President to execute Stafford Act authorities, including the commitment of Federal Emergency Management Agency (FEMA) resources and mission assignment of other Federal departments or agencies. In all cases, the FCO represents the FEMA Administrator in the field to discharge all FEMA responsibilities for the response and recovery efforts underway. For Stafford Act events, the FCO is the primary Federal representative with whom the State Coordinating Officer and other State, tribal, and local response officials interface to determine the most urgent needs and set objectives for an effective response in collaboration with the Unified Coordination Group.

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 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.

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Federal Resource Coordinator (FRC): Official who may be designated by the Department of Homeland Security in non-Stafford Act situations when a Federal department or agency acting under its own authority has requested the assistance of the Secretary of Homeland Security to obtain support from other Federal departments and agencies. In these situations, the FRC coordinates support through interagency agreements and memorandums of understanding. The FRC is responsible for coordinating timely delivery of resources to the requesting agency.

Fire Operations Center (FOC): TVF&R's EOC, activated to assist in information management, resource management, and coordination of emergency public information; activation is likely during large, complex, or otherwise uncommon incidents in or affecting TVF&R and/or its constituent cities.

Finance/Administration Section:

- (1) Incident Command: Section responsible for all administrative and financial considerations surrounding an incident.
- (2) Joint Field Office (JFO): Section responsible for the financial management, monitoring, and tracking of all Federal costs relating to the incident and the functioning of the JFO while adhering to all Federal laws and regulations.

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

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

Hazardous Material: 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, or a tendency to rapidly decompose when exposed to oxygen or elevated temperatures.

1. Toxicity: capability of a substance to produce serious illness or death.
2. Flammability: ability to support combustion.
3. Corrosiveness: chemical action by which minerals and materials are converted into unwanted properties.
4. Explosiveness: characteristic of a chemical compound, mixture, or device involving the instantaneous release of gas or heat by deflagration or detonation.
5. Radioactivity: characteristic of some elements, which involve the spontaneous release of alpha, beta, or gamma radiation and results in the disintegration of the material.
6. Oxidation: process by which a change occurs when a substance is exposed to oxygen.

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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.

Level II Incident: Incidents that involve multi-agency response.

Level III Incident: Large-scale hazardous materials incidents which require multi-jurisdictions response or state assistance.

Hazardous Materials Response Team: personnel from TVF&R, specially trained and equipped to respond to hazardous materials incidents. The team is dispatched through 9-1-1, and is qualified to work in Level-A (fully encapsulating) protective equipment. The team carries communications equipment, reference information, containment supplies, and protective equipment for its personnel.

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

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a management system designed to enable effective incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

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Incident Management Team (IMT): An incident command organization made up of the Command and General Staff members and appropriate functional units of an Incident Command System organization. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the "type," or level, of IMT. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline- or large jurisdiction-specific, and Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

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

Joint Information Center (JIC): An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident.

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

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

Label: A 4x4 inch, diamond-shaped color-coded sign glued to the individual shipping containers that identifies a specific hazard associated with the contents.

Lead Agency: The governmental organization (can be a city department or TVF&R) that, under NIMS-ICS, has primary control over response and/or recovery activities in an emergency. Generally the Incident Commander, Operations Section Chief, and Safety Officer are from the lead agency.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government.

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

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.

Maximum threat: The intensity of danger or threat to the vulnerable portion for the population.

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

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

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

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of the incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System (NIMS): System that provides a proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and

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mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment

National Response Framework (NRF): Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision-makers, and supporting entities to provide a unified national response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Operations Section: Incident Command: Responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Perimeter: The geographic edge of an incident where, for security and/or safety reasons, access is controlled.

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.

Planned Event: A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).

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

Placard: A 10-3/4 x 10-3/4 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.

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

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

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

Public Information Center(PIC): A PIC is activated to respond to questions from the public using trained operators and under the direction of the lead PIO. The PIC serves a dual purpose: It disseminates information by responding to requests from the public, and it gathers information by identifying trends, inaccurate information, misunderstandings, or misperceptions reported by the public or reflected by their inquiries.

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

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.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Under the National Incident Management System, resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Responsible Party: The person or firm that, by law, is financially liable for clean up of any spill or release.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)).

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

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Situation Report: Document that contains confirmed or verified information and explicit details (who, what, where, and how) relating to an incident.

Situational Awareness: The ability to identify, process, and comprehend the critical elements of information about an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special Emergency Response Team (SERT): Law enforcement and medical personnel specially trained and equipped to respond to dangerous suspects, hostage situations, and acts of terrorism.

State of Emergency: The duly proclaimed existence of conditions of a disaster or of extreme peril to the safety or health of persons and/or property within local jurisdictional boundaries. A situation meeting the definition of Emergency and proclaimed in writing by the City Manager or City Manager pro tem.

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

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L. 93-288, as amended. This Act describes the programs and processes by which the Federal Government provides disaster and emergency assistance to State and local governments, tribal nations, eligible private nonprofit organizations, and individuals affected by a declared major disaster or emergency. The Stafford Act covers all hazards, including natural disasters and terrorist events.

Staging Area: Any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

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

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

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

GLOSSARY

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

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

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

Urban Search and Rescue (US&R) Task Forces: A framework for structuring local emergency services personnel into integrated disaster response task forces. The 28 National US&R Task Forces, complete with the necessary tools, equipment, skills, and techniques, can be deployed by the Federal Emergency Management Agency to assist State and local governments in rescuing victims of structural collapse incidents or to assist in other search and rescue missions.

Utility: Structures or systems of any power, water storage, supply and distribution, sanitary sewage, and storm water collection and treatment, natural gas, telephone, transportation, or other similar public service.

Vector Control: Control of disease spread by insects, rodents, etc.

Voluntary agencies (VOLAGs) Established organizations whose mission is to provide emergency services to the community through the use of trained volunteers.

Volunteer: Any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed.

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.

Washington County Consolidated Communications Agency (WCCCA): Washington County 911 Center

Windshield Survey: A quick, drive-by assessment of disaster-damaged buildings, conducted by teams of personnel for the purpose of obtaining a rough idea of how many buildings were damaged and to what degree. A windshield survey assessment is completed within the first 24 hours following a damaging event.

- A. **Geographical Description.** Sherwood is geographically compact, with limited demographic diversity. The city is located in Washington County in northwestern Oregon. The city grew slowly from its incorporation in 1926 until the late 1990's when it began to experience rapid growth. It currently (2009) has an area of 4.5 square miles and a population of approximately 17,000. It is located in the southwest corner of the Portland metropolitan region, approximately 15 miles southwest of downtown Portland and adjacent to Tigard and Tualatin. The city has a mix of low-lying areas as well as some hills. Each can provide its own challenges to disaster response. The slow flowing Tualatin River and the Tualatin River Wildlife Refuge are in close proximity to the City's northern boundaries.

Demographically, the City's population is predominantly white, middle-class and composed primarily of young families with a median household income well-above that of the region. Sherwood has a small minority population made up of several diverse groups that vary according to race, ethnic and linguistic backgrounds (including some who speak little or no English), economic means, educational background, special needs, and age, to name but a few. For the most part, Sherwood residents are relatively well-educated. Sherwood is a city of families with a significant number of its residents commuting to work outside of Sherwood.

Vulnerable populations include residents of assisted living facilities (Avamere and Cedar Creek), older residents in apartments designated for senior citizens, recipients of "Meals on Wheels," and residents of Adult Foster Care facilities. Other potentially vulnerable populations include single parent families with young children. Additional businesses serving potentially vulnerable populations include a dialysis facility, pre-schools, and day care facilities for small children and the elderly.

- B. **Hazard Rating Criteria** Hazards were evaluated in order of event magnitude, as determined by the following criteria:

Event History - an event of magnitude requiring Level II or III response (Weight Factor =2):

High = four or more occurrences in past 100 years

Moderate = two or three occurrences in the past 100 years

Low = one or fewer occurrences in past 100 years

Vulnerability - based on the percentage of population or property affected by the incident (Weight Factor =5):

High = 10% or greater property or population affected

Moderate = 1% to 10% property or population affected

Low = Less than 1% property or population affected

Maximum threat - is based on the intensity in which the vulnerable population or property is affected (Weight Factor = 10):

High = More than 25% of population affected severely

Moderate = 5% to 25 % population affected severely

Low = Less than 5% of population affected severely

Probability - based on the likelihood of another occurrence within a specified period of time (Weight Factor =7):

High = Incident can be expected once within 10 years

Moderate = Incident can be expected once within 50 years

Low = Incident can be expected once within 100 years

Hazards were then assessed a score for comparison with other hazards considered.

C. Identified Hazards

1. Severe Weather (Ice storm, Wind storm, Heavy Rain/Snow)

Severe winter storms pose a significant risk to life and property in Sherwood by creating conditions that disrupt essential regional systems such as public utilities, telecommunications, and transportation routes. Severe winter storms can produce rain, freezing rain, ice, snow, cold temperatures, and wind. Ice storms accompanied by high winds can have destructive impacts, especially to trees, power lines, and utility services.

Trees, power lines, telephone lines, and television and radio antennas can be impacted by ice, wind, snow, and falling trees and limbs. Soil that is saturated can cause trees to lose their ability to stand and can be uprooted falling on houses, cars, utilities and other property. Although not common occurrences in Sherwood, straight- line and cyclonic winds of damaging strength have periodically impacted the City.

2.

H

azardous Material Incident

A hazardous materials incident involves the unintentional release of hazardous substances into the environment and may occur as the result of natural disasters, human error, or accident. Hazardous materials incidents may occur at fixed facilities and along transportation routes during transportation related incidents that involve hazardous and radiological materials.

Any hazardous materials incident may represent a potentially dangerous situation. Chemicals that are flammable, explosive, corrosive, toxic, or reactive, along with biological and radioactive materials, pose a special hazard to emergency responders and the general public.

There are facilities in or near the Sherwood City limits, which contain or are used to transport hazardous materials. In addition, hazardous materials are routinely transported via the rail line that runs through the middle of Sherwood, as well as along Highway 99W.

3. Pandemic

"Pandemics are earthshaking events. They reshape societies, they reshape economies, and they reshape geopolitics. Forty million people died when the last major influenza pandemic swept around the world in 1918. We have seen two less severe pandemics since then. We will no doubt see another sometime in the future. We don't know when, and we don't know how bad it will be. But we know it will happen sooner or later and that what we do now will save lives." (HHS Secretary Mike Leavitt)

In the event of a pandemic, City government will endeavor to conduct business as usual altering the way it conducts its business to delay the introduction, slow the spread, or lessen the severity of pandemic disease (e.g., advising sick people to stay home, limiting public gatherings, working with the Sherwood School District with regard to dismissing students from schools, etc.).

4. Disruption of Transportation System

Highway 99W is a busy thoroughfare, with Average Daily Traffic (ADT) of 39,600 Vehicles (Weekday 2006 Data). The range on 99W thru Sherwood is 37,000 to 42,000 with the highest numbers coming near the Tualatin Sherwood Rd Intersection. All manner of traffic can be found on this stretch of road, from cyclists to automobiles to large semi-trailer trucks.

During morning and evening rush hours the load is particularly heavy and disruptions in traffic flow can have significant impacts unless managed effectively. Many people will attempt their own detours that can take them into Old Town, past Hopkins Elementary, the Middle School, and the High School.

ADDENDUM - HAZARD ANALYSIS

5. Earthquake (Include landslide)

This hazard includes earthquakes, as well as associated hazards such as landslides and building collapses. Although Sherwood has a history of small earthquakes, actual recorded damage and response has been slight.

Recently a convincing case has been made to indicate that Cascadia subduction zone earthquakes up to moment magnitude (MW) 9 have occurred in the prehistoric past, as recently as the year 1700, and will occur in the future. Damage from this type of quake would be major to catastrophic. Depending on when the earthquake occurs, a large number of City employees may be unable to make it to work or to the EOC.

6. Fire/Explosion (Includes Urban and Urban/Wildland Interface Fires)

While Sherwood has had experience with urban fire occurrences and interface fire occurrences are common within the TVF&R District, most are handled easily through mutual aid without activation of this plan. Sherwood does face a threat of wildland/urban interface fires from areas of mostly undeveloped property within and adjacent to City boundaries. Much of the adjacent undeveloped property has been lumbered and thus potential sources of fuel for wildland fires diminished.

7. Utility System Failure (Electrical, Water, Gas, Sanitary)

Incidents of this nature include the shortage or loss of electrical power, water, sewer, or natural gas and shortages of fuel such as oil, gasoline or diesel, and food supplies. Utility suppliers will be the lead agencies for restoring service for the specific utility.

Depending on the nature of the incident in combination with the time of year, City agencies like Police and/or Public Works may need to be involved as well. A severe service outage combined with a severe weather incident may require the evacuation and/or sheltering of vulnerable populations. This will require coordination with the American Red Cross and other organizations like local faith-based groups for assistance in setting up and manning shelter facilities.

8. Flooding Incident

Sherwood has two small streams that are subject to slow rise flooding. These are Cedar Creek and Chicken Creek. In addition, the city has a portion of the Tualatin River on its borders and the Tualatin River Wildlife Refuge also on its eastern boundary. This area may be exposed to dam failure and subsequent flooding.

While Highway 99W was temporarily closed in 1996 due to flooding few residences and/or businesses were threatened. Blockage of storm drains poses the most likely cause of flood damage in Sherwood.

9. Civil Disorder (Public Shooting, Hostage Situation, Riot, Terrorism)

Incidents of Civil Disorder include actions by individuals or small groups that terrorize a community as a result of wounding or killing significant numbers of individuals. While Sherwood has not experienced events of this nature, they are a highly publicized part of life in modern-day America. Communities like Sherwood have and do experience individuals who attack and kill many people before they are either captured or killed themselves.

Potentially vulnerable locations include: City government facilities, including public schools, the City library, reservoirs, and recreational facilities in addition to commercial facilities like theaters, skating rinks, and other places where large groups may gather.

ADDENDUM - HAZARD ANALYSIS**10. Volcanic Activity**

This kind of event includes ash-fall that might result from an eruption of Mt. Saint Helens or Mt. Hood. Sherwood does not have any direct exposure to lahars or lava flows. Sherwood experienced light ash fall from Mt. St. Helens' eruption in May of 1980. Damage from ash fall from a future eruption of either Mt St. Helens or Mt Hood will be largely dependent on the prevailing winds at the time of eruption.

D. Emergency Management Working Group Hazard Analysis Report

Type of Hazard / Emergency	History	Vulnerability	Maximum Threat	Probability	Total Score	Lead Agency
Severe Weather (Ice storm, Wind storm, Heavy Rain/Snow)	High	High	High	High	230	Public Works
Hazardous Material Incident	Low	High	High	Medium	205	TVF&R
Pandemic	Medium	High	High	Medium	193	Public Health
Disruption of Transportation System	High	High	Medium	High	183	Police/TVF&R
Earthquake (Include landslide)	Low	High	High	Moderate	182	Public Works
Fire/Explosion (Includes Urban and Urban/Wildland Interface Fires)	Medium	High	Medium	Medium	169	TVF&R
Utility System Failure (Electrical, Water, Gas, Sanitary)	Low	Medium	High	Low	140	Public Works
Flooding Incident	Low	Medium	Medium	High	135	Public Works
Civil Disorder (Public Shooting, Hostage Situation, Riot, Terrorism)	Low	Medium	Medium	Low	89	Police
Volcanic Activity	Low	Low	High	Low	69	Public Works



Emergency Operations Guide

EMERGENCY PHONE NUMBERS

- *Go to Enclosures 1 and 2 (page 63 & 65)*

CHECKLIST – INCIDENT COMMANDER

- *Go to Tab 1 (page 15)*

CHECKLIST – PUBLIC INFORMATION OFFICER

- *Go to Tab 2 (page 19)*

CHECKLIST – LIAISON OFFICER

- *Go to Tab 3 (page 23)*

CHECKLIST – OPERATIONS SECTION

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CHECKLIST – PLANNING SECTION

- *Go to Tab 5 (page 29)*

CHECKLIST – LOGISTICS SECTION

- *Go to Tab 6 (page 37)*

CHECKLIST – FINANCE/ADMINISTRATION SECTION

- *Go to Tab 7 (page 47)*

CHECKLIST – MAYOR / CITY COUNCIL

- *Go to Tab 8 (page 59)*

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I. INTRODUCTION AND PURPOSE

This City of Sherwood Emergency Operations Guide (EOG) is intended to simplify the initial phases of emergency response and recovery operations for the City's Incident Management Team (IMT). The purpose of this document is to help members of the IMT decide the critical first steps to take in an emergency, 1) whether or not to implement the *Basic Emergency Operations Plan* (EOP) and then 2) whether or not to activate the Emergency Operations Center (EOC) and start to work with emergency responders in the field. Whether the EOC is activated or not, this document will serve primarily as a guide for actions to be completed in responding to an emergency and in connection with activities in the field.

This Guide is intended supplement, but NOT to replace the *Emergency Management Plan* (EMP) in total or the *Basic Emergency Operations Plan*. City staff with emergency management responsibilities should be familiar with those plans as they affect either their day-to-day activities or their emergency management assignments. For quick reference, this guide contains checklists for the City Manager and his/her staff, for members of the City Council, for each City department director, and for specific positions identified as members of the EOC staff. It is recommended that department directors become familiar with each other's checklists. This will facilitate understanding, cooperation and teamwork in an emergency or disaster.

II. ABBREVIATIONS AND ACRONYMS

CERT – Community Emergency Response Team(s)
DHS – US Department of Homeland Security
EAS – Emergency Alert System
EMO – Emergency Management Organization
EMP – Emergency Management Plan
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EOC – Emergency Operations Center
EOG – Emergency Operations Guide
EOP – Emergency Operations Plan
ESF – Emergency Support Function
FEMA – Federal Emergency Management Agency
HSAS – Homeland Security Advisory System
HAZMAT – Hazardous Materials
IAP – Incident Action Plan
IC – Incident Commander
ICP – Incident Command Post
ICS – Incident Command System
IMT – Incident Management Team
LE – Law Enforcement
LEDS - Law Enforcement Data System
MAC Group – Multi-Agency Coordination Group
NIMS – National Incident Management System
NRF – National Response Framework

OCEM – Office of Consolidated Emergency Management (Washington County)
ODP – US Office of Domestic Preparedness
OEM – Oregon State Office of Emergency Management
OERS – Oregon Emergency Response System
PIC – Public Information Center
SIP – Shelter in Place
TVF&R – Tualatin Valley Fire & Rescue
WCCCA – Washington County Consolidated Communications Agency (Washington County 9-1-1)

III. GENERAL

The City of Sherwood has established an emergency program consistent with its authority under Oregon revised statutes 401.305 to 401.335. Organized under the auspices of the Mayor and City Council, and under the supervision of the City Manager, the emergency program has both administrative and operational components.

A. Administration

The City's Management Team administers the EMP when convened as the Emergency Management Steering Committee. The Emergency Management Coordinator provides management and administrative support for the Committee and the EMP. **Checklists and Guidelines for each member of the Management Team begin on page 13.**

B. Concept of Operations

During emergency response and recovery, many members of the City of Sherwood Management Team are assigned to the **Incident Management Team (IMT)**. The IMT will carry out policies and procedures outlined in the EMP, this Guide, and the City of Sherwood *Basic Emergency Operations Plan (EOP)*. Depending upon the nature of the incident and the needs of the Incident Commander (IC), the IMT may staff the Emergency Operations Center (EOC), or respond to other locations as directed by the IC. The City Manager has the option of serving as the IC or appointing an individual to serve as IC.

IV. ACTIVATION

The Incident Management Team (IMT) may be activated by the City Manager, Incident Commander, Police Chief, or by any department director. Activation shall begin by contacting Team members directly, using the notification list in Enclosure 2.

The **Incident Command System (ICS)** goes into effect any time a City employee first responds to the site of an emergency. The first responder (City employee) becomes the Incident Commander (IC), and is in charge of the incident until it has been resolved; or until relieved by a higher ranking official from the City; or by an official from the lead responding agency. Ultimate command authority lies with the City Manager.

Notification of emergencies may also be received from:

- The Emergency Alert System (EAS);
- Washington County Consolidated Communications Agency (WCCCA);
- TVF&R
- Washington County Emergency Management (Washington County EOC)
- Oregon Emergency Management;
- or from the public.

WCCCA-911 is the 24-hour notification point for the City of Sherwood, and is responsible for notifying City contacts. The list of Incident Management Team members appears on page 10. **Levels of Emergency Operations** correspond to incident complexity as described below (more specific information is contained in Section 3 of the EMP – General and Hazard-Specific Guidelines):

1. **Expanded Operations – Uncommon Events and Non-Routine Operations**
2. **Major Emergency Operations**
3. **Disaster Operations**

Uncommon Events (Scheduled and Unscheduled)

Uncommon Events – Events which impact day-to-day City operations, but do not necessarily have an adverse impact on City residences and businesses. Uncommon Events include:

- Robin Hood Festival
- Cruisin' Sherwood
- Onion Festival
- Holiday Tree lighting ceremonies
- Major High School sporting events

Organization - At the discretion of the City Manager, an Incident Commander (IC) or Event Coordinator (EC) may be designated. The organization will generally be internal to IC/EC's agency, or may include representation from all or part of the City Staff.

Notification - The City Manager and Emergency Management Coordinator will be informed of any incident that is likely to result in media attention.

Non-Routine Operations

Non-Routine Operations – Events having a significant impact on the operational resources of the City, but which are normally short-lived and do not adversely impact large geographical areas of the City or significant numbers of residents or businesses. Examples of non-routine operations include:

- Incidents like multi-alarm fires
- Accidents on a major arterial resulting in traffic rerouting, or
- Planned events like a major political rally.

Organization - At the discretion of the Incident Commander, the organization will generally be internal to his or her agency, or may include representatives of the Incident Management Team. The Incident Commander will determine the need for specific members of the Command Staff (Public Information Officer, Safety Officer, or Liaison Officer) or of the General Staff (Operations, Planning, Logistics, or Admin/Finance Section Chiefs). If activation is requested, the IC will determine reporting time and location.

Notify the following as soon as possible:

City Manager
Emergency Management Coordinator
Tualatin Valley Fire and Rescue, South Battalion Chief (C-6) *
Police Chief
Assistant City Manager/City Recorder
Office of Consolidated Emergency Management or Washington County EOC (If activated)

* The TVF&R Battalion Chief Chief can be contacted directly, or through WCCCA-911, by requesting they page the on-call TVF&R IMT Incident Commander.

Major Emergency Operations

Major Emergency Operations - Events that significantly impact ALL of the City's operational resources and large portions, if not all of the City's residents and businesses. Major Emergency Operations may be local or regional in scope, but will normally involve multiple operational periods. Examples include:

- **Hazardous Material release resulting in evacuation of one or more neighborhoods and establishment of local shelters**
- **Severe storm that disrupts City operations for more than one day**
- **Moderate earthquake**

Organization - *Activation of the City's emergency management organization is at the discretion of the City Manager following consultation with the IMT. IMT members should ensure the well-being of their families before reporting, in the event the EOC is activated. In addition, off-duty police, fire, public works and administrative staff may be requested to report to work.*

Notify the following as soon as possible:

City Manager

Emergency Management Coordinator

Tualatin Valley Fire and Rescue, South Battalion Chief (C-6) (The Chief can be contacted directly, or through WCCCA-911, by requesting they page C-6.)

Police Chief

Assistant City Manager/City Recorder

Incident Management Team members

Office of Consolidated Emergency Management or Washington County EOC (If activated)

Mayor

Oregon Emergency Response System (OERS) 1-503 378-6377 (For HazMat incidents TVF&R protocol calls for OERS notification)

Some emergencies require a self-triggered response. For example, in a wide-area emergency where internet, telephone, cellular or pager service is interrupted, **the IMT should ensure the safety and well being of their families before reporting to the EOC (when activated).** The Emergency Alert System (EAS) may also be used to notify personnel to respond to the EOC.

The instructions for contacting members of the Incident Management Team are located in Enclosure 2, page 65.

Disaster Operations

Disaster Operations. Those events that are typically regional in scope, and affect all of the City's residents and businesses. They imply significant and lasting damage to the region's infrastructure of arterials, and public utilities. They will often involve the authorization of Emergency Powers as delineated in the Basic Emergency Operations Plan. Centralized communication for the dispatch and management of emergency response resources are severely impacted or non-existent. Disaster Operations will typically involve multiple operational periods. Example:

- **Strong to severe Subduction Zone earthquake resulting in multiple fatalities and serious damage to the City's infrastructure.**

In **Disaster Operations**, all Standing EOC Staff will report immediately to the EOC for activation. **IMT members should ensure the well-being of their families before reporting.** *In addition, off-duty police, fire, public works and administrative staff will immediately report to their supervisor for assignment. Extended shifts and extraordinary staffing assignments are to be expected in Disaster Operations. Due to EOC staff availability, it may be necessary for the Incident Commander to make assignments to positions that are out of the norm for standing assignments.*

As quickly as possible, Situation and Resource Status reports will be gathered to assess the local situation.

Upon activation of the EOC, notify the following as soon as possible:

City Manager

Mayor

Tualatin Valley Fire and Rescue, South Battalion Chief (C-6) (The Chief can be contacted directly, or through WCCCA-911, by requesting they page C-6.) In some circumstances it may be necessary to make contact via TVF&R Station #33 by courier or via Amateur Radio to TVF&R Fire Operations Center
Washington County Emergency Operations Center
Oregon Emergency Response System (OERS) 1-503 378-6377

Due to the nature of the Pacific Northwest, events that will result in Disaster Operations will almost always be self-triggering, resulting in the need for all City staff to respond as quickly as they are able to **first ensure the safety and well being of their families before reporting to the EOC for assignment.**

V. Incident Management Team (IMT) Members:

Incident Commander	Jim Patterson , City Manager; Craig Sheldon , Director of Public Works; Jeff Groth , Chief of Police; or as Designated
Safety Officer	As designated
Liaison Officer	Sylvia Murphy , City Recorder or as designated
Information Officer	Kristen Switzer , Community Services Manager or as designated
Operations Section Chief	Capt Jim Reed , Darren Caniparoli or Rich Sattler , or as designated. Assigned by lead agency - Depending on the nature of the incident
Planning Section Chief	Tom Pessemier , Community Development Director; Julia Hajduk , or as designated
Resources Unit	Jason Waters or as designated
Situation Unit	Julia Hajduk , Bob Galati or as designated
Documentation Unit	Debra Czysz or as designated
Damage Assessment Team(s)	Scott McKie or as designated
Technical Specialists (GIS)	Paul Ortiz
Logistics Section Chief	Anna Lee or as designated
System Administration	Brad Crawford , Information System Administrator
Volunteer/Donations Unit Leader	Olivia Cashman , Volunteer Coordinator or as designated
Amateur Radio Station Mgr	Anthony Meyernik or as available
Finance/ Admin Section Chief	Julie Blums or as designated
Time Unit	Brenda Graves
Procurement Unit	Barb Henkes

A. MANAGEMENT CHECKLISTS

The following checklists are designed to assist the City Manager, City Executive Managers, and members of the Sherwood Incident Management Team (IMT). The Checklists are divided into Immediate and Ongoing Actions, Legal, Political, Operational, and Public Information.

Immediate Actions

- _____ Establish contact with the Incident Commander.
- _____ Assess the situation. Determine the impact upon citizens, City employees and their families. Are there any injuries or deaths? Has the threat passed or are people still in danger?
- _____ Determine the impact on City property, facilities and infrastructure. (Map and overlays at Enclosure 9 may prove helpful.) Are there threats to the environment or public health? If so, initiate appropriate remedial action.
- _____ Establish contact with the Mayor and inform him/her of the situation.
- _____ **Begin personal log.** (Note: The log will be a record of actions taken and documentation if liability issues are raised later.)
- _____ Assign staff (if available) to assist in the incident as requested by the Incident Commander.
- _____ Determine when the initial status reporting and planning meeting is scheduled.
- _____ Determine the need to participate in a Unified Command organization.
- _____ Confirm incident charge code.
- _____ Determine need to authorize Emergency Powers as delineated in Sherwood Municipal Code Chapter 2.38 "Emergency Code".
- _____ Estimate how long the EOC (if Activated) will need to be operational.
- _____ Determine need to activate City Staff emergency family shelter.

Ongoing Actions

- _____ Attend Planning Meeting(s).

_____ Provide recurring updates to elected officials (Mayor and City Council) regarding status and progress of the incident response.

Legal

_____ Determine the need to assign legal staff to advise the Incident Commander and Incident Management Team.

_____ Review legal responsibilities and authorities:

- Emergency Declarations
- Emergency Powers
- Lines of succession
- Intergovernmental obligations for service/mutual aid
- Procurement processes
- Other restrictions

Political

_____ Assess impact of event on community from political perspective.

_____ Inform elected officials (Mayor and City Council) with regard to event, its impact, the City's response, expected duration, and projected long-term results.

_____ Assist in coordinating activities with elected officials as requested.

_____ Ask elected officials to request assistance from public and private organizations as necessary.

Operational

_____ Assess the impact of the incident on individual departments' day-to-day activities. Notify City Manager when critical time-lines and activities will be negatively affected.

_____ Reassign personnel to support incident activities and cover essential departmental services.

Public Information

_____ Assist in incident information management as requested.

_____ Remind City employees to refer requests for incident information to the Public Information Officer or to the Public Information Center.

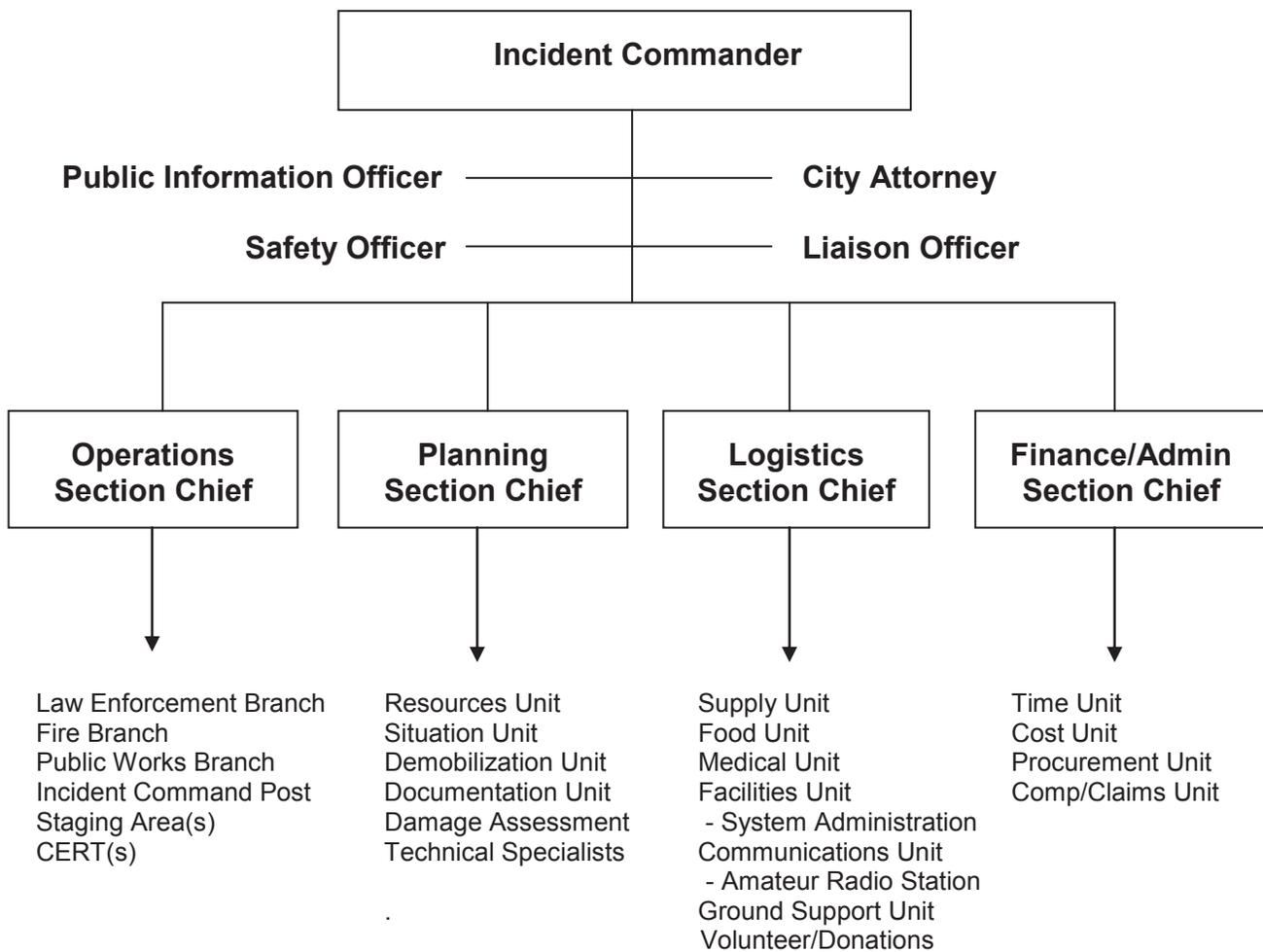
_____ Prepare statements from the Incident Commander for release to City employees, to the media, and the general public.

_____ Track and analyze rumors to include sources, transfer agents, life expectancy, etc.

B. EMERGENCY MANAGEMENT ORGANIZATION

Based on the Incident Command System (ICS), all of the positions identified in this chart constitute the Sherwood Incident Management Team (IMT).

In a major emergency or disaster, it is recognized that the IMT probably will not have adequate staff or adequate resources. There will probably not be unit leaders to handle all of the functions listed below. These functions are listed ONLY to give IMT members an idea of some of the activities they may be coordinating with units in the field or outside aid agencies, in the event of an extended emergency situation.



When TVF&R is the lead agency, a TVF&R representative will be asked to advise the Operations Section Chief.

C. Hazard Response Responsibilities. City Departments involved in emergency response shall retain their identity and autonomy during a declared State of Emergency or Major Disaster.

Each hazard identified within this plan has one Department identified as "lead agency," tasked with planning for that hazard in all phases and all activity levels.

In most instances, the Incident Commander will be assigned from the "lead agency."

This does not preclude the use of a unified command approach to incident management if such actions are appropriate.

<u>Type of Hazard</u>	<u>Lead Agency</u>	<u>City Support</u>
Weather (ice, wind, & snow storm, etc)	Public Works	Police
Hazardous Materials/Radiological	TVF&R	Police/Public Works
Pandemic	County Health	Police/Public Works
Disruption of Transportation System	Police/TVF&R	Public Works
Earthquake	Public Works	Police
Major Fire/Explosion	TVF&R	Police/Public Works
Utility System Failure	Public Works	Police
Flood	Public Works	Police
Civil Disorder & Terrorism	Police	Public Works
Volcanic Eruption	Public Works	Police

VI. INCIDENT COMMANDER

The Incident Commander (IC) is responsible for the overall management of the emergency, the development and implementation of goals and objectives, and for approving the ordering and release of resources. Command may be single, or unified with Command personnel from other agencies or jurisdictions who share authority for the incident. The City Manager has statutory responsibility for operations within the City of Sherwood. Any functions not delegated by the Incident Commander remain the responsibility of the Incident Commander.

IC Reports to:

City Manager

Reports to IC:

**Incident Management Team: Public Information, Liaison, and Safety Officers; and Operations, Planning, Logistics, and Finance/ Admin Section Chiefs.
City Attorney, Emergency Management Coordinator**

The following checklist is a guideline for the Incident Commander. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Supervise the Incident Management Team. Ensure the welfare and safety of City and other personnel responding to the incident.
- _____ Obtain initial briefing from current Incident Commander and/or City Manager.
- _____ Confirm Declaration of Emergency with City Manager or with Mayor in absence of City Manager as per Sherwood Municipal Code 2.38.030.
- _____ Ensure OERS is contacted to obtain Incident # (Planning)
- _____ Assess incident situation.
 - Review the current situation status and initial objectives.
 - Verify that first response actions are underway to protect employees and citizens.
 - Ensure that all agencies (TVF&R, Sheriff's Office, Washington County EOC or Washington County Emergency Management, adjacent jurisdictions, etc.) impacted by the incident are notified.
- _____ Determine need for, establish and participate in Unified Command.
- _____ Authorize protective action statements as necessary:
 - Verify and authorize evacuation or shelter-in-place (SIP) requests as necessary.
 - Authorize use of the Emergency Alert System (EAS) to alert and warn the public.

_____ Activate appropriate Command and General Staff (IMT) positions. *Safety Officer (from TVF&R) must be appointed on hazardous materials incidents:*

- Confirm dispatch and arrival times of activated resources
- Activate the Emergency Operations Center (EOC). Ensure key personnel are aware of the location and status of the EOC
- Confirm work assignments

_____ Determine appropriate reception, assembly and staging areas.

_____ Direct the call back of off-duty personnel as needed (keep in mind the possible need to staff additional shifts).

_____ Brief staff:

- Identify incident objectives and any policy directives for the management of the incident.
- Provide a summary of current organization.
- Provide a review of current incident activities.
- Determine the time and location of first status reporting and planning meeting.
- Define the necessary level of security based on recommendations of the Police Chief.

_____ Determine information needs and inform staff of requirements.

_____ Determine status of disaster/emergency declaration and delegation of authority.

_____ Ensure that the City Manager has been notified of the incident, and keep him/her informed as to incident status and activities.

_____ Establish parameters for resource requests and releases:

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

_____ Authorize release of information to the media. If operating within a Unified Command, ensure all ICs approve release.

_____ Establish level of Planning to be accomplished:

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

_____ Ensure planning meetings are conducted on a regular basis:

**Sample Planning Meeting Agenda:
(For Preparing Incident Action Plan)
Meeting should last 30 - 45 minutes. NO more than 60 minutes**

Agenda Item	Responsible Party
Briefing on situation/resource status	Planning/Operations Sections
Discuss life safety issues	IC/Safety Officer (If Assigned)
Set/Confirm Incident Objectives	Incident Commander
Plot Control Lines/Division Boundaries	Operations Section
Specify tactics	Operations Section
Determine resources needed	Operations/Planning Sections
Specify facilities and reporting locations	Operations/Planning/Logistics Sections
Develop resource order	Logistics Section
Consider communications, medical and transportation requirements.	Logistics/Planning Sections
Provide financial update	Admin/Finance Section
Discuss interagency liaison issues	Liaison Officer
Consider information issues	Public Information Officer
Finalize, approve, and implement Plan (IAP)	Incident Commander

_____ Review applicable parts of Section 3 to EMP (Hazard-Specific Guidelines)

_____ Approve and authorize implementation of IAP:

- Review IAP for completeness and accuracy
- Verify that objectives are incorporated and prioritized
- Sign ICS Form 202

_____ Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel
- Approve necessary changes to strategic goals and IAP
- Ensure Liaison Officer is making periodic contact with participating agencies

- _____ Keep City Manager, Mayor, and City Council informed regarding incident-related problems and progress.

- _____ For incidents involving multiple operational periods provide Transfer of Command briefing, to include:
 - Current situation and prognosis
 - Resources remaining and their status
 - Particular areas of concern (political, community interest, etc.)
 - Logistical support needed or retained
 - Turnover of appropriate incident documentation

- _____ Ensure conduct of Team Closeout meeting (facilitated by Planning Section)
 - Address Lessons Learned from perspective of continuous improvement and NOT association of blame or failure with specific individuals
 - Identify personnel and/or sections deserving of particular praise
 - Identify areas in Emergency Management Plan or Emergency Operations Guide that require revising based on Lessons Learned
 - Identify additional training needed for IMT staff

- _____ Conduct Close-out Briefing with City Manager, Mayor, and City Council, which should include the following:
 - Incident Summary
 - Discussion of major events within the incident that may have lasting ramifications
 - Turnover of appropriate incident documentation, to include components that are not yet finalized
 - Provide an opportunity for City Manager, Mayor, City Council to raise concerns prior to incident ending/IMT demobilization.
 - Final evaluation of incident management by City Manager, Mayor, and/or City Council

- _____ Transmit/publish “Thank You” letter to **ALL** IMT/EOC staff and volunteers

VII. PUBLIC INFORMATION OFFICER

The Public Information Officer (PIO), a member of the Incident Management Team and of the Command Staff, is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The Public Information Officer gathers, verifies, coordinates, and disseminates accurate, accessible, and timely information on the incident’s cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption.

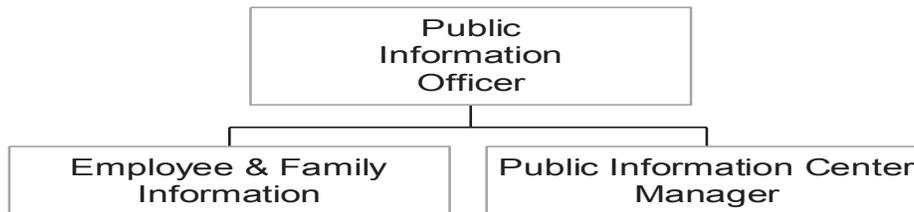
The Public Information Officer may also perform a key public information monitoring role. Only one Public Information Officer should be designated per incident. Assistants may be assigned from other supporting/assisting agencies, departments, or organizations involved. The IC must approve the release of all incident-related information, which is then provided to the Mayor for distribution to the City Council, and to the media, public, and other appropriate agencies and organizations.

Public Information Officer reports to:

Incident Commander

Reports to You:

**Assistant PIO (if available),
Public Information Center
Manager**



The following checklist is a guideline for the Public Information Officer. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the Incident Commander.

- Determine current status of Incident.
- Identify current organization (ICS Forms 201, 203, and resource lists).
- Determine point of contact for media (incident scene or EOC).
- Determine current media presence.
- Consider a location and schedule of press releases and briefings for the public, City employees and their families.

_____ Participate in City Manager’s briefing

- Determine any/all constraints on information process
- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.

- _____ Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, etc.
- _____ Coordinate with Logistics Section activation and staffing of Public Information Center (PIC) (message center with "rumor control" lines to receive requests and answer questions from the public) with appropriate phones and staffing.
- Ensure publication of PIC phone numbers and hours of operation to the general public and IMT staff.
 - Provide statement to PIC operators.
- _____ Coordinate (as necessary) development of door-to-door protective action statements with Operations.
- _____ Determine status of alert and warning, and use of the Emergency Alert System. With the IC, determine who will be responsible for managing alert and warning.
- _____ Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

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 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 confirmed information will be available. Thank you for your assistance.

- _____ Arrange for necessary workspace, materials, telephones, and support staff.
- _____ Consider assigning Assistant PIO's to:
- Joint Information Center (JIC)
 - Field (scene) Information
 - Internal Information
- _____ Review applicable parts of Section 3 to EMP (Hazard-Specific Guidelines), Section 2-E (Public Information), and Section 2-C (Alert and Warning)

- _____ Coordinate with Planning Section Chief and Incident Commander messages to the public relating to volunteers and/or donations. This will be an ongoing task.
- _____ For coordination and assistance, establish contact with Washington County Public Information Officer.
 - Coordinate all media releases with Washington County PIO
 - If no other means available, establish contact via Amateur Radio
- _____ Establish contact with local and national media representatives as appropriate.
- _____ Select location of briefing area for media and public, away from EOC.
- _____ Establish schedule for news briefings.
- _____ Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- _____ Observe constraints on the release of information imposed by the Incident Commander and in accordance with City of Sherwood policy
- _____ Obtain approval for information release from Incident Commander.
 - Confirm details to ensure NO conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other Incident Management Team members.
 - Confirm who can authorize information releases in the absence of the IC.
- _____ Release news to media, and post information in EOC and other appropriate locations.
- _____ Record all interviews and copy all news releases:
 - Contact media to correct erroneous or misleading information being provided to the public via the media.
- _____ Update the IMT regularly. Provide standard statements, which can be used for general requests for information.
- _____ Employing the Joint Information System (JIS) coordinate information releases with PIO's from other impacted jurisdictions. Ensure that information provided to the public is consistent across jurisdictional boundaries when appropriate.
- _____ Participate in planning meetings (See Sample Agenda Pg 17).
- _____ Summarize all activity on Unit Log (ICS-214 Form at Enclosure 4).

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VIII. LIAISON OFFICER

The Liaison Officer, a member of the Incident Management Team, is the Incident Command’s point of contact for representatives of other governmental agencies, NGOs, and/or the private sector (with no jurisdiction or legal authority) to provide input on their agency’s policies, resource availability, and other incident-related matters. Under single IC structure, representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer.

Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.

Assistants and personnel from other agencies or organizations (public or private), external to the City of Sherwood, and involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

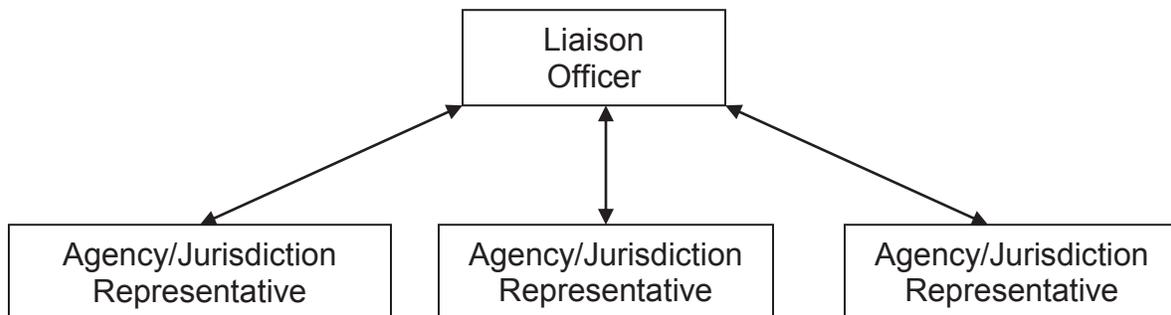
These agencies may include representatives from other police and fire agencies, Red Cross, public works and engineering organizations, State and Federal agencies, etc.

Report to:

Incident Commander

Assists You:

Outside agency representatives, additional staff if available, volunteers.



The following checklist is a guideline for the Liaison Officer. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from Incident Commander.

- Obtain summary of Incident status and the City’s response.
- Obtain summary of incident organization (ICS Forms 201 and 203).
- Determine companies/agencies/non-governmental organizations (NGO) already involved in the incident, and whether they are assisting (have equipment and/or personnel assigned to the organization) or cooperating (operating in a support mode "outside" the organization).

- _____ Obtain pertinent assisting and cooperating agency information, including:
 - Contact person(s)
 - Radio frequencies
 - Phone numbers
 - Cooperative agreements
 - Resource type
 - Number of personnel assigned
 - Condition of assigned personnel and equipment
 - Agency constraints and/or limitations
- _____ Operate out of the EOC or establish a location for the liaison function. Notify agency reps and Command/General staff of location.
 - Establish workspace for Liaison function
- _____ Contact and brief assisting/cooperating agency representatives and mutual aid providers:
 - Fire -Tualatin Valley Fire and Rescue, and other assisting agencies.
 - Law Enforcement - Washington County Sheriff and other assisting agencies
 - Public Works - Washington County Land Use and Transportation and other assisting agencies.
 - Washington County Emergency Management.
 - Emergency Medical Services – (EMS)
 - American Red Cross
 - Other outside agencies providing assistance.
- _____ Review applicable parts of Section 3 to EMP (Hazard-Specific Guidelines)
- _____ Interview agency representatives concerning resources, capabilities and limitations. Provide this information at planning meetings.
- _____ Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.
- _____ Monitor incident operations to identify potential inter-organizational problems. Keep Incident Command apprised of such issues.
 - Bring complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction to the attention of Incident Management Team (IMT).
- _____ Participate in Planning Meetings (See Sample Agenda Pg 17).
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Summarize all activity on Unit Log (ICS-214 Form at Enclosure 4).

IX. OPERATIONS SECTION CHIEF

The Operations Section Chief, a member of the Incident Management Team, and a member of the General staff, will be from the department having lead responsibility for the emergency. This does not preclude use of a unified approach to operations. The Operations Section Chief will establish tactics in order to implement the IAP for the assigned operational period. An Operations Section Chief should be designated for each operational period and will have direct involvement in the preparation of the IAP for the period of responsibility. For the City of Sherwood, this may be a Police Captain, Public Works Supervisor or a representative from TVF&R, depending on the nature of the incident.

The Operations Chief activates and supervises organizational elements in accordance with the Incident Action Plan, and directs its execution. The Operations Chief also requests or releases resources, makes changes to the Incident Action Plan, and coordinates such changes with the Incident Commander. All functions not delegated by the Section Chief remain the responsibility of the Section Chief.

The Operations Section Chief is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations. Lifesaving and responder safety will always be the highest priorities and the first objectives in the IAP.

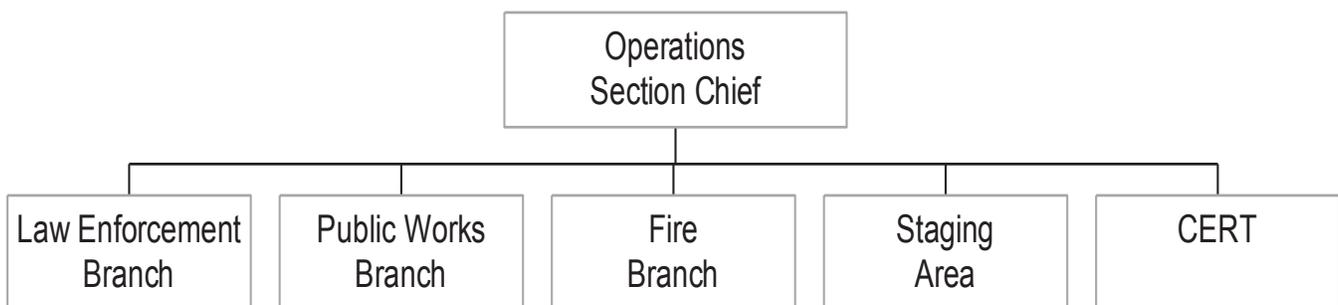
Reports to:

Incident Commander

Reports to you:

Support staff and on-scene responders

In a major emergency or disaster, it is recognized that the Section Chief may not have adequate staff or adequate resources. There may not be sufficient division/group leaders to handle all the functions and activities listed in the chart below. These functions are listed ONLY to give the Section Chief an idea of some of the activities he/she may be coordinating with field units or outside aid agencies, in the event of an extended emergency situation.



The following checklist is a guideline for the Operations Section Chief. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the Incident Commander.

- Determine incident objectives and recommended strategies.
- Determine status of current tactical assignments.
- Identify current organization, location of resources and assignments.
- Confirm resource ordering process.
- Determine location of current Staging Areas and resources assigned there.

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

_____ Establish operational period.

_____ Establish and demobilize Staging Areas.

_____ Review applicable parts of Section 2 and 3 to EMP.

_____ Lead Operations briefing and assign Operations personnel in accordance with Incident Action Plan (IAP):

- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging. (Ensure Staging Area Manager has Staging Area checklist).
- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

_____ Develop and manage tactical operations to meet incident objectives.

_____ Assess life safety:

- Adjust perimeters, as necessary, to ensure scene security.
- Evaluate and enforce use of appropriate protective clothing and equipment.
- Implement and enforce appropriate safety precautions.

_____ Evaluate situation and provide update to Planning Section.

- Location, status, and assignment of resources.
- Effectiveness of tactics.
- Desired contingency plans.

- _____ Determine need for and request additional resources.
- _____ Notify Resources Unit regarding Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- _____ Keep Resources Unit updated regarding changes in resource status.
- _____ Ensure coordination of the Operations Section with other Command and General Staff.
 - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion and enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up-to-date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
 - Keep Safety Officer involved in tactical decision-making.
 - Keep Incident Commander apprised of status of operational efforts.
 - Coordinate media field visits with the Public Information Officer.
- _____ Lead the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments. Use ICS Form s 215 and 215A.
- _____ Write formal Operations portion of IAP (using ICS Form 215 as appropriate) with the Planning Section Chief, as directed by the Incident Commander:
 - Identify assignments by Division or Group.
 - Identify specific tactical assignments.
 - Identify assignments for volunteers/CERT.
 - Identify resources needed to accomplish assignments.
- _____ Participate in Planning Meetings (See Sample Planning Meeting agenda Pg 17).
- _____ Hold Section meetings, as necessary, to ensure communication and coordination between Operations Branches, Divisions, and Groups.
- _____ Conduct shift debriefs of tactical units, updating Situation/Resource Units as necessary.
- _____ Ensure that staff observes established levels of operational security.
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Summarize all activity on Unit Log (ICS-214 Form at Enclosure 4).

Staging Area Manager

The following checklist is a guideline for the Staging Area Manager. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the Operations Section Chief.
 - Determine location of current Staging Areas and resources assigned there.
 - Determine types and numbers of resources to be maintained in Staging.
 - Confirm process for requesting additional resources for Staging.
 - Confirm process for reporting status changes.

- _____ Obtain radio from Public Works or Logistics Section and copy of incident communications plan

- _____ Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

- _____ Ensure efficient check-in and coordinate process with Resources Unit Leader (Planning Section).

- _____ Identify and track resources assigned to staging; report resource status changes to Operations or Command and to Resources Unit (Planning Section).

- _____ Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

- _____ Post areas for identification and traffic control.

- _____ Respond to requests for resources
 - Organize Task Forces or Strike Teams, as necessary.

- _____ Request additional tactical resources for Staging through Logistics, according to established IMT protocols

- _____ Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

- _____ Maintain Staging Area in orderly condition.

- _____ Demobilize Staging Area in accordance with instructions.

- _____ Identify topics for After Action Review / Lessons Learned

- _____ Document all activity on Unit Log (ICS Form 214 at Enclosure 4)

X. PLANNING SECTION CHIEF

The Planning Section is responsible for collecting, evaluating, and disseminating tactical information pertaining to the incident. This section maintains information and Intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares and documents IAPs and incident maps and gathers and disseminates information and intelligence critical to the incident.

The Planning Section Chief, a member of the Incident Management Team, and a member of the General staff, oversees all incident-related data gathering and analysis regarding incident operations and assigned resources, develops alternatives for tactical operations, conducts planning meetings, and prepares the IAP for each operational period. Information is needed to:

1. Understand the current situation,
2. Predict probable course of incident events, and
3. Prepare alternative strategies and objectives for the incident.

The Planning Section Chief conducts the Planning Meeting and is responsible for producing a written Incident Action Plan (IAP), if requested by the Incident Commander. The Planning Section Chief activates and supervises functions within the Planning Section. All functions that are not delegated by the Section Chief remain the responsibility of the Section Chief.

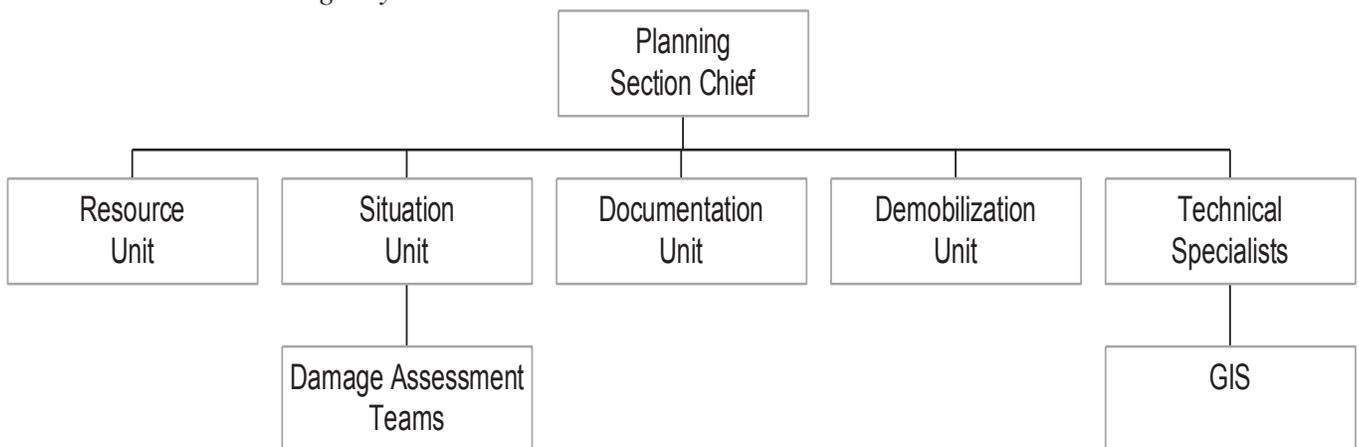
Reports to:

Incident Commander

Reports to you:

Planning Section Staff

It is recognized that the Section Chief may not have adequate staff or adequate resources. There will probably not be unit leaders to handle all the functions listed below. These functions are listed ONLY to give the Section Chief an idea of some of the activities he/she may be coordinating with field units and/or outside aid agencies, in the event of an extended emergency situation.



The following checklist is a guideline for the Planning Section. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the Incident Commander:

- Determine current resource status.
- Determine current situation status.
- Determine current objectives and strategy.
- Determine whether Incident Commander requires a written Incident Action Plan.
- Determine time and location of first Planning Meeting.
- Determine desired contingency plans.
- Determine operational level of security (law enforcement operations).

_____ Activate Planning Section positions as necessary and notify Resources Unit of positions activated.

_____ Contact OERS to obtain incident number.

_____ Establish and maintain a resource tracking system.

_____ Complete ICS Form 201 for Initial incident briefing if not previously completed, and provide copies to IC, Command and General Staff.

_____ Advise EOC/ IMT staff of any significant changes in incident status.

_____ Compile and display incident status summary information. Document on ICS Form 209L-1, Incident Status Summary (or other approved forms):

- Forward incident status summaries to City Manager and/or other designated staff once per operational period, or as required.
- Provide copy to Public Information Officer.

_____ Obtain/develop incident maps. Additional maps are available through Public Works/GIS.

_____ Review applicable parts of Section 2 and 3 to EMP

_____ Establish information requirements and reporting schedules for ICP and field staff.

_____ Organize and deploy damage assessment teams and field observers. (If personnel are available for this function.)

_____ Ensure that all staff observes established level of operational security.

_____ Develop plans for management and employment of volunteers and track their activities

- _____ Prepare contingency plans.
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

- _____ Attend Tactics Meeting with Operations Section Chief, Safety officer (if assigned), Logistics Section Chief, and Resource Unit Leader prior to Planning Meetings, to discuss proposed strategy and tactics and to diagram incident organization and resource location.

- _____ Coordinate preparation of the Safety Message with Safety Officer.

- _____ Facilitate Planning Meetings using the following sample agenda:

**Sample Planning Meeting Agenda:
(For Preparing Incident Action Plan)
Meeting should last 30 - 45 minutes. NO more than 60 minutes**

Agenda Item	Responsible Party
Briefing on situation/resource status	Planning/Operations Sections
Discuss life safety issues (ICS Form 215 A)	IC or Safety Officer (If Assigned)
Set/Confirm Incident Objectives	Incident Commander
Plot Control Lines/Division Boundaries – Incident Maps	Operations Section / Situation Unit
Specify tactics (ICS Form 215)	Operations Section
Determine resources needed (ICS Form 215)	Operations/Planning Sections
Specify facilities and reporting locations	Operations/Planning/Logistics Sections
Develop resource order	Logistics Section
Consider communications, medical and transportation requirements.	Logistics/Planning Sections
Provide financial update	Admin/Finance Section
Discuss interagency liaison issues	Liaison Officer
Consider information issues	Public Information Officer
Finalize, approve, and implement Plan (IAP)	Incident Commander

- _____ Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:
 - Establish information requirements and reporting schedules for use in preparing the IAP.
 - Ensure that detailed contingency plan information is available for consideration by Operations and Command.
 - Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.
 - Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
 - Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

- _____ Coordinate development of Incident Traffic Plan with Operations and Logistics (the Ground Support Unit Leader if assigned).
- _____ Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.
- _____ Instruct Planning Section Units in distribution of incident information.
- _____ Provide periodic predictions on incident potential.
- _____ Establish a weather data collection system, when necessary.
- _____ Identify need for specialized resources; discuss need with Operations and Incident Command; facilitate resource requests with Logistics.
- _____ Ensure Section has adequate coverage and relief.
- _____ Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- _____ Ensure preparation of demobilization plan, if appropriate.
- _____ Provide briefing to relief on current and unusual situations.
- _____ Lead Team Close-out Meeting to evaluate IMT/EOC team performance and capture "Lessons Learned" for evaluation of preparedness plans.
- _____ Ensure preparation of final incident package. Send to City Recorder for archiving or follow-up actions after IMT demobilization.
- _____ Identify topics for After Action Review / Lessons Learned

- _____ Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214 – Enclosure 4).

Planning Section Unit Leader Checklists

Situation Unit Leader

The following checklist is a guideline for the Situation Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from Planning Section Chief:
 - Review ICS Form 201 for incident status.
 - Determine incident objectives and strategy.
 - Determine necessary contingency plans.
 - Identify reporting requirements and schedules-both internal and external to the incident.

- _____ Organize and staff Unit, as appropriate:
 - Assign/Identify Field Observers.
 - Request Technical Specialists, as needed.

- _____ Compile and display incident status summary information. Document on ICS Form 209L-1, Incident Status Summary (or other approved forms):
 - Forward incident status summaries to City Manager and/or other designated staff once per operational period, or as required.
 - Provide copy to Public Information Officer.

- _____ Obtain/develop incident maps. Additional maps are available through Public Works/GIS.

- _____ Coordinate activity of Damage Assessment Team(s):
 - Identify areas/facilities to be assessed.
 - Receive reports from team(s).
 - Include team reports in incident status summary.

- _____ Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):
 - Brief Technical Specialists on current incident status.
 - Assign analysis tasks.
 - Notify staff of time lines and format requirements.
 - Monitor progress.

- _____ Identify topics for After Action Review / Lessons Learned

Resource Unit Leader

The following checklist is a guideline for the Resource Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ Obtain briefing from Planning Section Chief:
 - Review ICS Form 201 for incident status.
 - Determine incident objectives and strategy.
 - Determine necessary contingency plans.
 - Identify reporting requirements and schedules-both internal and external to the incident.

- ___ Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

- ___ Establish check-in function at incident locations (ICS Form 211).

- ___ Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

- ___ Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:
 - Review ICS Form 201 for resource information.
 - Review Check-In List (ICS Form 211).
 - Confirm resources assigned to Staging.
 - Confirm resources assigned to tactical Operations organization.
 - Confirm resources assigned to other Command and General Staff functions.

- ___ Establish and maintain resource tracking system.

- ___ Coordinate with Logistics Section and/or Volunteer/Donations Manager activation of, tracking, and activities of emergent and pre-incident identified volunteers, i.e. CERT

- ___ Maintain master roster of all resources at the incident:
 - Total number of personnel assigned to the incident.
 - Total number of resources assigned to each Section and/or Unit.
 - Total number of specific equipment/apparatus types.

- _____ Assist in preparation of the Incident Action Plan (IAP):
 - Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
 - Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
 - Prepare Organization Assignment List (ICS Form 203).
 - Prepare Division/Group Assignment Sheets (ICS Form 204).

- _____ Attend Tactics Meetings

- _____ Participate in Planning Meetings, as assigned.

- _____ Provide briefing to relief on current and unusual situations.

- _____ Assist in identification of additional and special resources:
 - Other disciplines.
 - Technical Specialists.
 - Resources needed to implement contingency plans.

- _____ Identify topics for After Action Review / Lessons Learned

- _____ Document all activity on Unit Log (ICS Form 214).

Documentation Unit Leader

The following checklist is a guideline for the Documentation Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ Obtain briefing from Planning Section Chief.
- ___ Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- ___ Establish work area:
 - Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.
- ___ Establish and organize incident files
- ___ Establish duplication services, and respond to requests.
- ___ Determine number needed and duplicate Incident Action Plan (IAP) accordingly.
- ___ Retain and file duplicate copies of official forms and reports.
- ___ Accept and file reports and forms submitted by incident personnel.
- ___ Check the accuracy and completeness of records submitted for files.
- ___ Ensure that legal restrictions on public and exempt records are observed.
- ___ Provide briefing to relief on current activities and unusual events.
- ___ Identify topics for After Action Review / Lessons Learned
- ___ Document all activity on Unit Log (ICS Form 214).
- ___ Give completed incident files to Planning Section Chief.

XI. LOGISTICS SECTION CHIEF

The Logistics Section meets all support needs for the incident, including ordering resources through appropriate procurement authorities from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.

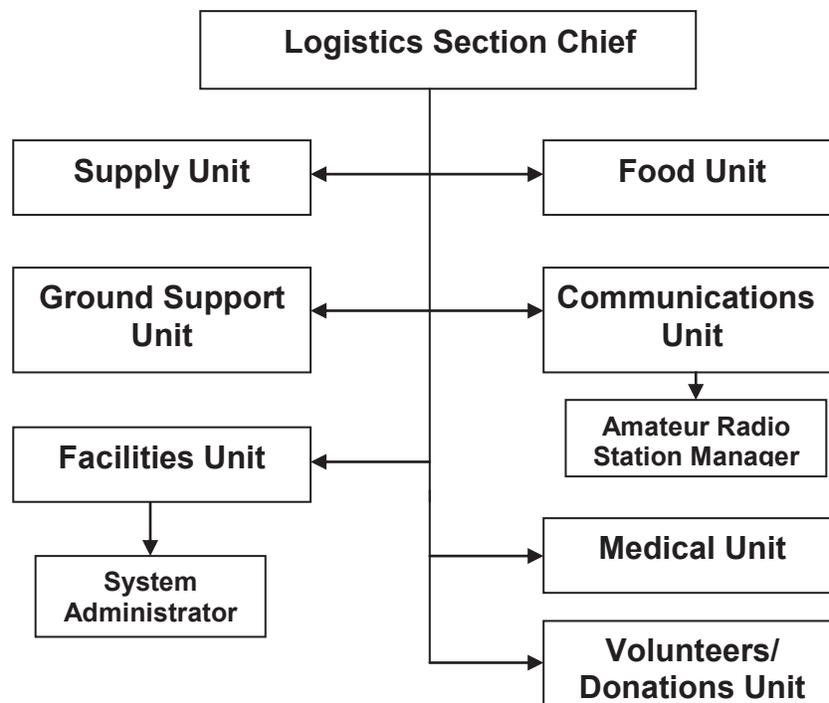
The Logistics Section Chief, a member of the Incident Management Team and a member of the General staff, is responsible for providing facilities, services, and materials in support of the incident team. The Logistics Section Chief participates in development and implementation of the incident action plan and activates and supervises the units within the Logistics Section as required. All functions that are not delegated by the Section Chief remain the responsibility of the Section Chief.

Reports to:

You may be responsible for:

**Incident Commander
Service and Support, Supply,
Facilities, Ground Support,
Provision of Food, Medical
Support, Communications,
Volunteers/Donations Unit
and System Administrator**

It is recognized that the Section Chief may not have adequate staff or adequate resources. There will probably not be unit leaders to handle all the functions listed in the chart below. These functions are listed ONLY to give the Section Chief an idea of some of the activities he/she may be coordinating with field units and/or outside aid agencies, in the event of an extended emergency situation.



The following checklist is a guideline for the Logistics Section Chief. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the Incident Commander:

- Review Situation and Resource status for number of personnel assigned to incident.
- Review current organization.
- Determine which incident facilities have been/should be activated.

_____ Ensure EOC, Incident Command Post, and other incident facilities are physically activated, if appropriate:

- Notify City staff via phone, SMS text message, e-mail and/or courier as appropriate.
- Confirm that the appropriate staffing call out has been completed.

_____ Confirm resource ordering process with Finance Section (If activated).

_____ Assess adequacy of current communications plan.

_____ Determine needs for shelter/assembly points for affected citizens.

- Request shelter activation from American Red Cross if necessary via Washington County Emergency Management (EOC).

_____ Review applicable parts of Sections 2 and 3 to EMP

_____ Organize and staff Logistics Section as appropriate. Consider the need for facility security, and Communications, and Supply Units.

_____ Assemble, brief, and assign work locations and preliminary tasks to Section personnel:

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

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

_____ Attend Tactics Meeting

_____ Attend Planning Meetings and provide pertinent information (See Sample Planning Meeting Agenda pg 17)

- _____ Participate in preparation of Incident Action Plan (IAP).
 - Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
 - Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
 - Ensure Incident Communications Plan (ICS Form 205) is prepared.
 - Ensure Medical Plan (ICS Form 206) is prepared.
 - Assist in the preparation of Transportation Plan.

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

- _____ Research availability of additional resources.

- _____ Establish contact with mutual aid providers.

- _____ Hold Section meetings as necessary to ensure communication and coordination between Logistics Branches and Units.

- _____ Ensure coordination between Logistics and other Command and General Staff.

- _____ Coordinate ALL procurement contracts with Finance/Administration Section prior to execution of contracts

- _____ Ensure general welfare and safety of section personnel.

- _____ Provide briefing to relief on current activities and unusual situations.

- _____ Ensure that all personnel observe established level of operational security.

- _____ Identify topics for After Action Review / Lessons Learned

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

- _____ Submit all Section documentation to Documentation Unit.

Logistics Section Unit Leader Checklists

Supply Unit Leader

The following checklist is a guideline for the Supply Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from Logistics Section Chief or Support Branch Director:

- Determine charge code for the incident.
- Confirm ordering process.
- Assess need for 24-hour staffing.
- Determine scope of supply process.

_____ Organize and staff Unit as appropriate:

- Consider need for "lead agency" representation in ordering process.
- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

_____ Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- Confirm process for coordinating contract related activities with the Procurement Unit.
- Confirm process for emergency purchase orders with Finance Section.

_____ Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

_____ Identify topics for After Action Review / Lessons Learned

Facilities Unit Leader

The following checklist is a guideline for the Facilities Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from Logistics Section Chief or Support Branch Director:

- Expected duration and scope of incident.
- Facilities already activated
- Anticipate facility needs

_____ Obtain copy of incident Action Plan (IAP) and determine:

- Location of Incident Command Post (ICP)
- Staging Areas
- Incident Base
- Supply/Receiving/Distribution Centers.
- Information/Media Briefing Center.
- Other incident facilities.

_____ Determine requirements for each facility to be established:

- Sanitation
- Sleeping
- Eating
- Supply Area
- Medical support
- Communications needs
- Security needs
- Lighting

_____ In cooperation with other incident staff, determine the following requirements for each facility:

- Needed space
- Specific location
- Access
- Parking
- Security
- Safety

_____ Plan facility layouts in accordance with above requirements.

_____ Coordinate negotiation for rental office or storage space:

- < 60 days - Coordinate with Procurement Unit.
- > 60 days - Coordinate with Procurement Unit, Public Works Facilities Manager, and City of Sherwood Finance Department.

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

_____ Identify topics for After Action Review / Lessons Learned

_____ Document all activity on Unit Log (ICS Form 214 – Enclosure 4).

Communications Unit Leader

The following checklist is a guideline for the Communications Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ Obtain briefing from Logistics Section Chief or Service Branch Director.
- ___ Organize and staff Unit as appropriate:
 - Assign Communications Center Manager and Lead Incident Dispatcher.
 - Assign Message Center Manager and ensure adequate staff is assigned to answer phones and attend fax machines.
- ___ Coordinate with Amateur Radio Station Manager to ensure station needs are being met
- ___ Assess communications systems/frequencies in use; advise on communications capabilities/limitations.
- ___ Develop and implement effective communications procedures (flow) internal and external to the incident/Incident Command Post.
- ___ Assess EOC / Incident Command Post phone load and request additional lines as needed.
- ___ Prepare and implement Incident Communications Plan (ICS Form 205):
 - Obtain current organizational chart.
 - Determine most hazardous tactical activity; ensure adequate communications.
 - Make communications assignments to all other Operations elements, including amateur radio, volunteer, contract, or mutual aid.
 - Determine Command communications needs.
 - Determine support communications needs.
 - Establish and post any specific procedures for use of EOC / Incident Command Post communications equipment.
- ___ Include all available communication devices as appropriate, to include Amateur Radio, cellular phones and pagers, Blackberry PIN Mail, 800MHz radios, Public Works VHF radios, etc. in Incident Communications Plan (ICS Form 205)
 - Determine specific organizational elements to be assigned telephones.

- Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
- Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for incoming calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
- **Do not publicize OUTGOING call lines.**

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

_____ Ensure radio and telephone logs are available and being used.

_____ Determine need and research availability of additional nets and systems.

_____ Document malfunctioning communications equipment, facilitate repair.

_____ Establish and maintain communications equipment accountability system.

_____ Provide technical information, as required, on:

- Adequacy of communications system currently in use.
- Geographic limitation on communications equipment.
- Equipment capabilities.
- Amount and types of equipment available.
- Anticipated problems in the use of communications equipment.

_____ Provide briefing to relief on current activities and unusual situations.

_____ Identify topics for After Action Review / Lessons Learned

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

Food Unit Leader

The following checklist is a guideline for the Food Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ___ Obtain briefing from Logistics Section Chief or Service Branch Director:
 - Determine potential duration of incident.
 - Number and location of personnel to be fed.
 - Last meal provided.
 - Proposed time of next meal.

- ___ Determine food service requirements for planned and expected operations.

- ___ Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).

- ___ Determine location of working assignment.

- ___ Ensure sufficient potable water and beverages for all incident personnel.

- ___ Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.

- ___ Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.

- ___ Supervise administration of food service agreement, if applicable.

- ___ Provide copies of receipts, bills to Finance/Administration Section.

- ___ Let Supply Unit know when food orders are complete.

- ___ Provide briefing to relief on current activities and unusual situations.

- ___ Identify topics for After Action Review / Lessons Learned

- ___ Document all activity on Unit Log (ICS Form 214).

Volunteers/Donations Unit Leader

The following checklist is a guideline for the Volunteers/Donations Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from Logistics Section Chief regarding:
 - Incident status.
 - Incident objectives and strategy.
 - Impact of contingency plans on volunteer activities
 - Location of Volunteer sign-in desk
 - Staging area(s) for volunteers/donations

- _____ Obtain PIO incident message for staff and volunteers

- _____ Determine feasibility for utilizing minor (under age 18) volunteers

- _____ Obtain desk/table and working materials for position
 - Organize working area to provide volunteers a sense of order and to minimize noise and chaos in vicinity of EOC
 - Inform PIC call-takers of Volunteer/Donations Manager desk location

- _____ Use Volunteer Consent Waiver and Sign-In/Out Sheet (Enclosure 7) to track volunteers activated and their hours
 - Provide copy of waiver to volunteers
 - Brief volunteers on importance of signing in/out to ensure accountability of volunteers

- _____ Brief volunteers regarding assignment, i.e. to whom and where they are to report and general tasks they will be assigned.

- _____ Coordinate with Logistics Section regarding needs for Donations

- _____ Identify topics for After Action Review / Lessons Learned

- _____ Document all activity on Unit Log (ICS Form 214).

XII. FINANCE / ADMINISTRATION SECTION CHIEF

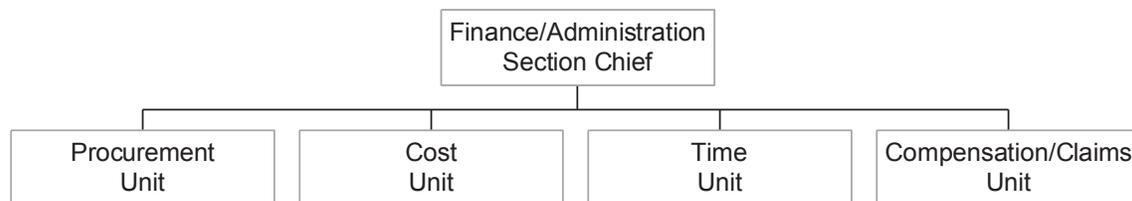
The Finance/Administration Section is established when there is a specific need for financial, reimbursement (individual and agency or department), and/or administrative services to support incident management activities. The Section Chief must track and report to the IC the financial “burn rate” as the incident progresses. This allows the IC to forecast the need for additional funds before operations are affected negatively. This is particularly important if significant operational assets are under contract from the private sector.

The Section Chief may also need to monitor cost expenditures to ensure that statutory rules that apply are met. Close coordination with the Planning Section and Logistics Section is also essential so that operational records can be reconciled with financial documents. Note that, in some cases, only one specific function may be required (e.g., cost analysis), which a technical specialist in the Planning Section could provide.

The Finance/Administration Section Chief, a member of the Incident Management Team, and a member of the General staff, is responsible for tracking all incident costs (to include time, materials, and equipment) for possible FEMA reimbursement and providing guidance to the Incident Commander on financial issues that may have an impact on incident operations. S/he will determine, given current and anticipated future requirements, the need for establishing specific subordinate units. All functions that are not delegated by the Section Chief are the responsibility of the Section Chief.

Report to: Incident Commander
You will be responsible for: Cost Tracking, Time, Compensation, Claims, and Procurement

It is recognized that the Section Chief may not have adequate staff or adequate resources. There will probably not be unit leaders to handle all the functions listed in the chart below. These functions are listed ONLY to give the Section Chief an idea of some of the activities s/he may need to consider and address, in the event of an extended emergency situation.



The following checklist is a guideline for the Finance/Administration Section Chief. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the Incident Commander:

- Identify incident objectives.
- Identify Participating/coordinating agencies.
- Anticipated duration/complexity of incident.
- Obtain the names of pertinent City contacts with whom the Incident Commander is familiar.
- Possibility of cost sharing.
- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.

_____ Obtain briefing from the City Manager:

- Determine level of fiscal process required.
- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
- Assess potential for legal claims arising out of incident activities.
- Identify applicable financial guidelines, policies, constraints, and limitations.

_____ As appropriate, obtain briefing from City of Sherwood Finance Manager

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Finance Department guidelines, processes.
- Coordinate with Command and General Staff and City of Sherwood Human Resources staff to determine the need for temporary employees.
- Ensure that proper tax documentation is completed.
- Determine whether City will maintain time records, or whether the incident staff will document all time for the incident, and what forms will be used.

_____ Establish or confirm charge code for emergency operations. Ensure all Sections and Supply Unit (if activated) are aware of charge code.

_____ Organize Finance Section as appropriate.

- _____ Ensure access to emergency petty cash as appropriate.
- _____ Review applicable parts of Sections 2 and 3 to EMP
- _____ Identify financial requirements for planned and expected operations.
 - Request copies of all response-related mutual aid agreements.
- _____ Facilitate necessary adjustments to City contingency funds, bank accounts, etc.

- _____ Attend planning meetings – provide pertinent information per sample agenda pg 17;
 - Provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.
 - Prepare forecasts on costs to complete operations
 - Provide cost benefit analysis, as requested.
 - Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

- _____ Gather continuing information:
 - Equipment time – Ground Support Unit Leader and Operations Section.
 - Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
 - Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
 - Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
 - Arrival and demobilization of personnel and equipment – Planning Section.
 - Daily incident status – Planning Section.
 - Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
 - Status of supplies – Supply Unit Leader and Procurement Unit Leader.
 - Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
 - Use agreements – Procurement Unit Leader and local administrative personnel.
 - What has been ordered? – Supply Unit Leader.
 - Unassigned resources – Resource Unit Leader and Cost Unit Leader.

- _____ Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligations.
- _____ Ensure that all personnel time records reflect incident activity, to include breakout of over time for City staff, and that records for non-City personnel are transmitted to home agency or department according to policy.
- Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- _____ Ensure that all obligation documents related to the incident are properly prepared and completed.
- _____ Initiate, maintain, and ensure completeness of documentation to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
- Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
 - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- _____ Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- _____ Assist with damage assessment by maintaining estimates of financial loss.
- _____ Assist Logistics in resource procurement:
- Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts.
- _____ Ensure coordination between Finance and other Incident Management Team members.
- _____ Supervise Section activities, ensure adequate relief.
- Coordinate Finance/Administration demobilization.

- _____ Ensure all staff observes established level of operational security.
- _____ Provide briefing to relief on current activities and unusual events.
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Submit all Section documentation to Documentation Unit.
- _____ Ensure Section personnel are maintaining Unit Logs (ICS Form 214 - at Enclosure 4).

Time Unit Leader

The following checklist is a guideline for the Time Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from Finance/Administration Section Chief:
 - Determine incident requirements for time recording.
 - Determine required time-lines for reports.
 - Determine location of timekeeping activity.
 - Determine number of personnel and rental equipment for which time will be kept.

- _____ Organize and staff Unit, as appropriate.

- _____ Advise Ground Support Unit, Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time:
 - Equipment time – Ground Support Unit Leader and Operations Section.
 - Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
 - Arrival and demobilization of personnel and equipment – Planning Section.

- _____ Establish contact with appropriate department personnel representatives:
 - Determine time-keeping constraints of individual
 - Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed

- _____ Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

- _____ Establish files for time records, as appropriate.

- _____ Provide for records security.

- _____ Ensure that all records are complete or current prior to demobilization.

- _____ Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

- _____ Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

- _____ Provide briefing to relief on current activity and unusual events.

- _____ Identify topics for After Action Review / Lessons Learned

- _____ Document all activity on Unit Log (ICS Form 214).

Procurement Unit Leader

The following checklist is a guideline for the Procurement Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from Finance/Administration Section Chief:

- Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
- Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
- Determine status of bid process.
- Determine current vendor list.
- Determine current blanket Purchase Order (PO) list.
- Determine time-lines established for reporting cost information.

_____ Organize and staff Unit, as appropriate.

_____ Contact Supply Unit on incident needs and any special procedures or requirements.

_____ Prepare and sign offers for rental, as necessary.

_____ Develop Incident Procurement Plan. This plan should address/include:

- Spending caps.
- Necessary Forms.
- Identify who has purchasing authority.
- Process for obtaining approval to exceed caps.
- Coordination process with Supply Unit.
- Supply of emergency purchase orders.

_____ Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.

_____ Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.

_____ Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).

- _____ Establish contact with supply vendors, as needed.
- _____ Determine whether additional vendor-service agreements will be necessary.
- _____ Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- _____ Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- _____ Verify all invoices.
- _____ It is imperative that all contractors are accounted for and their time documented:
 - Obtain copies of all vendor invoices.
 - Verify that all equipment time records are complete.
 - Maintain comprehensive audit trail for all procurement documents.
 - Check completeness of all data entries on vendor invoices.
 - Compare invoices against procurement documents.
 - Assure that only authorized personnel initiate orders.
- _____ Provide briefing to relief on current activities and unusual events.
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Document all activity on Unit Log (ICS Form 214 – Enclosure 4).

Compensation/Claims Unit Leader

The following checklist is a guideline for the Compensation/Claims Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from Finance/Administration Section Chief:
 - Determine accidents/injuries to date.
 - Determine status of investigations.
 - Potential and existing claims.
- _____ Organize and staff Unit, as appropriate.
- _____ Establish contact with incident Safety Officer and Liaison Officer or department/agency representatives.
- _____ Determine the need for Compensation for Injury and Claims Specialists, request additional personnel, as necessary.
- _____ Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- _____ Ensure that volunteer personnel have been appropriately registered.
- _____ Ensure written authority for persons requiring medical treatment.
- _____ Ensure correct billing forms for transmittal to doctor and/or hospital.
- _____ Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
- _____ Coordinate with Safety Officer to:
 - Provide liaison with Occupational Safety and Health Administration
 - Provide analysis of injuries.
 - Ensure appropriate level of personal protective equipment (PPE) is being used, and that personnel have been trained in its use.
 - Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- _____ Maintain copies of hazardous materials and other medical debriefings; ensure they are included as part of the final incident package.
- _____ Provide briefing to relief on current activities and unusual events.
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Document all activity on Unit Log (ICS Form 214 – Enclosure 4).

Cost Unit Leader

The following checklist is a guideline for the Cost Unit Leader. You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.
- Determine standard and special reports required.
- Determine desired report format.

_____ Obtain and record all cost data:

- Agency Equipment costs.
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

_____ Identify in reports all equipment/personnel requiring payment.

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

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

_____ Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.
- Make sure information is provided to Planning according to Planning's schedule.

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

- _____ Maintain cumulative incident cost records. Costs should reflect each individual entity (individual or crew personnel, individual pieces of equipment, food, facilities) the entity's agency or contractor, pay premiums (overtime/hazard). These records should reflect:
- Agency, contract, and/or mutual aid equipment costs.
 - Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to agency facilities, infrastructure, equipment or vehicles.
 - Supplies.
 - Food.
 - Facility rental.
- _____ Ensure that all cost documents are accurately prepared.
- _____ Enter data into an agency cost analysis system (Incident Cost Analysis Reporting System (ICARS) or similar system, if appropriate).
- _____ Provide briefing to relief on current activity and unusual events.
- _____ Identify topics for After Action Review / Lessons Learned
- _____ Document all activity on Unit Log (ICS Form 214 – Enclosure 4).

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XIII. MAYOR / CITY COUNCIL

As the senior elected official in City government, the **Mayor, or in his absence, the President of the Council or a member of the Council** (in order of their coming onto the Council) is responsible for confirmation of Emergency Declarations made by the Incident Commander in the absence of the City Manager.

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

The major functions of the **City Council** are to provide policy-level guidance, impose necessary restrictions, and make high level decisions that provide input for strategic goals. The **City Council** is briefed by the Mayor, City Manager or as necessary the IMT/EOC Incident Commander or the IMT/EOC Liaison Officer on daily activities. During a declared emergency, they have authority to establish spending authorities and establish exemptions to existing law. They also have responsibility to help ensure essential information is communicated to the public.

A “GOLDEN RULE” for every emergency is to:

1. **Maintain your composure;**
2. **Assess the situation;**
3. **Understand your authority and responsibility; and**
4. **Take appropriate action**

Personal and family safety and security should be a key element of your initial situation assessment.

Personal performance during an emergency will be heavily dependent upon individual and family preparedness. If you have adequately prepared yourself and your family, you'll likely be able to respond with greater confidence that your family is safe and capable of managing on their own.

Actions taken *before disaster strikes* can increase your survivability, effectiveness, and peace of mind. In addition to actions prompted by available checklists, there are a number of community programs, including the Community Emergency Response Team (CERT) program, available to help you and your family prepare for disaster.

Once you and your family are prepared, you can more effectively focus your attention on the disaster and its impact on the City of Sherwood.

The following checklist is a guideline for City of Sherwood elected officials (Mayor and members of the City Council). You are encouraged to modify or change the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Start a record of your activities, contacts, and decisions.
- _____ Contact the City Manager to determine if elected official representation is needed and determine meeting location.
- _____ Advise family of destination and means of contact.
- _____ Take list of important contacts.
- _____ Take personal digital / tape recorder / digital camera.
- _____ Take identification, ATM card, and cash.
- _____ Obtain initial incident briefing from City Manager or Incident Commander.
- _____ Maintain contact with your personal network of constituents and organizations with whom you provide liaison to the City Council.
- _____ Provide information and support to the City Manager and emergency response staff.
- _____ Reassure citizens through your presence and leadership.
- _____ Coordinate with elected officials and senior executives from other jurisdictions, agencies, and businesses.
- _____ Formulate policy and take other regulatory actions as necessary to facilitate response and recovery operations and maintain continuity of government.

OPERATIONAL ISSUES

- _____ Assess public impacts.
- _____ Assess impacts on the City's financial status and day-to-day activities.
- _____ Assess the City's resource commitment (i.e., facilities activated, department resources committed, and overall resource status).
- _____ Work with the City Manager and City Staff to define critical incident support activities and cover essential departmental services.

LEGAL ISSUES

_____ Determine if legal staff has been assigned to advise the Incident Commander and City Staff.

_____ Identify regulatory actions necessary to protect the public and facilitate response and recovery activities:

- Emergency declarations
- Chain of succession
- Intergovernmental obligations for service/mutual aid
- Social controls
- Rationing of commodities – gasoline, water, etc.
- Price controls
- Suspension or alteration of administrative/financial policies
- Other actions _____

POLITICAL ISSUES

_____ Ascertain City Council meeting schedule.

_____ Confirm schedule and process for situation updates.

_____ Confirm with PIO press conference schedule and process for public information releases.

It is critical that all information released about an emergency incident is coordinated with the Incident Commander and his/her PIO to ensure consistency and appropriateness of the information going to the public.

Uncoordinated and inconsistent messages to the public can be very detrimental to the overall response effort.

_____ Assist in the development and evaluation of incident management policy.

_____ Participate as requested.

_____ Assist in coordinating other activities as requested.

_____ Coordinate with business leaders.

Remember that your role is policy-making, liaison, and support, not operational

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Enclosure 1

EMERGENCY CONTACT NUMBERS

EMERGENCY	9 1 1
Washington County Dispatch (NON-EMERGENCY).....	(503) 629-0111
Bonnie L. Hays Small Animal Shelter.....	(503) 846-7041
Clean Water Services / Emergency	(503) 846-8621
FBI / Portland	(503) 224-4181
Gazette (Ray Pitz).....	(503) 546-0731
NW Natural Gas / Emergency	(800) 882-3377
NW Natural Gas / Non Emergency	(503) 226-4211 or (800) 422-4012
Oregon Emergency Management (ECC)	(503) 378-2911 x 22264
Oregon Emergency Response System (OERS)	(503) 378-6377
Oregon Poison Center.....	(800) 222-1222
Oregonian ().....	(503) 294-xxxx
OSHA Enforcement.....	(888) 292-5247
....(Notify for death within 8 hours / Notify for hospitalization other than observation within 24 hrs)	
PGE / Emergency.....	(503) 464-7777 or (800) 544-1795
PGE / Non Emergency	(503) 228-6322 or (800) 542-8818
Pride Disposal Business Customer Service	(503) 625-6177
Sherwood School District Superintendent (Dan Jameson).....	(503) 925-8958
	Cell (971) 322-4267
Sherwood School District-Superintendent's Exec..Patty Arrigoni.	(503) 625-5863
Sherwood Senior Center.....	(503) 625-5644
Suicide Prevention Hotline (800-Suicide).....	(800) 784-2433
TVWD / Water Service Problems	(503) 642-1511
Washington County Emergency Management (Scott Porter).....	(503) 642-0371
Washington County Emergency Management (Steve Muir).....	(503) 642-0394
Washington County Medical Examiner.....	(503) 846-3575
Washington County Mental Health Crisis Line	(503) 291-9111
Verizon / Business Customer Service	(800) 483-5100

Additional pertinent Phone Numbers may be found in Section 5 of EMP

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Enclosure 2

INSTRUCTIONS FOR CONTACTING EOC/IMT STAFF

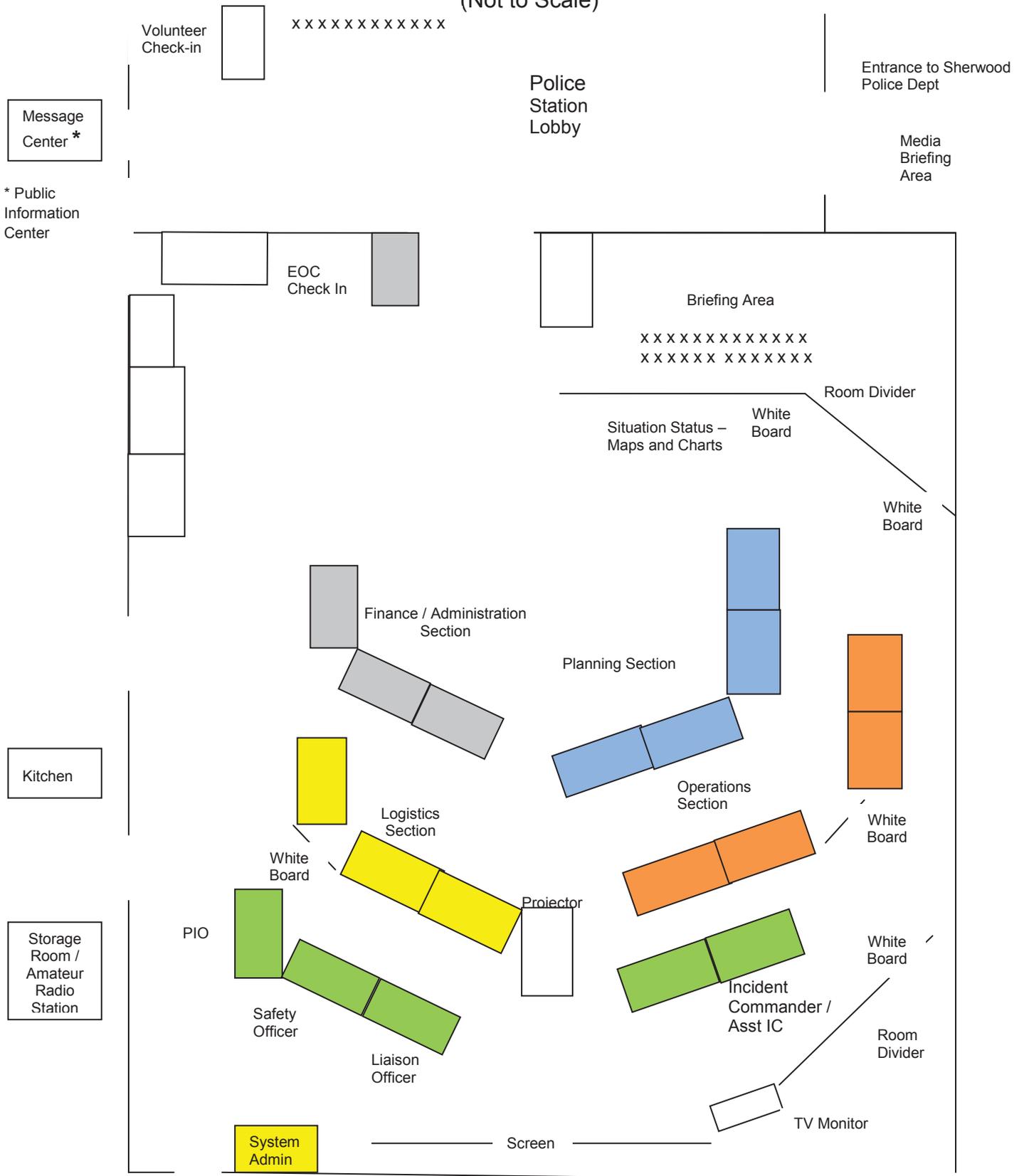
1. Begin with notifying the City Manager or his/her designee if away from Sherwood.
2. Next Notify Emergency Management Coordinator and Section Chiefs who are responsible for contacting and directing recall of members of their section.

If someone does not answer, leave a voice message or text message and go on to the next phone number in the tree. Inform the initiator who has/has not been contacted.

Note: Due to the confidential nature of the information contained in this Enclosure, it is not available for Public Display. A complete copy of Enclosure 2 may be found in the City of Sherwood Recorder's Office.

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Enclosure 3 – EOC Configuration (Not to Scale)



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ENCLOSURE 5 -**Outline – Incident Action Plan (IAP)**

Part:	Assigned to:
1. Incident Briefing – ICS 201 * Pg 1 Incident Briefing map Pg 2 Summary of Current Actions Pg 3 Current Organization Pg 4 Resources Summary	Incident Commander (IC)
2. Incident Objectives (ICS 202) Includes: Pertinent Weather Safety Message	Incident Commander
3. Organization Assignment List or Chart (ICS 203)	Planning Section – Resources Unit
4. Assignment List (ICS 204)	Planning Section – Resources Unit
5. Tactical Operations and Assignments (ICS 215)	Operations SC
6. Reporting Locations and Facility Needs	Operations SC, with input from Logistics and Planning SC
7. Resource Order	Planning and Logistics SCs. Logistics will place the order.
8. Incident Communications Plan (ICS 205)	Logistics SC (Communications Unit), with help from Planning SC
9. Medical Plan (ICS 206)	Logistics SC (Medical Unit)
10. Incident Maps	Planning SC (Situation Unit)
11. Public Information Issues	PIO

*ICS 201 is normally not a part of a formal IAP, but can be used in the initial Planning Meeting and to brief an incoming IC

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Enclosure 6

ICS Forms

The following provides brief descriptions of selected ICS Forms. This list is not all inclusive; other forms are available online, commercially, and in a variety of formats. Blank copies of these forms can be found in the Addendum to this Guide. Additional copies are in the EOC storage bins.

1. ICS 201 – Incident Briefing

Most often used by the initial IC, this four-section document (often produced as four pages) allows for the capture of vital incident information prior to the implementation of the formal planning process. ICS 201 allows for a concise and complete transition of command briefing to an incoming new IC. In addition, this form may serve as the full extent of incident command and control documentation if the situation is resolved by the initial response resources and organization. This form is designed to be transferred easily to the members of the Command and General Staffs as they arrive and begin work. It is not included as a part of the formal written IAP.

2. ICS 202 – Incident Objectives

ICS 202 serves as the first page of a written IAP. It includes incident information, a listing of the IC's objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan. Signature blocks are provided.

3. ICS 203 – Organization Assignment List

ICS 203 is typically the second page of the IAP. It provides a full accounting of incident management and supervisory staff for that operational period.

4. ICS 204 – Assignment List

ICS 204 is included in multiples, based on the organizational structure of the Operations Section for the operational period. Each Division/Group will have its own page, listing the Supervisor for the Division/Group (including Branch Director if assigned) and the specific assigned resources with leader name and number of personnel assigned to each resource. This document then describes in detail the specific actions the Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the Incident Radio Communications Plan (ICS 205) that apply to that Division or Group.

5. ICS 205 – Incident Communications Plan

ICS 205 is used to provide communications information to include all radio frequency assignments down to the Division/Group level.

6. ICS 206 – Medical Plan

ICS 206 presents the incident's Medical Plan to care for responder medical emergencies.

Enclosure 6 (Continued)

7. ICS 209L-1 – Incident Status Summary

ICS 209L-1 collects basic incident decision support information and is the primary mechanism for reporting this situational information to incident coordination and support organizations and the Agency Administrators/Executives. (See Section 2-I Reporting for a sample)

8. ICS 211 – Incident Check-In List

ICS 211 documents the check-in process. Check-in recorders report check-in information to the Resources Unit.

9. ICS 213 – General Message - Used by:

- Incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients.
- EOC and other incident personnel to transmit messages via radio or telephone to the addressee.
- Incident personnel to send any message or notification that requires hard-copy delivery to other incident personnel.
- ICS 213 is commonly used for transmitting messages using Amateur Radio.

10. ICS 214 – Unit Log

Provides a record of unit activities. Unit Logs can provide a basic reference from which to extract information for inclusion in any after-action report.

11. ICS 215 – Operational Planning Worksheet

ICS 215 is used in the incident Planning Meeting to develop tactical assignments and resources needed to achieve incident objectives and strategies.

12. ICS 215A – Hazard Risk Analysis

ICS 215A communicates to the Operations and Planning Section Chiefs the safety and health issues identified by the Safety Officer. The ICS 215A form identifies mitigation measures to address the identified safety issues.

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Enclosure 8

Recommendations: Supplies and Equipment for the Emergency Operations Center (EOC)

Maps and Diagrams:

- Fire District(s)
- City Map, designating potential hazards and critical infrastructure
- Emergency Transportation Routes
- County Map
- Road maps, State and local
- Diagram – Incident Command System (ICS)

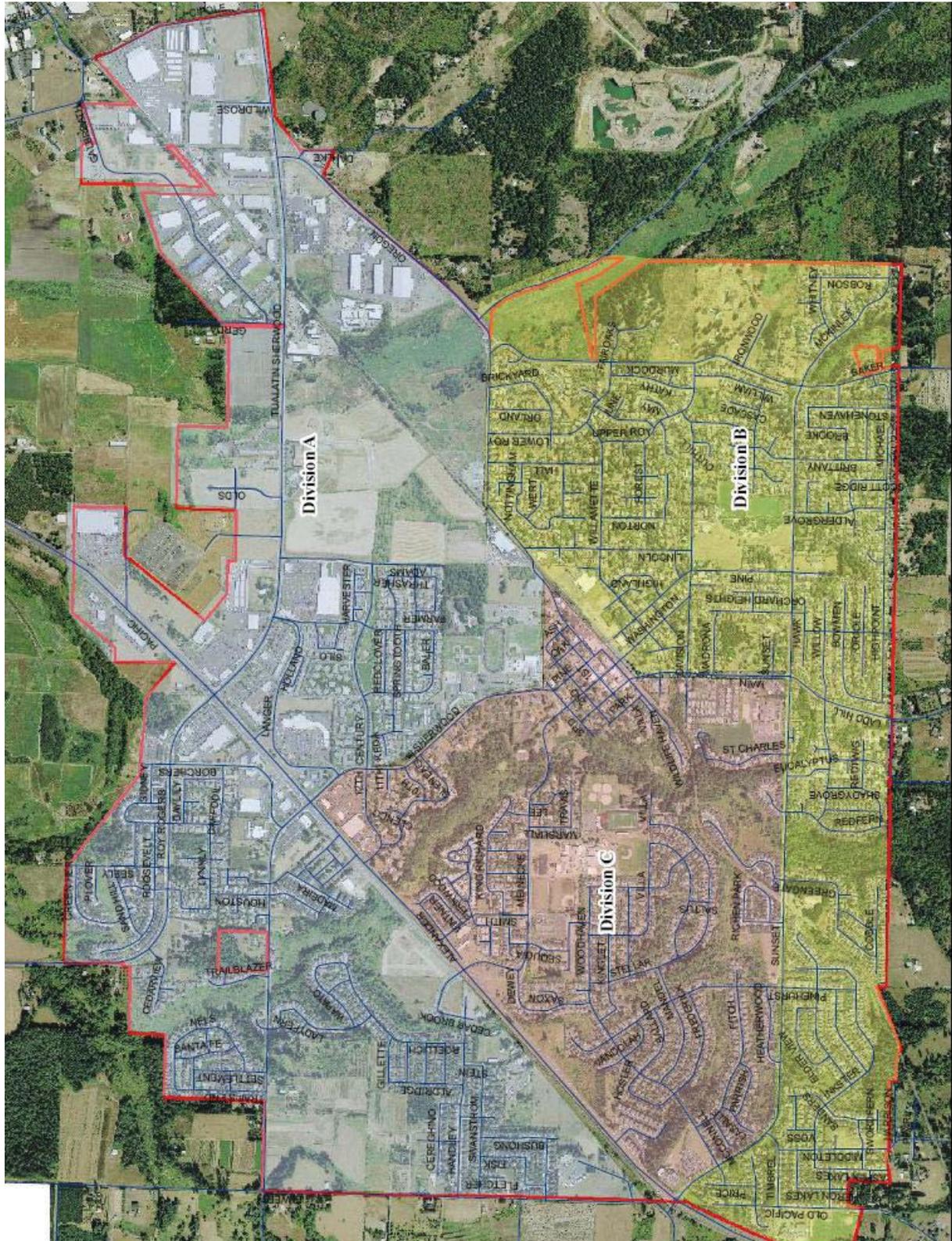
General:

- State of Oregon Emergency Declaration Guidelines
- Nameplates/ID placards for each position in the EOC
- Admin supplies for EOC command and support staff
- 3 copies of the Emergency Management Plan (EMP)
- Wall clock, digital or standard (24-hour format)
- Flip charts with extra writing pads
- 2 projectors, computer and overhead
- 2 TV monitors, one for local stations and one for CNN
- Copier
- FAX
- Printer
- Phones with pre-assigned extensions for each EOC position and desk
- Laptop computers for Command and General Staff

Enclosure 8 (Continued)

- Supply of ICS forms
- Rubber-Maid storage tubs; one for each EOC section. Each tub should contain:
ID placard, color-coded vests, phone instrument, admin supplies, computer keypads, and one copy of the Emergency Operations Guide (EOG)
- Radios, 154 MHz and/or 800 MHz
- HAM radios, Amateur Radio Emergency Services (ARES)
- First aid kits
- Flashlights, cots, blankets, extra food and water (3-day supply minimum)
- PIO supplies and equipment
- Computer system and communications manuals, as applicable

Enclosure 9 MAP OF SHERWOOD WITH CRITICAL INFRASTRUCTURE OVERLAYS



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Addendum – Blank ICS Forms

ICS 201	Incident Briefing
ICS 202	Incident Objectives
ICS 203	Organization Assignment List
ICS 204	Assignment List
ICS 205	Incident Radio Communications Plan
ICS 206	Medical Plan
ICS 209L-1	Incident Status Summary
ICS 211	Incident Check-In List
ICS 213	General Message
ICS 214	Unit Log
ICS 215	Operational Planning Worksheet
ICS 215A	Hazard Risk Analysis