

# Confederated Tribes of Warm Springs Emergency Operations Plan



Prepared for:



Confederated Tribes of Warm Springs  
2112 Wasco Street  
Warm Springs, Oregon 97761

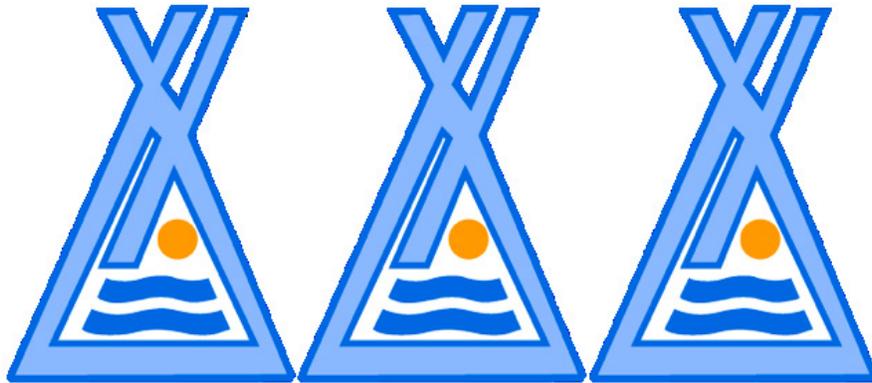
Prepared by:



ecology and environment, inc.  
Global Environmental Specialists



**Confederated Tribes of Warm Springs Reservation  
EMERGENCY OPERATIONS PLAN**



**January 2015**

**Prepared for:**

Confederated Tribes of Warm Springs  
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Warm Springs, Oregon 97761

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# Immediate Action Checklist

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

## 1. Receive alert of incident.

- Alerts should be directed to the Tribal Emergency Manager (Public Safety General Manager or as appointed by the Tribal Council Chair).
- If the Public Safety General Manager is not available, alerts should be directed to the Fire & Safety Chief, or Police Chief based on the line of succession.
- Alerts may be received through dispatch, responding agencies, an on-scene Incident Commander, the public or other sources.
- If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
- *See ESF 2 - Communications of the Tribal Emergency Operations Plan for more information on alert and warning.*

## 2. Determine need to implement the CTWS Emergency Management Organization.

- The Tribal Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the CTWS for the incident. This may range from the Tribal Emergency Manager being on stand-by to full activation of the Tribe's Emergency Operations Center.
- Identify key personnel who will be needed to staff the CTWS Emergency Operations Center.

## 3. Notify key Tribal personnel and response partners.

- The Tribal Emergency Manager will notify key personnel to staff the Emergency Operations Center based on incident needs.
- Notify appropriate emergency response agencies.
- *See the CTWS Emergency Contact List maintained by the Tribal Emergency Manager.*

## Immediate Action Checklist

4. **Activate the Emergency Operations Center as appropriate.**
  - CTWS will utilize the Incident Command System in managing the Emergency Operations Center.
  - Primary Emergency Operations Center Location: Fire Management Complex, 4207 Holliday Lane, Warm Springs, OR 97761
  - Alternate Emergency Operations Center Location: *See Section 5.4.2, Emergency Operations Center Locations*
  - *See Section 5 of the Basic Plan of the CTWS Emergency Operations Plan for information on Emergency Operations Center operations.*
5. **Establish communications with the on-scene Incident Commander.**
  - Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
  - The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.
  - *See ESF 2 – Communications of the CTWS Emergency Operations Plan for more information on communications systems.*
6. **Identify, in coordination with the on-scene Incident Commander, key incident needs.**
  - Consider coordination of the following, as required by the incident:
    - Protective Action measures including evacuation and shelter-in-place
    - Shelter and housing needs for displaced tribal members and visitors
    - Emergency public information and coordination with the media
    - Coordination with Tribal enterprises
    - Provisions for Access and Functional Needs Populations
    - Provisions for animals in disaster

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**Immediate Action Checklist****7. Inform Oregon Emergency Response System/National Response Center of Emergency Operations Center activation and request support as needed.**

- Oregon Emergency Response System: 800-452-0311
- If necessary, responsible parties would then call the National Response Center at 800-424-8802
- If necessary, CTWS can reach FEMA Region X directly at 425-487-4600

**8. Declare a state of emergency for the Tribes, as appropriate.**

- If the incident has or threatens to overwhelm the CTWS's resources to respond, the CTWS should declare a State of Emergency.
- A declaration may be made by the Tribal Council Chair.
- The declaration should be submitted to the Oregon Emergency Response System.
- *See Section 1.7 of this Basic Plan of the CTWS Emergency Operations Plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.*

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# Preface

This Emergency Operations Plan is an all-hazard plan that describes how the Confederated Tribes of Warm Springs Reservation will organize and respond to emergencies and disasters in the community. Respecting the unique role of the Tribes as a sovereign nation, the plan is designed to be compatible with federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework and State of Oregon Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of the Confederated Tribes of Warm Springs Reservation that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the Confederated Tribes of Warm Springs Reservation has, in addition to promulgating this plan, formally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Emergency Support Function Annexes that complement the Federal and State of Oregon Emergency Support Functions, Support Annexes, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in Confederated Tribes of Warm Springs Reservation will coordinate resources and activities with other federal, State, local, and private-sector partners.

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# Letter of Promulgation

To all Recipients:

Promulgated herewith is the revised Emergency Operations Plan for the Confederated Tribes of Warm Springs Reservation. This plan supersedes any previous versions of the Emergency Operations Plan. It provides a framework within which the Confederated Tribes of Warm Springs Reservation can plan and perform its respective emergency functions during a disaster or national emergency.

This Emergency Operations Plan attempts to be all-inclusive in combining the five mission areas of emergency management to ensure that the Confederated Tribes of Warm Springs Reservation is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the Tribe. This includes the following:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
- **Protection:** activities necessary to secure the Reservation against acts of terrorism and natural or human-caused disasters.
- **Mitigation:** activities that reduce loss of life and property by lessening the impact of disasters.
- **Response:** activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
- **Recovery:** activities necessary to assist the community in recovering effectively from a disaster.

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

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Stanley Smith Jr.  
Council Chairman

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Charles Calica  
Secretary-Treasurer

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DATE

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## Plan Administration

**Plan Distribution List**

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

Department/Agency	Title/Name
Tribal Council	Council Chairman
Administration	Chief Operating Officer
Finance Department	Chief Financial Officer
Personnel	Director
Public Safety Branch	General Manager
Fire & Safety Department	Chief
Police Department	Chief
Public Utilities Branch	General Manager
Social Services Department	Director
Legal Services	Tribal Attorney
Tribal Housing	Director
Education Branch	General Manager
Natural Resources Branch	General Manager
Human Services Branch	General Manager
Office of Emergency Management	State Domestic Preparedness Coordinator
Bureau of Indian Affairs	Tribal Liaison
FEMA	Tribal Liaison

### Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the Tribal Emergency Manager for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is, in fact, encouraged. It is also encouraged that plan review will be performed concurrently with review of other related CTWS emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
<b>Basic Plan</b>	Emergency Manager
<b>Emergency Support Function Annexes</b>	
<b>ESF 1</b> Transportation	Public Utilities
<b>ESF 2</b> Communications	Public Safety
<b>ESF 3</b> Public Works and Engineering	Public Utilities
<b>ESF 4</b> Firefighting	Fire & Safety
<b>ESF 5</b> Emergency Management	Emergency Manager
<b>ESF 6</b> Mass Care, Emergency Assistance, Housing, and Human Services	Emergency Manager American Red Cross
<b>ESF 7</b> Logistics Management and Resource Support	Emergency Manager
<b>ESF 8</b> Public Health and Medical Services	Health and Human Services
<b>ESF 9</b> Search and Rescue	Public Safety
<b>ESF 10</b> Oil and Hazardous Materials	Fire & Safety
<b>ESF 11</b> Agriculture and Natural Resources	Natural Resources
<b>ESF 12</b> Energy and Utilities	Public Utilities
<b>ESF 13</b> Public Safety and Security	Public Safety
<b>ESF 14</b> Community Recovery	Emergency Manager
<b>ESF 15</b> External Affairs	Emergency Manager

## Plan Administration

Section/Annex	Responsible Party
<b>Support Annexes</b>	
SA A Evacuation and Population Protection	Public Safety
SA B Tribal Enterprise Coordination (TBD)	Emergency Manager
<b>Incident Annexes</b>	
IA 1 Drought	Public Utilities
IA 2 Earthquake	Public Utilities
IA 3 Major Fire	Fire & Safety
IA 4 Flood	Public Utilities
IA 5 Severe Weather	Public Utilities
IA 6 Volcano	Public Utilities
IA 7 Hazardous Materials Incident	Fire & Safety
IA 8 Public Health Incident	Health and Human Services
IA 9 Terrorism	Police Department
IA 10 Transportation Accident	Police Department
IA 11 Utility Failure	Public Utilities

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

**Support Annexes**

- SA A – Evacuation and Population Protection
- SA B – Tribal Enterprise Coordination (TBD)

**Incident Annexes**

- IA 1 – Drought
- IA 2 – Earthquake
- IA 3 – Major Fire
- IA 4 – Flood
- IA 5 – Severe Weather
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# Basic Plan



# 1

## Introduction

### 1.1 General

The Confederated Tribes of Warm Springs (CTWS or “the Confederated Tribes”) Reservation (Reservation) emergency management mission is to ensure that CTWS is prepared for a disaster by ensuring coordination of protection prevention, mitigation, response, and recovery activities that increase Tribal capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively by CTWS every day. These “routine” emergencies are managed by emergency responders as part of their day-to-day responsibilities and are the most common emergency management activities that CTWS encounters. For the most part, these emergencies are handled by individual responders or a team of responders who work together regularly to save lives, contain threats, and minimize damage. While the principles described in this Emergency Operations Plan (EOP) can also be applied to these daily responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of front line responders.

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This plan promulgates such a framework for CTWS that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, branch general managers, department directors, and other key stakeholders, to bear on any incident. This EOP provides the foundation and guidance for use of a common language, fundamental principles, and incident management system necessary to effectively manage incidents within or affecting CTWS.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While CTWS will respond to emergencies to its utmost ability, it is possible that some natural or technological disasters may overwhelm the Tribal resources. While recognizing this possibility, this plan is designed to help CTWS fulfill its response function to its maximum capacity.

## 1. Introduction

### 1.1.1 Whole Community Planning

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

Every Tribal member shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety and self-sufficiency. To the greatest extent possible, CTWS will assist its members in carrying out this responsibility by providing preparedness and mitigation information, and delivering critical public services during a disaster. However, a major emergency is likely to damage CTWS critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable Tribal members prepared to take care of themselves and their families in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

## 1.2 Purpose and Scope

### 1.2.1 Purpose

This EOP outlines CTWS’ approach to emergency response and enhances the organization’s ability to protect the safety, health, and welfare of its members. It describes the CTWS emergency response organization and assigns responsibilities for various emergency functions, identifies lines of authority and coordination, and communicates the legal basis and references that provide a framework for emergency planning for the Confederated Tribes. This plan:

- Includes all hazards and types of emergencies likely to impact the Confederated Tribes.
- Provides a framework for multi-discipline, multi-jurisdictional coordination and cooperation.
- Addresses all phases of a disaster through mitigation, preparedness, response and recovery activities.
- Designates the National Incident Management System (NIMS) as the framework within which all emergency management activities occur.
- Directs use of the Incident Command System (ICS) for managing incident response.

## 1. Introduction

- Identifies roles and responsibilities of CTWS departments, offices, and personnel in emergency operations, as well as those of cooperating public- and private-sector agencies.
- Establishes life safety, followed by protection of property and the environment, as emergency response priorities.
- Provides a common framework within which the Confederated Tribes, special districts, and other agencies/organizations can integrate their emergency planning and response and recovery activities.

### 1.2.2 Scope

The EOP is implemented whenever the Confederated Tribes must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact populated or rural portions of tribal land. This plan is intended to guide CTWS emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, greatly facilitating multi-agency and multi-jurisdiction coordination. Using this framework, CTWS departments and agencies that operate under this plan are expected to develop and keep current standard operating procedures (SOPs) that describe how emergency tasks will be performed. Additional responsibilities include ensuring that the training and equipment necessary for response are in place.

The primary users of this plan are Tribal officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand the processes by which the Confederated Tribes manage the wide range of risks to which they are subject.

## 1.3 Plan Activation

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

- Incidents in or affecting the Confederated Tribes.
- Health emergencies in or affecting the Confederated Tribes.
- Non-routine life-safety issues in or affecting the Confederated Tribes.

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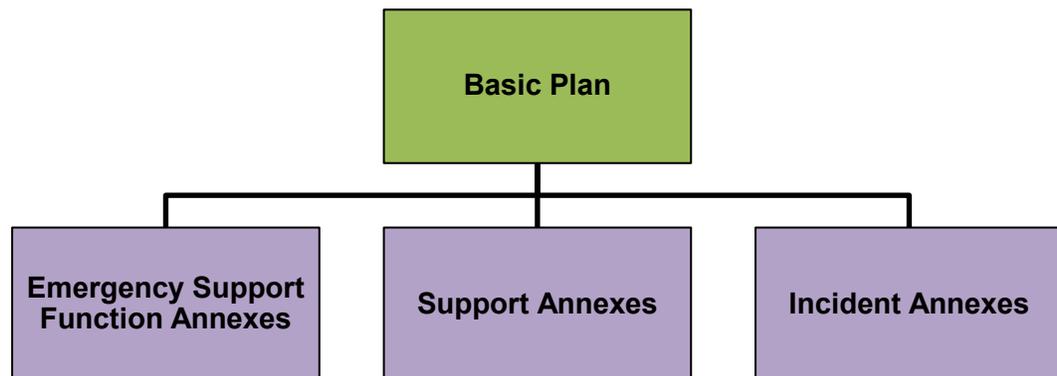
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Tribal Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

### 1.4 Plan Organization

The CTWS EOP is composed of four main elements:

- Basic Plan (with appendices)
- Emergency Support Function Annexes (ESFs)
- Support Annexes (SAs)
- Incident Annexes (IAs)

**Figure 1-1 CTWS Emergency Operations Plan Organization**



#### 1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which CTWS has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements (MAAs), and request for resources and emergency spending powers.
- Describe the context under which CTWS will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for CTWS employees tasked with emergency preparedness and response functions.

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- Describe a concept of operations for CTWS that describes how the Tribes will conduct emergency operations and coordinate with other agencies and jurisdictions.
- Describe the CTWS emergency response structure, including activation and operation of the Tribal EOC and implementation of ICS.
- Discuss CTWS protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

### 1.4.2 Emergency Support Function Annexes

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

<b>Annex</b>	<b>Function</b>
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services
ESF 7	Logistics Management and Resources Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials Response
ESF 11	Agricultural and Natural Resources
ESF 12	Energy and Utilities
ESF 13	Public Safety and Security
ESF 14	Community Recovery
ESF 15	External Affairs

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**1.4.3 Support Annexes**

SAs describe how CTWS departments and agencies, the private sector, volunteer organizations, and nongovernmental organizations coordinate and execute the common support processes and administrative tasks required during an incident. The actions described in the SAs are not limited to particular types of events, but are broad in scope and apply to nearly every type of incident.

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

<b>Annex</b>	<b>Function</b>
SA A	Evacuation and Population Protection
SA B	Tribal Enterprise Coordination (TBD)

**1.4.4 Incident Annexes**

While this EOP has been developed as an all hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural and human-caused/ technological hazards identified in the most current CTWS Hazard Identification and Vulnerability Assessment. The IAs are designed as functional checklists that identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident. Table 1-3 identifies the IAs included in this plan.

<b>Annex</b>	<b>Hazard</b>
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire
IA 4	Flood
IA 5	Severe Weather
IA 6	Volcano
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Terrorism
IA 10	Transportation Accident
IA 11	Utility Failure

*Note: Resource shortages and civil disobedience are considered secondary risks during any emergency situation.*

## 1.5 Relationship to Other Plans

### 1.5.1 Federal Plans

#### 1.5.1.1 Presidential Policy Directive 8

Presidential Policy Directive 8: National Preparedness (PPD-8) describes the United States' approach to preparing for the threats and hazards that pose the greatest risk to the security of the nation. This directive is based on the principle that national preparedness is the shared responsibility of all members of the nationwide community. Every member contributes to this goal, including individuals, smaller communities, the private and nonprofit sectors, faith-based organizations, and federal, State, and local governments.

##### 1.5.1.1.1 National Preparedness Goal

The National Preparedness Goal outlined in PPD-8 characterizes the United States' security and resilience by identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and nationwide approach as its foundation.

Using the core capabilities, the National Preparedness Goal is achieved by:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.
- Protecting United States citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows their interests, aspirations, and way of life to thrive.
- Mitigating loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

##### 1.5.1.1.2 National Preparedness System

The National Preparedness System is the instrument the United States will employ to build, sustain, and deliver the mission areas and core capabilities identified in the National Preparedness Goal, in order to ensure the nation's security and resilience. The guidance, programs, processes, and systems that support each component of the National Preparedness System enable a

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collaborative, whole community approach to national preparedness that engages individuals, families, smaller communities, private and nonprofit sectors, faith-based organizations, and all levels of government.

### 1.5.1.2 National Incident Management System

In 2003, Homeland Security Presidential Directive 5 (HSPD-5) required all federal agencies to adopt NIMS and use it to guide incident management. NIMS provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.

A core component of NIMS is ICS. ICS is a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

### 1.5.1.3 National Response Framework

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

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

### 1.5.1.4 National Disaster Recovery Framework

The National Disaster Recovery Framework (NDRF) provides guidance that enables effective recovery support to disaster-impacted states, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also helps determine the best ways to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of a community and build a more resilient nation.

The NDRF defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.

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

### 1.5.2 State Plans

#### 1.5.2.1 State of Oregon Emergency Management Plan

The Oregon Emergency Management Plan (EMP) is developed, revised, and published by the Director of the Office of Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.092, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Management Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications and public information; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

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

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- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a “State of Emergency.”
- A Statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected jurisdiction fails to act.

### 1.5.3 Tribal Emergency Plans

#### 1.5.3.1 Hazard Mitigation Plan

The CTWS Hazard Mitigation Plan forms the foundation for the Confederated Tribes’ long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Consistent with the Disaster Mitigation Act of 2000, the plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and economic impact from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

The CTWS Hazard Mitigation Plan was last updated in 2006 and can be accessed through the Tribal Emergency Manager’s office.

*See Chapter 2 for a more detailed hazard analysis.*

#### 1.5.3.2 Tribal Health and Human Services Emergency Operations Plan

Tribal Health and Human Services is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident that impacts the Confederated Tribes.

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Tribal public health officials are charged with the strict and thorough enforcement of the public health laws. As part of their duties, they may enact protective public health measures on matters relating to the preservation of life and health of the people of the State. In addition to naturally occurring pandemics, a bioterrorism event may be the most challenging experience the public health arena will ever face. The control of such an epidemic requires a coordinated effort of public health services, public safety agencies, and emergency management organizations traditionally lacking in integrated operations.

### 1.5.3.3 Continuity of Operations and Continuity of Government Plans

CTWS has not formalized a Continuity of Operations (COOP) or a Continuity of Government (COG) plan to date. However, should the CTWS develop or implement these plans in the future, they may be used in conjunction with the EOP during various emergency situations. COOP/COG plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. These plans identify essential functions of local government, private-sector businesses, and community services and delineate procedures developed to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Ensuring the CTWS's continuous functions and operations during an emergency.
- Maintaining clear lines of authority and, when necessary, implementing the approved line of succession and proper delegation of authority.
- Protecting critical facilities, equipment, vital records, and other assets.
- Reducing or mitigating disruptions to operations and essential community services.
- Reducing loss of life, minimizing property damage, and protecting the local economy from significant impacts.
- Achieving a timely and orderly recovery from emergencies and resumption of full services to the public.

### 1.5.4 Support Agency Plans

The CTWS EMO is supported by a number of partner agencies. To the greatest extent possible, the Confederated Tribes encourage support agencies to design their plans to complement the CTWS EOP and will seek to engage support agencies in the EOP update process to ensure appropriate linkages. The following plans are maintained by Tribal enterprises that may be called upon to support CTWS emergency operations:

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- Kah-Nee-Ta Resort emergency plans and procedures.
- Indian Head Casino emergency plans and procedures.
- Warm Springs Forest Products Industries emergency plans and procedures.

### 1.5.5 Other Local Plans

CTWS may partner with other local jurisdictions in coordinating and conducting emergency operations. Local counties, including Jefferson and Wasco Counties, maintain all hazard EOPs and supporting plans that describe how CTWS will organize and respond to events that occur within the Reservation and in the surrounding region. The plans describe how various agencies and organizations in the CTWS will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall CTWS response structure and operations.

To the extent practicable, CTWS will coordinate with local jurisdictions to ensure a consistent approach to regional emergency planning.

### 1.5.6 Special District Emergency Plans

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

### 1.5.7 Regional Emergency Plans

CTWS is a partner in a number of regional planning efforts, including:

- Mt. Hood National Forest Fire Management Plan
- Mt. Hood Coordination Plan (Volcano)

## 1.6 Authorities

### 1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. Similar to the process outlined in ORS chapter 401 for cities and counties, CTWS has established an EMO and appointed an Emergency Manager who will be responsible for the organization, administration, and operation of the EMO.

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The Tribal EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the CTWS EOP.
- Manage and maintain the CTWS EOC from which Tribal officials can coordinate emergency and disaster response activities.
- Establish an incident command structure for management of incidents by all local emergency service agencies.
- Coordinate with local, State, and federal agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

The Tribal Council Chair serves as the ultimate authority for the CTWS EMO and has designated the Public Safety Branch as the EMO’s lead agency. The Public Safety General Manager, given the collateral title of Tribal Emergency Manager, has authority and responsibility for the organization, administration, and operations of the EMO. The Tribal Emergency Manager may delegate responsibilities for emergency management program management and coordination to an Emergency Management Coordinator or may delegate any of these activities to other designees, as appropriate.

The Tribal EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for CTWS personnel will be developed and formalized by the Tribal Emergency Manager.

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

<b>Table 1-4 Legal Authorities</b>	
<b>Federal</b>	
–	<a href="#"><u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u></a>
–	<a href="#"><u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u></a>
–	<a href="#"><u>National Disaster Recovery Framework</u></a>
–	<a href="#"><u>National Incident Management System (NIMS)</u></a>
–	<a href="#"><u>National Preparedness Goal</u></a>
–	<a href="#"><u>National Response Framework (NRF)</u></a>
–	<a href="#"><u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u></a>
–	<a href="#"><u>Presidential Policy Directive 8: National Preparedness</u></a>
–	<a href="#"><u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u></a>
–	<a href="#"><u>Sandy Recovery Improvement Act of 2013</u></a>

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State of Oregon
<ul style="list-style-type: none"> <li>– <a href="#">Oregon Revised Statutes (ORS) 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency</a></li> <li>– <a href="#">ORS 279B.080 – Emergency Procurements</a></li> <li>– <a href="#">ORS 401. Emergency Management and Services</a></li> <li>– <a href="#">ORS 402. Emergency Mutual Assistance Agreements</a></li> <li>– <a href="#">ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System</a></li> <li>– <a href="#">ORS 404. Search and Rescue</a></li> <li>– <a href="#">ORS 431. State and Local Administration and Enforcement of Health Laws</a></li> <li>– <a href="#">ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air</a></li> <li>– <a href="#">ORS 476. State Fire Marshal; Protection From Fire Generally</a></li> <li>– <a href="#">ORS 477. Fire Protection of Forests and Vegetation</a></li> <li>– <a href="#">State of Oregon Emergency Operations Plan</a></li> </ul>
CTWS
<ul style="list-style-type: none"> <li>– Treaty of 1855</li> <li>– CTWS Tribal Constitution and By-Laws</li> </ul>

### 1.6.2 Mutual Aid and Intergovernmental Agreements

ORS 402 authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Although CTWS is not required to be in direct compliance with this State law (ORS 402), they follow these protocols for obtaining personnel, supplies, and services. These protocols indicate that resources may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

*See Appendix D for Existing Mutual Aid Agreements.*

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

## 1.7 Emergency Powers

### 1.7.1 General

CTWS is responsible for protecting its members from disasters and for helping them to recover when a disaster strikes. In some cases, a disaster is beyond the capabilities of CTWS to respond. Based on Tribal authority and State and federal law, a Tribal declaration of emergency by the Tribal Council Chair allows for flexibility in managing resources under emergency conditions, such as:

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

Tribal Legal Services should review and advise CTWS officials regarding possible liabilities arising from disaster operations, including exercising any or all of the above powers.

### 1.7.2 Tribal Disaster Declaration Process

#### 1.7.2.1 Authority

Under their sovereign status, CTWS may declare a local state of emergency independent of actions taken by surrounding counties and may request direct federal assistance. Under those circumstances, the emergency declaration may be submitted directly to the President, requesting a Presidential Declaration of Emergency on behalf of the Confederated Tribes via the Federal Emergency Management Agency (FEMA). The Bureau of Indian Affairs or the FEMA Tribal Liaison may be involved in the request or be available for consultation on the matter. However, federal departments and agencies can also work directly with tribes within existing agency authorities and resources in the absence of a Presidential Declaration of a State of Emergency.

#### 1.7.2.2 Process

The Tribal Emergency Manager will advise the Tribal Council Chair when a local state of emergency should be declared. The Tribal Council Chair may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State, or federal disaster assistance. To declare a state of emergency, the Tribal Council Chair will either call a regular or special meeting of the Tribal Council to request a declaration of emergency or immediately declare an emergency in writing.

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A declaration by the Tribal Council Chair will be effective for seven days, at which time the Tribal Council can extend the time period should an emergency continue to exist.

### 1.7.2.3 Content

A Tribal declaration of emergency shall:

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

The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. Tribal Legal Services may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If State or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required.

### 1.7.2.4 Emergency Operations Center Support

EOC Command and General Staff have the following responsibilities in the declaration process:

- **EOC Controller/Tribal Emergency Manager:** Present the declaration materials to Tribal Council Chair.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- **Planning:** Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).

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- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

*See Appendix B for sample Declaration of Emergency forms.*

### 1.7.3 State Assistance

While CTGR has the ability to request support directly from the federal government, they may choose to request assistance from the State through OEM. State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and MAAs have been initiated. However, State departments and agencies can also work directly with tribes within existing agency authorities and resources in the absence of a Presidential Declaration of a State of Emergency.

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

State resources are provided to the Tribal EMO or to the local Incident Commander, as agreed upon by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

### 1.7.4 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support tribes when requested.

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

The Sandy Recovery Improvement Act of 2013 affirms the right of federally recognized Indian tribal governments to request a Presidential emergency or major disaster declaration and receive federal emergency assistance under the Stafford Act independent of a state request. CTWS may therefore make an independent request for federal emergency assistance, or elect to be considered as part of a State request.

Tribal requests for federal emergency assistance must come from the CTWS Tribal Council Chair. Under draft guidance released in April 2013, the following steps should be accomplished prior to requesting such a declaration:

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1. The CTWS implements its EOP and dedicates resources to response activities.
2. The CTWS collects initial damage estimates to identify needs and seeks resources for unmet needs from mutual aid, NGOs, state and local governments, and federal agencies for non-Stafford Act assistance.
3. The CTWS determines that unmet needs remain after all other resources are exhausted. The Tribal Council Chair requests a Joint Preliminary Damage Assessment (JPDA) from the FEMA Regional Office.
4. JPDA teams are assembled and damage assessments are conducted.
5. The CTWS reviews JPDA results and determines need for Stafford Act assistance and decides whether to submit an independent request or seek assistance as part of a state request.
6. Within 30 days of the incident, the Tribal Council Chair submits a declaration request to the President through FEMA's Region 10 Administrator. The request is based on damage assessment findings, describes the impacts of the disaster, and specifies requested programs.

In making the decision to directly request federal emergency assistance under the Stafford Act, the CTWS should consider:

- Requirements of administering disaster assistance should the President declare an emergency or major disaster
- Need for Hazard Mitigation and other administrative plans
- Ability to receive, distribute, and supervise the use of funding
- Compliance with records management and auditing requirements

## 1.8 Continuity of Government

### 1.8.1 Lines of Succession

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

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Emergency Coordination	Emergency Policy and Governance
<ol style="list-style-type: none"> <li>1. Chief Operations Officer</li> <li>2. Public Safety General Manager</li> <li>3. Fire &amp; Safety Chief</li> </ol>	<ol style="list-style-type: none"> <li>1. Tribal Council Chair</li> <li>2. Tribal Council Members</li> <li>3. Secretary-Treasurer</li> </ol>

Each Tribal department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in the Chief Operations Officer's office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Tribal Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within CTWS are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

### **1.8.2 Preservation of Vital Records**

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

## **1.9 Administration and Logistics**

### **1.9.1 Request, Allocation, and Distribution of Resources**

As noted above, an emergency declaration and request for assistance may be submitted directly to FEMA. CTWS may also submit resource requests and emergency/disaster declarations, through the Tribal Emergency Manager, to the Director of OEM according to provisions outlined under ORS Chapter 401. Refer to ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the Confederated Tribes.

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

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize

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and fund fire resources throughout the State during emergency situations. The local Fire Chiefs and the local Fire Defense Board Chief assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

In addition, CTWS may receive assistance under the FEMA Fire Management Assistance Grant Program (FMAGP) for wildland fires that threaten the built environment, where existing State and local resources are insufficient to stop the spread of the fire and mitigate risk to the built environment. However, under current federal rules (44 CFR 204.22), the application for assistance must come from the State Governor or Governor's Authorized Representative to the FEMA Regional Administrator. FMAGP assistance is typically administered through the Oregon Department of Forestry.

### 1.9.2 Financial Management

During an emergency, CTWS is likely to find it necessary to redirect Tribal funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Secretary-Treasurer. If an incident requires major redirection of Tribal fiscal resources, the Tribal Council will meet in emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency, and request assistance through the State as necessary. The following general procedures will be carried out:

- The Tribal Council will meet in emergency session to decide how to respond to the emergency funding needs.
- The Tribal Council Chair will declare a State of Emergency and request assistance through the federal government or State.
- If a quorum of Tribal Council members cannot be reached, and if a prompt decision will protect lives, Tribal resources and facilities, or private property, the Tribal Council Chair (or designee) may act on emergency funding requests. The Tribal Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Purchasing and Contracts Departments will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance

## 1. Introduction

reimbursement requests by the Finance Department. During activation of the CTWS EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

### 1.9.3 Legal Support and Liability Issues

Legal support for the Confederated Tribes during an emergency is provided by Tribal Legal Services.

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

### 1.9.4 Reporting and Documentation

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

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

All documentation related to the CTWS emergency management program will be maintained, as applicable, in accordance with Tribal public records and meetings laws as appropriate.

## 1.10 Safety of Employees and Family

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

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the response activities required to protect CTWS and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide

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health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

While all CTWS agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is encouraged to develop family emergency plans to facilitate family safety and self-sufficiency, which, in turn, will enable employees to assume their responsibilities to CTWS and its members as rapidly as possible in the event of an emergency.

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

# 2

## Situation and Planning Assumptions

### 2.1 Situation

The CTWS Reservation is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the Reservation may be subject include droughts, floods, wildfires, and winter storms. The threat of a chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagration, major transportation accidents, or acts of terrorism.

#### 2.1.1 Community Profile

The following community profile has been adapted from the CTWS Hazard Mitigation Plan (URS 2006).

##### 2.1.1.1 History

Long before Europeans came to the Americas, the Wasco and the Walla Walla (later called the Warm Springs) Tribes lived beside the Columbia River and Cascade Mountains. The Paiute Tribe lived throughout the vast plateaus to the southeast of Oregon's political border. These three tribes constitute the modern federation called the Confederated Tribes of Warm Springs and own and occupy the Reservation that was created by the Treaty of 1855.

Warm Springs became the political and economic center of the 600,000-acre Reservation that comprises much of the northern part of Central Oregon. In 1937, the three tribes adopted a Constitution, Bill of Rights, and By-Laws for the Tribal government and in 1938, formally accepted a corporate charter from the United States for business endeavors. During the period between 1940 and 1970, CTWS came to be known as leaders among Native Americans in self-preservation, self-determination, and innovation for economic development efforts.

##### 2.1.1.2 Geography

The CTWS Reservation includes alpine lakes, pristine rivers, deep canyons, and vistas of high desert and volcanic peaks. Over half the Reservation is forested, with the remainder primarily range land. Reservation lands extend from the summit of Oregon's Cascade Mountains and snowcapped Mt. Jefferson at 10,497 feet, east to the Deschutes River's elevation at 1,000 feet, with the Metolius River and Lake Billy Chinook forming the southern boundary.

## 2. Situation and Assumptions

The town of Warm Springs is a Census Designated Place where half the population of the Reservation resides. It has a total area of 43 square miles and over 600 housing units. Other communities on the CTWS Reservation include:

- Bear Springs
- Kah-Nee-Ta
- Seekseequa
- Sidwalter
- Simnasho

### 2.1.1.3 Government

Pursuant to the provisions of the Indian Reorganization Act, CTWS has adopted a Constitution, By-Laws, and Corporate Charter. These documents set out the Tribal membership, objectives, powers, and authority and make provisions for a Tribal Council to act on behalf of the membership to carry out Tribal goals. They represent policies of the membership and provide specific delegation of governmental powers from the general membership to the Tribal Council.

The Tribal Council's primary responsibility is to carry out the objectives of the Constitution and By-Laws, which includes promotion of Tribal advancement and protection of Tribal treaty rights, resources, and sovereignty.

### 2.1.1.4 Demographics

Nearly 4,000 Tribal members inhabit the Reservation. The population has doubled since 1975. Since the 1960s Tribal enrollment, the Reservation has grown at an annual population growth rate of 2.75 percent. This growth rate is expected to continue, resulting in a total enrollment of 6,585 members by the year 2020. If non-Indian residents, those married into the Tribe or other Indians, and members that do not live on the Reservation are included, the total expected population for Warm Springs in 2020, as forecasted by Economic Development for Central Oregon, is approximately 8,692 residents.

### 2.1.1.5 Economy

The Tribal economy is based primarily on natural resources, including hydropower, forest products, and ranching. Tourism and recreation also make important contributions. CTWS has approximately 604 employees. The Tribal enterprises of Kah-Nee-Ta Resort and Warm Springs Forest Products Industries are the next two largest employers.

### 2.1.1.6 Transportation

Key transportation routes on the CTWS Reservation include:



2. Situation and Assumptions

2.1.2 Hazards and Threats

The CTWS may be subject to a variety of natural, technological, and human-caused hazards and threats, defined as follows:

- **Natural Hazards.** Result from acts of nature.
- **Technological Hazards.** Result from accidents or the failures of systems and structures.
- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.

Table 2-1 identifies the hazards/threats identified in the CTWS Hazard Mitigation Plan as most likely to impact the Confederated Tribes based on the community’s vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-1 CTWS Identified Threats/Hazards		
Natural	Technological	Human-Caused
<ul style="list-style-type: none"> <li>• Avalanche</li> <li>• Earthquake</li> <li>• Epidemic</li> <li>• Flood</li> <li>• Landslide</li> <li>• Wildland Fires</li> <li>• Winter Storm</li> </ul>	<ul style="list-style-type: none"> <li>• Dam Failure</li> <li>• Hazardous Materials Incident</li> <li>• Transportation Accident</li> <li>• Utility Failure</li> </ul>	<ul style="list-style-type: none"> <li>• Civil Unrest</li> <li>• Terrorism</li> </ul>

*See the CTWS Hazard Mitigation Plan for more information regarding natural hazards for the area*

2.1.3 Hazard Analysis

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

Additional information on hazards that may impact CTWS will be discussed in the Tribe’s Threat and Hazard Identification and Risk Assessment (THIRA).

2. Situation and Assumptions

2.1.4 Capability Assessment

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

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

Additional information CTWS capabilities will be discussed in the Tribe’s Threat and Hazard Identification and Risk Assessment (THIRA).

Table 2-2 Core Capabilities by Mission Area				
Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
<ul style="list-style-type: none"> <li>• Forensics and Attribution</li> <li>• Intelligence and Information Sharing</li> <li>• Interdiction and Disruption</li> <li>• Screening, Search, and Detection</li> </ul>	<ul style="list-style-type: none"> <li>• Access Control and Identify Verification</li> <li>• Cybersecurity</li> <li>• Intelligence and Information Sharing</li> <li>• Interdiction and Disruption</li> <li>• Physical Protective Measures</li> <li>• Risk Management for Protection Programs and Activities</li> <li>• Screening, Search, and Detection</li> <li>• Supply Chain Integrity and</li> </ul>	<ul style="list-style-type: none"> <li>• Community Resilience</li> <li>• Long-Term Vulnerability Reduction</li> <li>• Risk and Disaster Resilience Assessment</li> <li>• Threats and Hazard Identification</li> </ul>	<ul style="list-style-type: none"> <li>• Critical Transportation</li> <li>• Environmental Response/ Health and Safety</li> <li>• Fatality Management Services</li> <li>• Infrastructure Systems</li> <li>• Mass Care Services</li> <li>• Mass Search and Rescue Operations</li> <li>• On-Scene Security and Protection</li> <li>• Operational Communications</li> <li>• Public and Private</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Recovery</li> <li>• Health and Social Services</li> <li>• Housing</li> <li>• Infrastructure Systems</li> <li>• Natural and Cultural Resources</li> </ul>

2. Situation and Assumptions

Prevention	Protection	Mitigation	Response	Recovery
	Security		Services and Resources • Public Health and Medical Services • Situational Assessment	

**2.1.5 Protection of Critical Infrastructure and Key Resources**

Critical Infrastructure and Key Resources (CIKR) are owned and operated by the CTWS or local partners and support the delivery of critical and essential services. These resources are necessary to ensure the CTWS’s security, public health and safety, and economic vitality. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation. Emergencies, natural hazards, and terrorist attacks on CIKR could significantly disrupt those activities, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

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

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events

Table 2-4 identifies key critical infrastructure that should be considered by CTWS in its emergency plans.

## 2. Situation and Assumptions

<b>Table 2-3 CTWS Critical Infrastructure</b>	
<b>Category</b>	<b>Facilities</b>
<b>Tribal Offices and Facilities</b>	<ul style="list-style-type: none"> <li>▪ Administration Building</li> <li>▪ Senior Services Department</li> <li>▪ Indian Health Services</li> <li>▪ Family Resource Center</li> <li>▪ High Lookee Lodge</li> <li>▪ Forestry and Natural Resources</li> <li>▪ Ranger Station</li> </ul>
<b>Tribal Enterprises</b>	<ul style="list-style-type: none"> <li>▪ Pelton/Round Butte Hydroelectric Project</li> <li>▪ Warm Springs National Fish Hatchery</li> <li>▪ The Museum at Warm Springs</li> <li>▪ Warm Springs Forest Products Industries</li> <li>▪ Warm Springs Ventures/The Plaza at Warm Springs</li> <li>▪ Warm Springs Composite Products</li> <li>▪ Warm Springs Construction</li> </ul>
<b>Educational Facilities</b>	<ul style="list-style-type: none"> <li>▪ Early Childhood Education</li> <li>▪ Warm Springs Elementary</li> <li>▪ Higher Education Building</li> </ul>
<b>Gathering Places</b>	<ul style="list-style-type: none"> <li>▪ Agency Longhouse</li> <li>▪ Simnasho Longhouse</li> <li>▪ Hehe Longhouse</li> <li>▪ Community Center</li> </ul>
<b>Police and Fire Stations</b>	<ul style="list-style-type: none"> <li>▪ Police Station – Warm Springs</li> <li>▪ Police Substation – Simnasho</li> <li>▪ Fire &amp; Safety Department Building</li> <li>▪ Fire Management Complex</li> <li>▪ Seekseequa Fire Station</li> <li>▪ Sidwalter Fire Station</li> <li>▪ Simnasho Fire Station</li> <li>▪ Kah-Nee-Ta Fire Substation</li> </ul>
<b>Potable Water and Wastewater Facilities</b>	<ul style="list-style-type: none"> <li>▪ Potable Water Facility - Simnasho</li> <li>▪ Potable Water Facility – Shitike Creek</li> <li>▪ Potable Water Facility – Sidwalter</li> <li>▪ Potable Water Facility – Seekseequa</li> <li>▪ Wastewater Facility – Warm Springs</li> <li>▪ Wastewater Facility – Sunnyside</li> <li>▪ Wastewater Facility – Kah-Nee-Ta</li> </ul>
<b>Communication Facilities</b>	<ul style="list-style-type: none"> <li>▪ Qwest Facility – Warm Springs</li> <li>▪ Radio Station – Eagle Butte</li> <li>▪ Radio/Cell Tower – Eagle Butte</li> </ul>

2. Situation and Assumptions

Table 2-3 CTWS Critical Infrastructure	
Category	Facilities
Roads	<ul style="list-style-type: none"> <li>■ BIA Road 9026 (US 26)</li> <li>■ BIA 216 (OR 216)</li> </ul>
Casinos & Resorts	<ul style="list-style-type: none"> <li>■ Kah-Nee-Ta Village</li> <li>■ Kah-Nee-Ta Lodge</li> <li>■ Indian Head Casino</li> </ul>

## 2.2 Assumptions

This EOP is predicated on the following assumptions:

- Essential CTWS services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by CTWS emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding CTWS agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Federal and State support of CTWS emergency operations will be based on the principle of self-help. CTWS will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the federal government and/or the State.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the Reservation may be affected by environmental and technological emergencies.

## 2. Situation and Assumptions

- A terrorist-related incident or attack may occur without warning. If such an attack occurs, CTWS could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect CTWS. Although this plan defines procedures for coordinating such assistance, it is essential for CTWS to be prepared to carry out disaster response and short-term actions on an independent basis.
- CTWS communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, CTWS can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
  - Familiar with established policies and procedures.
  - Assigned pre-designated tasks.
  - Provided with assembly instructions.
  - Formally trained in their duties, roles, and responsibilities required during emergency operations.

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2. Situation and Assumptions

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# 3

## Roles and Responsibilities

### 3.1 General

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

CTWS conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts into all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies.

Most Tribal departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

### 3.2 Emergency Management Organization

For the purposes of this plan, the CTWS emergency management structure will be referred to generally as the CTWS EMO. Under this structure, the Public Safety General Manager is considered the Tribal Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the CTWS EMO.

The Tribal Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other Tribal staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the CTWS EMO can vary depending upon the location, size, and impact of the incident. The CTWS EMO is divided into two general groups, organized by function—the Policy Group and Emergency Response Agencies.

### 3. Roles and Responsibilities

#### 3.2.1 Policy Group

The Policy Group is formed of Tribal officials and emergency management staff responsible for guiding policy and decision-making for the CTWS EMO. The Policy Group may also include representation from Tribal departments during an event, as necessitated by the type of emergency. The Policy Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for Policy Group members include:

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

##### 3.2.1.1 Tribal Council Chair

The ultimate responsibility for policy, budget, and political direction for the Confederated Tribes is borne by the Tribal Council Chair. During emergencies, this responsibility includes encouraging positive support with citizen involvement and citizen assistance, issuing policy statements as needed to support the actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the Tribal Council Chair will provide elected liaison with the community and other jurisdictions. In the event that declaration of emergency is needed, the Tribal Council Chair (or designee) will initiate and terminate the state of emergency through a declaration ratified by the Tribal Council.

### 3. Roles and Responsibilities

General responsibilities of the Tribal Council Chair include:

- Directing the overall preparedness program for CTWS.
- Establishing emergency management authority by Tribal ordinance.
- Appointing a Tribal Emergency Manager to oversee the CTWS EMO.
- Adopting the CTWS EOP and other emergency management–related resolutions.
- Making emergency policy decisions.
- Declaring a state of emergency, and providing support to the on-scene Incident Commander in requesting outside assistance when necessary (in accordance with existing agreements and/or through OEM).
- Acting as liaison to the community during activation of the EOC.
- Implementing emergency powers of local government.
- Attending Public Information Officer (PIO) briefings.
- Acting on emergency funding needs.

#### 3.2.1.2 Secretary-Treasurer

The CTWS Secretary-Treasurer is responsible for continuity of government, and coordinating administrative support for CTWS emergency operations.

The Secretary-Treasurer is responsible for:

- Ensuring that all Tribal departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring that plans are in place for the protection and preservation of Tribal records.

#### 3.2.1.3 Chief Operations Officer

The CTWS Chief Operations Officer is responsible for directing departmental operations in support of CTWS response to an emergency.

The Chief Operations Officer is responsible for:

- Supporting the CTWS EMO as described in this plan.

### 3. Roles and Responsibilities

- Serving as the CTWS EOC Controller unless this role has been otherwise designated.

#### 3.2.1.4 Tribal Emergency Manager

The Tribal Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Tribal Emergency Manager works with the Policy Group to ensure that there are unified objectives with regard to the Confederated Tribes' emergency plans and activities, including coordinating all aspects of the Tribes' capabilities. The Tribal Emergency Manager coordinates all components of the local emergency management program, including assessment of the availability and readiness of the local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Tribal Emergency Manager is responsible for:

- Serving as staff advisor to the Tribal Council, Chief Operations Officer, and Secretary-Treasurer on emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this EOP.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the CTWS EOC.
- Activating the CTWS EOC in coordination with the Chief Operations Officer.
- Keeping the governing body apprised of the Confederated Tribes' preparedness status and anticipated needs.
- Serving as day-to-day liaison between CTWS and OEM.
- Maintaining liaison with organized emergency volunteer groups and private-sector partners.

The Tribal Emergency Manager may designate these responsibilities to a Tribal Emergency Management Coordinator as needed.

#### 3.2.1.5 Tribal Branch/Department Heads

Department and agency heads collaborate with the Policy Group during development of local emergency plans and provide key response resources. CTWS branch general managers, department directors, and agency heads and their staffs develop, plan, and train to internal policies and procedures to meet response and recovery needs safely. They should also participate in interagency

### 3. Roles and Responsibilities

training and exercise to develop and maintain the necessary capabilities. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the EOC Controller.

#### 3.2.2 Responsibilities of All Departments

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

All CTWS departments have the following common responsibilities:

- Supporting EOC operations to ensure that CTWS is providing for the public safety and protection of the citizens it serves.
- Establishing in writing an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the Secretary-Treasurer and Tribal Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs, in coordination with the EOC Finance Section if activated, incurred by the department and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with existing plans and procedures.
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other Tribal departments.
- Developing and maintaining departmental Continuity of Operations Plans.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implement procedures for protecting vital records, materials, and facilities.

### 3. Roles and Responsibilities

- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.
- Ensuring that department plans and procedures incorporate NIMS components, principles, and policies.
- Dedicate staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting plans, procedures, and annexes.

#### 3.2.3 Responsibilities by Function

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

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

- **Primary Agency(s)**
  - Identifies lead agencies for emergency functions, based on the agency's coordinating responsibilities, authority, functional expertise, resources and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting Agency(s)**
  - Identifies agencies with substantial support roles during major incidents.

##### 3.2.3.1 Transportation (ESF 1)

*Primary Agency: Public Utilities Branch*

*Supporting Agencies: Health & Human Services Branch, Natural Resources Branch, Police Department, County Public Works Departments, Oregon Department of Transportation*

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas, numbers of potential evacuees, and number of people requiring transportation to reception areas (including access and functional needs populations).
- Coordinating transportation needs for access and functional needs populations.

### 3. Roles and Responsibilities

- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.
- Supporting the preparation and maintenance of ESF 1 – Transportation, as well as supporting plans, procedures, and annexes.

*See ESF 1 – Transportation for more details.*

#### 3.2.3.2 Communications (ESF 2)

##### Alert and Warning

*Primary Agency: Public Safety Branch, Emergency Communications Center*

*Supporting Agencies: Tribal Emergency Manager, Fire & Safety Department, Police Department, Public Utilities Branch*

Responsibilities related to alert and warning include:

- Disseminating emergency public information as requested.
- Receiving and disseminating warning information to the public and key CTWS officials.
- Supporting the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

##### Communication Systems

*Primary Agency: Secretary-Treasurer*

*Supporting Agencies: Tribal Emergency Manager, Eagle-Tech Systems*

### 3. Roles and Responsibilities

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication operated within the EOC, once activated.
- Supporting the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

*See ESF 2 – Communications for more details.*

#### 3.2.3.3 Public Works and Engineering (ESF 3)

*Primary Agency: Public Utilities Branch*

*Supporting Agencies: Chief Operations Officer, Natural Resources Branch, Health and Human Services (Clinic Helipad), Oregon Department of Transportation*

Responsibilities related to public works and engineering include:

- Barricading hazardous areas.
- Prioritizing restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste water treatment systems, and other public works facilities.
- Removing debris.
- Assessing damage to CTWS-owned facilities.
- Condemning of unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, as well as supporting plans, procedures, and annexes.

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

### 3. Roles and Responsibilities

#### 3.2.3.4 Firefighting (ESF 4)

*Primary Agency: Fire & Safety Department*

*Supporting Agencies: Natural Resources Branch, Public Safety Branch, Mutual Aid Partners, Oregon Department of Forestry, Office of the State Fire Marshal*

Fire service–related responsibilities include:

- Providing fire prevention, fire suppression, and emergency medical aid during a fire event to prevent loss of life, loss of property, and damage to the environment.
- Providing hazardous materials spills emergency response planning and coordination.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Performing life-safety inspections and recommendations for activated emergency shelters.
- Supporting the preparation and maintenance of ESF 4 – Firefighting, as well as supporting plans, procedures, and annexes.

*See ESF 4 – Firefighting for more details.*

#### 3.2.3.5 Emergency Management (ESF 5)

*Primary Agency: Tribal Emergency Manager, Public Safety Branch*

*Supporting Agencies: Tribal Council, Chief Operations Officer, Secretary-Treasurer, Fire & Safety Department, Health & Human Services Branch, Natural Resources Branch, Police Department, Public Utilities Branch, Social Services Department*

#### Emergency Operations Center

The Tribal Emergency Manager is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. CTWS departments will be requested to designate personnel who can be made available to be trained to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for CTWS to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions and the CTWS EOC.

### 3. Roles and Responsibilities

- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.
- Developing situation reports capturing EOC observations and actions.
- Compiling records for incidents to support a declaration request, preliminary damage assessments, and reimbursement requests.
- Supporting the preparation and maintenance of ESF 5 – Emergency Management, as well as supporting plans, procedures, and annexes.

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

#### 3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services (ESF 6)

*Primary Agency: Tribal Emergency Manager*

*Supporting Agencies: Chief Operations Officer, Secretary-Treasurer, Education Branch, Family Services Department, Fire & Safety Department, Health & Human Services Branch, Housing Department, Police Department, Social Services Department, American Red Cross, Community- and Faith-Based Organizations*

The Tribal Emergency Manager, with support from CTWS departments and the American Red Cross (Red Cross), and other disaster relief organizations, is responsible for ensuring that the mass care needs of the affected population are met, such as shelter, food, first aid, and reuniting families. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources.

Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining the Tribal Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking and equipping, etc.) for natural disaster.
- Coordinating support with CTWS departments, relief agencies, and volunteer groups.

### 3. Roles and Responsibilities

- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites.
- Identifying sources of clothing for disaster victims.
- Securing source of emergency food supplies.
- Coordinating operations of shelter facilities operated by CTWS, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Supporting the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, as well as supporting plans, procedures, and annexes.

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

#### **3.2.3.7 Logistics Management and Resource Support (ESF 7)**

**Primary Agency:** *Secretary-Treasurer, Tribal Emergency Manager*

**Supporting Agencies:** *Chief Operations Officer, Fire & Safety Department, Legal Services Department, Natural Resources Branch, Public Safety Branch, Public Utilities Branch*

Responsibilities related to logistics management and resource support include:

- Ensuring that procedures are in place for tracking, prioritization, allocation, and demobilization of Tribal resources during an emergency.
- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with law enforcement, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to CTWS departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.

### 3. Roles and Responsibilities

- Maintaining records of emergency-related expenditures for purchases and personnel.
- Restocking emergency supplies and stockpiles post-event.
- Supporting the preparation and maintenance of ESF 7 – Logistics Management and Resource Support, as well as supporting plans, procedures, and annexes.

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

#### 3.2.3.8 Public Health and Emergency Medical Services (ESF 8)

##### Public Health Services

**Primary Agency:** *Fire & Safety Department, Health and Human Services Branch*

**Supporting Agencies:** *Chief Operations Officer, Social Services Department, Oregon Health Authority Public Health Preparedness, Indian Health Services, American Red Cross*

Tribal Health and Human Services is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. Relevant operations are detailed in the CTWS EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 8 – Public Health and Medical Services.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for access and functional needs populations.
- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.

### 3. Roles and Responsibilities

- Designating a coordinator/liaison to participate in all phases of the CTWS emergency management program, when necessary or as requested.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

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

#### **Emergency Medical Services**

**Primary Agency:** *Fire & Safety Department*

**Supporting Agencies:** *Chief Operations Officer, Area EMS Agencies, Area Medical Facilities, Medical Examiner*

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

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

#### **3.2.3.9 Search and Rescue (ESF 9)**

**Primary Agency:** *Public Safety Branch*

**Supporting Agencies:** *Tribal Emergency Manager, Police Department, Public Utilities Branch, Area Law Enforcement Agencies*

Search and rescue-related responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions on request and as resources allow.
- Establishing and monitor training standards for certification of Search and Rescue personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue, as well as supporting plans, procedures, and annexes.

*See ESF 9 – Search and Rescue for more details.*

### 3. Roles and Responsibilities

#### 3.2.3.10 Oil and Hazardous Materials Response (ESF 10)

##### Hazardous Materials Response

*Primary Agency: Fire & Safety*

*Supporting Agencies: Chief Operations Officer, Natural Resources Branch, Police Department, Public Utilities Branch, Office of the State Fire Marshal Regional HazMat Team*

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.
- Supporting the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as well as supporting plans, procedures, and annexes.

##### Radiological Protection

*Primary Agency: Fire & Safety Department*

*Supporting Agencies: Oregon Health Authority*

Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing Tribal officials and department heads with information on fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.

### 3. Roles and Responsibilities

In the event of a hazardous substance release that impacts tribal lands or resources or an oil spill that impacts navigable water, responsibility for the clean-up and disposal of the substance lies with the owner, generator, and/or transporter of the material. Clean-up and disposal measures must be coordinated between the responsible party and state and federal regulatory agencies. For releases to land and inland waterways, the United State Environmental Protection Agency shares oversight of emergency response and cleanup activities with the tribe and state regulatory agency.

*See ESF 10 – Oil and Hazardous Materials for more details.*

#### 3.2.3.11 Agriculture and Natural Resources (ESF 11)

*Primary Agency: Natural Resources Branch*

*Supporting Agencies: Tribal Emergency Manager, Health & Human Services Branch, Oregon Department of Forestry*

Responsibilities related to agriculture and natural resources include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Coordinating with pet-owners in protecting the safety and well-being of household pets.
- Supporting the preparation and maintenance of ESF 11 – Agriculture and Natural Resources, as well as supporting plans, procedures, and annexes.

*See ESF 11 – Agriculture and Natural Resources for more details.*

#### 3.2.3.12 Energy and Utilities (ESF 12)

*Primary Agency: Public Utilities Branch*

*Supporting Agencies: Chief Operations Officer, Area Utilities*

Responsibilities related to energy and utilities include:

- Working with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government

### 3. Roles and Responsibilities

offices/facilities, water/sewage systems, and other essential community services.

- Supporting the preparation and maintenance of ESF 12 – Energy and Utilities, as well as supporting plans, procedures, and annexes.

*See ESF 12 – Energy and Utilities for more details.*

#### 3.2.3.13 Public Safety and Security (ESF 13)

*Primary Agency: Public Safety Branch*

*Supporting Agencies: Chief Operations Officer, Fire & Safety, Natural Resources Branch, Police Department, Public Utilities Branch, Area Law Enforcement Agencies, Oregon State Police*

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.
- Evacuating disaster areas.
- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, as well as supporting plans, procedures, and annexes.

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

#### 3.2.3.14 Community Recovery (ESF 14)

*Primary Agency: Secretary-Treasurer, Tribal Emergency Manager*

*Supporting Agencies: Tribal Council, Chief Operations Officer, Business & Economic Development, Housing Department, Public Utilities Branch, Social Services Department*

Recovery-related responsibilities include:

- Coordinate with FEMA to request a Presidential disaster declaration.
- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with federal and State partners to conduct damage assessments. Identify and facilitate the availability and use of recovery funding.

### 3. Roles and Responsibilities

- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support, providing assistance as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident impacting the Confederated Tribes.
- Supporting the preparation and maintenance of ESF 14 – Community Recovery, as well as supporting plans, procedures, and annexes.

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

#### 3.2.3.15 External Affairs (ESF 15)

*Primary Agency: Secretary-Treasurer, Tribal Emergency Manager*

*Supporting Agencies: Tribal Council, Chief Operations Officer, Fire & Safety Department, Health & Human Services Branch, Public Safety Branch*

Responsibilities related to external affairs include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on CTWS status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Ensuring that populations with access and functional needs have access to critical emergency communications and public information.
- Supporting the preparation and maintenance of ESF 15 – External Affairs, as well as supporting plans, procedures, and annexes.

*See ESF 15 – External Affairs for more details.*

#### 3.2.3.16 Evacuation and Population Protection

*Primary Agency: Public Safety Branch*

### 3. Roles and Responsibilities

**Supporting Agencies:** Tribal Emergency Manager, Fire & Safety, Health & Human Services Branch, Natural Resources Branch, Police Department, Public Utilities Branch

Responsibilities related to evacuation and population protection include:

- Defining the responsibilities of Tribal departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control
  - Health and medical requirements
  - Transportation needs
  - Emergency Public Information materials
  - Shelter and reception location
- Developing procedures for sheltering in place.

*See ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.*

#### 3.2.3.17 Damage Assessment

**Primary Agency:** Natural Resources Branch

**Supporting Agencies:** Chief Operations Officer, Tribal Emergency Manager, Public Safety Branch, Public Utilities Branch

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among Tribal departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and private property.
- Assisting in determining the geographic extent of damaged areas.
- Evaluating the effect of damage on the Confederated Tribes' economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

### 3. Roles and Responsibilities

#### 3.2.3.18 Legal Services

*Primary Agency: Legal Services Department*

*Supporting Agencies: Tribal Council, Chief Operations Officer, Secretary-Treasurer*

Responsibilities related to legal services include:

- Advising Tribal officials on the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress
  - Limit or restrict use of water or other utilities
  - Remove debris from publicly or privately owned property.
- Reviewing and advising Tribal officials in determining how CTWS can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers required during an emergency.
- Advising Tribal officials and department heads on record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to Tribal government in disaster events.

#### 3.2.3.19 Volunteer and Donation Management

*Primary Agency: Social Services Department*

*Supporting Agencies: Chief Operations Officer, Secretary-Treasurer, Tribal Emergency Manager, Legal Services Department*

##### Government-Sponsored Volunteers

Responding to incidents frequently exceeds CTWS resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERTs), Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks.

### 3. Roles and Responsibilities

#### Non-Profit Affiliated Volunteers

Volunteers affiliated with existing non-profit groups such as the Red Cross can support response efforts and may provide vital support to emergency response agencies in completing their assigned tasks.

#### Unaffiliated Volunteers and Donations

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that CTWS plan ahead to effectively incorporate volunteers and donated goods into its response activities.

#### 3.2.3.20 Coordination with Special Facilities

*Primary Agency: Tribal Emergency Manager*

*Supporting Agencies: Chief Operations Officer, Health & Human Services Branch, Public Utilities Branch, Social Services Department*

Responsibilities related to coordinating with special facilities (e.g., schools, care facilities, and correctional institutions) include:

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

#### 3.2.3.21 Other Agency Responsibilities

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

### 3.3 Local and Regional Response Partners

The CTWS EMO is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector.

#### 3.3.1 Private Sector and Tribal Enterprises

Private-sector and Tribal enterprise organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the CTWS EMO must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which

### 3. Roles and Responsibilities

both response and recovery are particularly dependent. Essential private-sector and Tribal enterprise responsibilities include:

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

#### 3.3.2 Nongovernmental Organizations

Nongovernmental organizations play enormously important roles before, during, and after an incident. In coordination with the CTWS EMO, nongovernmental organizations such as the Red Cross may provide shelter, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental organizations collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental organizations in an emergency may include:

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

### 3. Roles and Responsibilities

#### 3.3.3 Individuals and Households

Although not formally a part of the CTWS EMO, individuals and households play an important role in the overall emergency management strategy. Tribal members can contribute by:

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

#### 3.4 State Response Partners

Under the provisions of ORS 401, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The administrator of OEM is delegated authority to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

*See the State of Oregon EOP for details on the State's emergency management organization and detailed roles and responsibilities for State departments.*

#### 3.5 Federal Response Partners

Support from federal response partners may be requested directly by the Tribes through FEMA Region X, or may be requested through OEM. In most instances, federal resources become available following a Presidential Declaration. Thus, procedures and policies for allocating and coordinating resources at the federal level follow NRF.

*See the NRF for details on the federal government's emergency management organization and detailed roles and responsibilities for federal departments.*

3. Roles and Responsibilities

Related Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	SA A				
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
<b>CTWS</b>																				
Tribal Council					S									S	S			S		
Chief Operations Officer			S		S	S	S	S		S		S	S	S	S		S	S	S	S
Secretary-Treasurer		P			S	S	P							P	P			S	S	
Tribal Emergency Manager		S			P	P	P		S		S			P	P	S	S		S	P
Business and Economic Development														S						
Eagle-Tech Systems		S																		
Education						S														
Family Services						S														
Fire & Safety		S		P	S	S	S	P		P			S		S	S				
Health & Human Services	S				S	S		P			S				S	S				S
Housing						S								S						
Legal Services							S											P	S	
Natural Resources	S		S	S	S		S			S	P		S			S	P			

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Related Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	SA A				
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Police	S	S			S	S			S	S			S			S				
Public Safety		P		S	P		S		P				P		S	P	S			
Public Utilities	P	S	P		S		S		S	S		P	S	S		S	S			S
Social Services					S	S		S						S					P	S
<b>Local Jurisdictions and Special Districts</b>																				
County Emergency Management Agencies					S		S				S						S		S	
County Public Works Departments	S		S									S								
County Sheriff's Offices									P				S			S				
<b>Private Sector and Community-Based Partners</b>																				
American Red Cross						S		S												
Area Utilities			S									S								

3. Roles and Responsibilities

Related Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	SA A				
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
<b>State of Oregon</b>																				
Department of Administrative Services							S						S							
Department of Justice													S							
Governor’s Office															S					
Governor’s Recovery Planning Cell (Governors Recovery Cabinet)														S						
Office of the State Fire Marshal				S					S	S										
Business Development Department														S						
Department of Agriculture											S									
Department of Energy												S								
Department of Environmental Quality										S										
Department of Forestry				S																

3. Roles and Responsibilities

Related Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	SA A				
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Department of Human Services						S		S												
Department of Transportation	S		S																	
Office of Emergency Management		S			S				S					S	S					
Oregon Health Authority						S														
Oregon Military Department							S													
Oregon State Police													S							
Public Utility Commission		S										S								
<b>Federal</b>																				
Department of Agriculture				S							S			S						
Department of Defense			S						S											
Department of Energy												S								
Department of Health and Human Services								S												

3. Roles and Responsibilities

Related Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	SA A				
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Department of Homeland Security (including FEMA)		S	S		S	S	S		S	S				S	S					
Department of Housing and Urban Development														S						
Department of Interior (including BIA)									S		S									
Department of Justice													S							
Department of the Interior																				
Department of Transportation	S																			
Environmental Protection Agency										S										
General Services Administration							S													
Small Business Administration														S						

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3. Roles and Responsibilities

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# 4

## Concept of Operations

### 4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire and safety, law enforcement, and public works departments; initial response also may include hospitals, local health departments, and fire and hazardous material teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. In all emergencies, saving and protecting human lives is the top priority.

The basic concept of emergency operations focuses on managing and using all available resources at the local level for effective response to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when CTWS or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency or for other non-routine incidents or pre-planned events.

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

### 4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan and, as such, its focus is response and short-term recovery actions. Nevertheless, this EOP impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist CTWS in:

- Preventing, avoiding, or stopping a threatened or actual act of terrorism.

## 4. Concept of Operations

- Protecting members, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the Confederated Tribes' interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of the community when affected by a disaster.

A brief description of these five mission areas, as identified in the National Preparedness Goal, is provided below.

### 4.2.1 Prevention

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

### 4.2.2 Protection

Protection-related actions reduce the vulnerability of CIKR. These efforts deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies.

Protection-related actions require coordination on the part of federal, State, and local governments; the private sector; and concerned citizens across the country. Protection includes continuity of government and operations planning; awareness elevation and understanding of threats and vulnerabilities to their critical facilities, systems, and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector, as well as between government and private entities.

DHS maintains robust infrastructure protection field operations through the Protective Security Advisor (PSA) program. PSAs are trained critical infrastructure protection and vulnerability mitigation subject matter experts. DHS Regional Directors are Supervisory PSAs, responsible for the activities of eight or

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more PSAs and geospatial analysts, who ensure all Office of Infrastructure Protection critical infrastructure protection programs and services are delivered to state, local, territorial, and tribal stakeholders and private sector owners and operators. Regional Directors and PSAs also conduct specialized site visits and provide information and guidance on critical infrastructure issues.

*For more information see <https://www.dhs.gov/protective-security-advisors>.*

### 4.2.3 Mitigation

Mitigation program goals and project efforts are intended to reduce risks and vulnerabilities.

Mitigation-related activities are the ongoing efforts to maximize safety and security from natural, technological, and human-induced hazards. The goal of mitigation efforts is to ensure the safety and security of CTWS's population, infrastructure protection, and economic stability.

The Confederated Tribes' mitigation efforts are aligned with federal program guidelines and include enhancing and maintaining a capacity to implement a comprehensive statewide hazard loss reduction strategy; supporting the development and enhancement of local capability to practice hazard mitigation; increasing public and private sectors' awareness and support of disaster loss education; reducing the CTWS's hazard vulnerability through the application of scientific research and development; and reducing the vulnerabilities of CTWS-owned facilities and infrastructure resulting from assessed hazards.

*See the CTWS Hazard Mitigation Plan for more information on Tribal mitigation efforts.*

Under a presidential major disaster declaration, a portion of estimated total federal assistance (up to 15 percent) is available from the Hazard Mitigation Grant Program (HMGP), contingent upon CTWS having a FEMA-approved Mitigation Plan in place. HMGP funds can be approved for a range of mitigation projects, including property acquisition, structure demolition, structure elevation, structure relocation, flood-proofing, structural retrofitting, infrastructure retrofitting, soil stabilization, wildfire mitigation, and backup generator purchase and installation.

*See the Hazard Mitigation Assistance information available from FEMA (<http://www.fema.gov/hazard-mitigation-assistance>) for more information on mitigation.*

### 4.2.4 Response

Response-related actions address the short-term and direct effects of an incident.

Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and mitigation activities designed to limit loss of life, personal injury, property damage, and other unfavorable outcomes.

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If required by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations.

### 4.2.5 Recovery

Recovery-related activities consist of short- and long-term efforts.

Short-term recovery operations restore vital services. Examples include electrical power, water, and waste systems; debris removal; and assistance to disaster victims. Disaster relief programs administered by governmental, nonprofit, and charitable organizations aid in restoring the personal, social, and economic wellbeing of private citizens.

Long-term recovery focuses on restoring communities to pre-event or updated conditions. This is accomplished by assisting property owners in repairing or rebuilding homes and businesses and assisting local governments, school districts, and other public nonprofit agencies in restoring or reconstructing damaged infrastructure. State, local, and nongovernmental organizations administer the provisions of federal and State disaster relief funds to provide for restoration and recovery of vital facilities. Post-disaster mitigation programs should be anticipated during the recovery period.

Long-term recovery activities are situation-dependent and may include a range of services. Examples include the development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

## 4.3 Incident Levels

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

### 4.3.1 Level 1

In a Level 1 incident, the normal organization and procedures of CTWS departments, including police, fire and safety, and public utilities, that do not require implementation of the CTWS EMO are maintained.

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**4.3.2 Level 2**

A Level 2 incident has special or unusual characteristics requiring response by more than one CTWS department, or is beyond the scope of available local resources, and may require partial implementation of the CTWS EMO.

**4.3.3 Level 3**

A Level 3 incident requires the coordinated response of local, regional, state, and federal resources to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the affected population. Under such conditions, the CTWS EMO shall be fully activated.

**4.3.4 NIMS Incident Levels**

While the Confederated Tribes use incident levels that are consistent with the State of Oregon EOP, incident types at the federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

<b>Table 4-1 NIMS Incident Levels</b>	
<b>Type 5</b>	<ul style="list-style-type: none"> <li>▪ The incident can be handled with one or two single resources with up to six personnel.</li> <li>▪ Command and General Staff positions (other than the EOC Controller) are not activated.</li> <li>▪ No written Incident Action Plan (IAP) is required.</li> <li>▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>▪ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>
<b>Type 4</b>	<ul style="list-style-type: none"> <li>▪ Command and General Staff functions are activated only if needed.</li> <li>▪ Several resources are required to mitigate the incident.</li> <li>▪ The incident is usually limited to one operational period in the control phase.</li> <li>▪ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>▪ No written IAP is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>▪ The role of the agency administrator includes operational plans that contain objectives and priorities.</li> </ul>

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<b>Table 4-1 NIMS Incident Levels</b>	
<b>Type 3</b>	<ul style="list-style-type: none"> <li>■ When capabilities exceed initial response, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended response incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.</li> <li>■ The incident may extend into multiple operational periods.</li> <li>■ A written IAP may be required for each operational period.</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>■ This type of incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li> <li>■ Most or all of the Command and General Staff positions are filled.</li> <li>■ A written IAP is required for each operational period.</li> <li>■ Many of the functional units are needed and staffed.</li> <li>■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</li> <li>■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.</li> </ul>
<b>Type 1</b>	<ul style="list-style-type: none"> <li>■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>■ All Command and General Staff positions are activated.</li> <li>■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000.</li> <li>■ Branches need to be established.</li> <li>■ The agency administrator will have briefings and will ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ Use of resource advisors at the incident base is recommended.</li> <li>■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>

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### 4.4 Response Priorities

#### 4.4.1 Response

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

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

#### 4.4.2 Recovery

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

1. **Damage Assessment:** Determine structure impacts to the Reservation.
2. **Debris Removal:** Coordination of debris collection and removal.
3. **Infrastructure Restoration:** Facilitate restoration of critical infrastructure.

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

See the NDRF (<http://www.fema.gov/pdf/recoveryframework/ndrf.pdf>) for more information.

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### 4.5 Incident Management

#### 4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of Tribal government are insufficient to effectively meet response requirements, the Tribal Emergency Manager, or designee, at the direction of the Tribal Council Chair, will implement all or part of this EOP. In addition, the Chief Operations Officer, or designee, may partially or fully activate and staff the CTWS EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required to implement the EOP or activate the EOC. The Tribal Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. Concurrently, all involved CTWS emergency response partners will implement their respective plans, procedures, and processes and will provide the Tribal Emergency Manager, or EOC Controller if activated, with the following information:

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

#### 4.5.2 Initial Actions

Upon implementation of all or part of this EOP, the on-scene Incident Commander (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See Annex ESF 2 – Communications and ESF 1 – Transportation for more details and specific procedures.*
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See Annex ESF 6 – Mass Care, Emergency Services, Housing, and Human Services for more details and specific procedures associated with sheltering, mass care, and related human services.*
- Instruct appropriate CTWS departments to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff

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and response agencies. *See Annex ESF 2 – Communications for more details and specific procedures.*

- When Tribal resources will not meet the needs of CTWS emergency operations, request the Tribal Council Chair to prepare and submit a formal declaration of emergency to OEM. The official declaration may be preceded by a verbal statement. *See Annex ESF 7 - Logistics Management and Resource Support for more details and specific procedures.*
- Prepare to staff the CTWS EOC as appropriate for the incident, with maximum 12-hour shifts.

### 4.5.3 Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the CTWS. In all cases, such information will be relayed to the Emergency Communications Center and the Tribal Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC will be made by the Tribal Emergency Manager in coordination with the Tribal Council Chair and Chief Operations Officer.

Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio will be used by CTWS response personnel throughout the duration of response activities. *See ESF 2 – Communications for more details.*

A public warning and broadcast system is established for the Confederated Tribes to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Tribal Emergency Manager will provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. ESF 2 provides detailed information on how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. External partners can be activated and coordinated through the CTWS EOC.

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

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### 4.5.3.1 Interoperability

To the greatest extent possible, CTWS will maintain the ability of emergency management/response personnel to communicate within and across agencies and jurisdictions via voice, data, or video in real time, when needed, and when authorized. It is essential that these communications systems be capable of interoperability, as successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies.

Interoperability planning requires accounting for emergency management and incident response contingencies and challenges. Interoperability plans should include considerations of governance, SOPs, technology, training and exercises, and usage within the context of the stress and chaos of a major response effort.

Coordinated decision making among agencies and jurisdictions is necessary to establish proper and coherent governance and is critical to achieving interoperability. Agreements and SOPs should clearly articulate the processes, procedures, and protocols necessary to achieve interoperability.

### 4.5.4 Situational Awareness and Intelligence Gathering

#### 4.5.4.1 Situational Awareness

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

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

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.

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- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.

### 4.5.4.2 Intelligence Gathering

While the Planning Section handles the operational and situational intelligence described above, the Intelligence/Investigations function gathers and reports information related to criminal and terrorist activities. Information handled under this function may lead to the detection, prevention, apprehension, and prosecution of those involved in criminal activities, including terrorist incidents. It may also help determine the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. Intelligence gathering may occur prior to, during and after an incident.

Gathering timely and accurate outside intelligence and establishing procedures for analyzing that data and distributing it to the right parties are both critical to responding to an incident effectively. CTWS may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff, or it may fall to the Planning Section Chief or designee.

### 4.5.4.3 Coordination with State Fusion Center

The State of Oregon maintains a fusion center to provide intelligence support related to terrorism and terrorist activity. The Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all hazard" information clearinghouse for federal, State, local, and tribal law enforcement agencies. The center's goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism for exchange of critical information among law enforcement agencies at all levels, State executive leadership, government agencies, and public- and private-sector partners. The OTFC supports these goals by:

- Providing pre- and post-terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintaining the State of Oregon Terrorism Suspicious Activity Report intake log.
- Provide real-time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.

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- Provide updated crime- and terrorism-related intelligence information to local, State, and federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through TITAN.
- Provide an OTFC staff member to be collocated within the State ECC in the event of an emergency.
- Provide terrorism-related alerts, bulletins, and assessments to public- and private-sector companies and organizations as requested or required.

Coordination with the OTFC will be the responsibility of the CTWS Police Department.

### 4.5.5 Resource Management

The Tribal Council Chair has overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Tribal Council Chair has the final allocation authority.

Upon activation of the CTWS EOC, the EOC Controller has the authority under emergency conditions to establish priorities for the assignment and use of all CTWS resources. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort. CTWS will commit all of its resources, if necessary, to protect life and property.

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

- Deploy resources according to the following priorities:
  1. Protection of life.
  2. Protection of responding resources.
  3. Protection of public facilities.
  4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide members with information about where to make these requests.

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- Escalate the activation of other available resources by activating MAAs with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the State for State and federal resources.
- Activation of State, and/or federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the federal government or the State.

*See ESF 7 – Logistics and Resource Management for more information.*

### 4.5.5.1 Volunteer and Donations Management

At this time, CTWS does not have a formal volunteer and donations management program in place. Should one be developed in the future, the program will work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

The Tribal Emergency Manager, in coordination with the Social Services Department, will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the CTWS EOC, with support from the Red Cross and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards. Elements of the CTWS volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the CTWS EMO to address volunteer and donations management, including coordination with neighboring jurisdictions and the State's donation management system.
- Implementation of a system for tracking and utilizing volunteers and donations (including cash contributions).
- Coordination with State and local volunteer agencies and Volunteer Organizations Active in Disaster groups.
- Establishment of facilities such as a warehouse and volunteer reception center.
- Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.

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- Communications support such as coordination of a call center and public information.
- Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for more information.*

### 4.5.5.2 Resource Typing

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

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

### 4.5.5.3 Credentialing of Personnel

CTWS should maintain a program for credentialing response personnel that documents personnel and authenticates and verifies their qualifications by ensuring that they possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The CTWS credentialing program may include the following elements:

- Enroll personnel in accordance with approved standards.
- Identify type and qualifications of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on the essential functions of a position, levels of training required, experience levels required, required licensure and certifications, and physical and medical fitness needed to qualify for the position.
- Certify personnel based on identity vetting and their qualifications for the positions to be filled.
- Card personnel after completing certification of identity, qualifications, and typing.

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- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

### 4.5.6 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community or travelers stranded in the area who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

The CTWS defines populations with functional needs as those who may have additional needs before, during, and after an incident in functional areas such as maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited or no English proficiency, or are transportation disadvantaged.

Program for populations with access and functional needs are maintained by the Health and Human Services Branch, in coordination with the Tribal Emergency Manager.

### 4.5.7 Children and Disasters

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

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

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### 4.5.8 Household Pets and Service Animals

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

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

### 4.5.9 Demobilization

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

The Tribal Council Chair, with advice from Tribal Emergency Manager, will determine when a state of emergency no longer exists and direct restoration of normal CTWS functions. Operations can then be terminated and emergency authorities rescinded.

### 4.5.10 Transition to Recovery

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

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Federal guidance for long-term recovery actions are outlined in the NDRF and should be implemented through a Tribal long-term recovery plan.

*See ESF 14 –Community Recovery for more details*

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## Command and Control

### 5.1 General

The ultimate responsibility for command and control of CTWS departments and resources lies with the Tribal Council Chair. At the direction of the Tribal Chair, the Tribal Emergency Manager will maintain direction and control of the CTWS (EMO, unless otherwise delegated. Tribal emergency operations, both on-scene and in the CTWS EOC, will be conducted in a manner that is consistent with NIMS, including use of ICS.

### 5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (e.g., Public Utilities Branch, Police Department, and/or Fire & Safety Department) who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the Tribal Emergency Manager and request activation of the CTWS EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure.

### 5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, CTWS may activate the EOC and assign an EOC Controller to support on-scene operations and coordinate CTWS resources. The request will be submitted to the Tribal Council Chair, who will determine whether to activate the CTWS EOC and will assume, or designate, the role of EOC Controller. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the CTWS EOC for resource coordination, communications and public information support. In a more complex incident, the Incident Commander may relocate to the CTWS EOC to serve as part of Unified Command, ensuring proper coordination of resources across agencies.

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Upon activation of the CTWS EOC, the EOC Controller, as delegated, is empowered to assume executive control over all departments, divisions, and offices of the Confederated Tribes during a state of emergency. If appropriate, the on-scene Incident Commander or EOC Controller may request that the Tribal Council Chair declare a state of emergency.

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

### 5.4 Emergency Operations Center

The CTWS EOC supports incident response activities. The EOC may be activated be upon notification of a possible or actual emergency. The EOC tracks, manages, and allocates appropriate resources and personnel. During large-scale emergencies, the EOC may become the seat of government for the duration of the crisis. The EOC will serve as a Multi-Agency Coordination Center, if needed.

*See ESF 5 – Emergency Management for more details.*

#### 5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the Chief Operations Officer, or designee, who may assume or designate the role of EOC Controller. While the on-scene Incident Commander retains tactical control of the incident, the EOC Controller assumes responsibility for coordinating and prioritizing CTWS resources in support of emergency operations.
- The EOC Controller will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by CTWS departments, augmented as required by trained reserves, volunteer groups, and forces supplied through MAAs. State and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.

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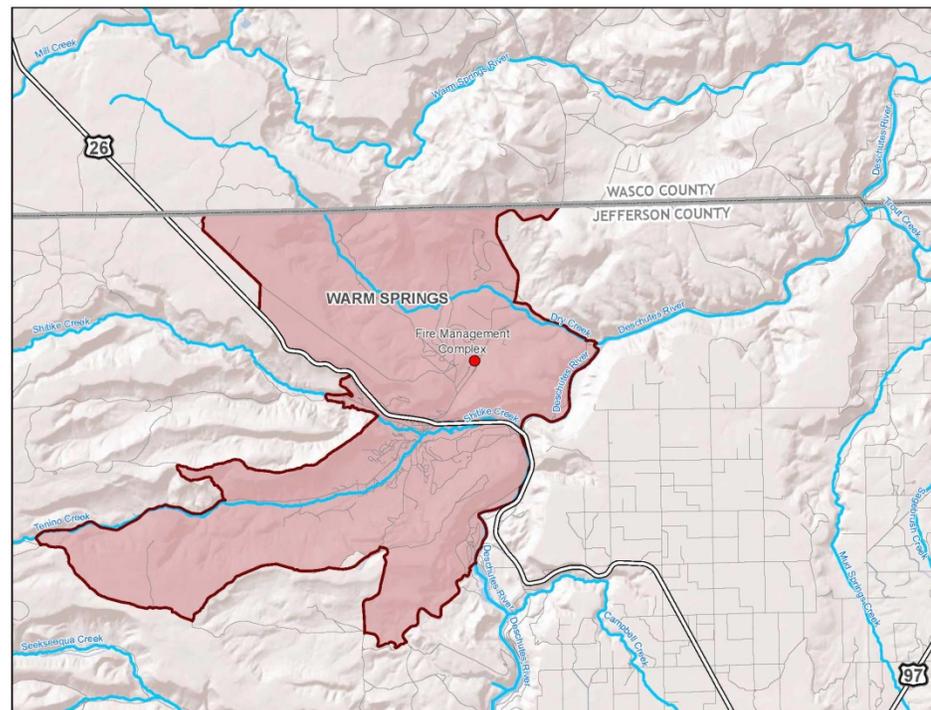
- Department heads and organization leaders are responsible for the emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC may, as appropriate, operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Tribal Emergency Manager will immediately notify OEM upon activation. Periodic updates will be issued as the situation requires.

### 5.4.2 Emergency Operations Center Location

The **primary location** for the CTWS EOC is:

Fire Management Complex  
4207 Holliday Lane, Warm Springs, OR 97761

**Figure 5-1 Primary EOC – Fire Management Complex**



CTWS has identified the following locations as potential alternate EOC facilities:

- Simnasho Fire Station
- Sidwalter Fire Station
- Seekseequa Fire Station
- Kah-Nee-Ta Fire Station

## 5. Command and Control

Activation of alternate EOC facilities will be incident specific. The Tribal Emergency Manager is responsible for ensuring that alternate EOC facilities are adequately equipped in the event the primary facility is unavailable.

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

### 5.4.3 Emergency Operations Center Staffing

Depending on the incident type, CTWS departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Controller may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain CTWS EOC operations, CTWS may request support from the State.

CTWS departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

Due to limited personnel and resources available to support emergency operations, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency and add depth to existing CTWS emergency management and response organizations.

### 5.4.4 Access and Security

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access will be limited to designated emergency operations personnel. Others may be allowed access as determined by the EOC Controller, or designee. Appropriate security measures will be in place to identify personnel who are authorized to be present.

### 5.4.5 Demobilization

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the Incident Commander and EOC Controller.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the CTWS EOC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the Chief Operations Officer and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

## 5. Command and Control

The Chief Operations Officer has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, this needs to be disseminated to the same agencies that were notified when it was activated.

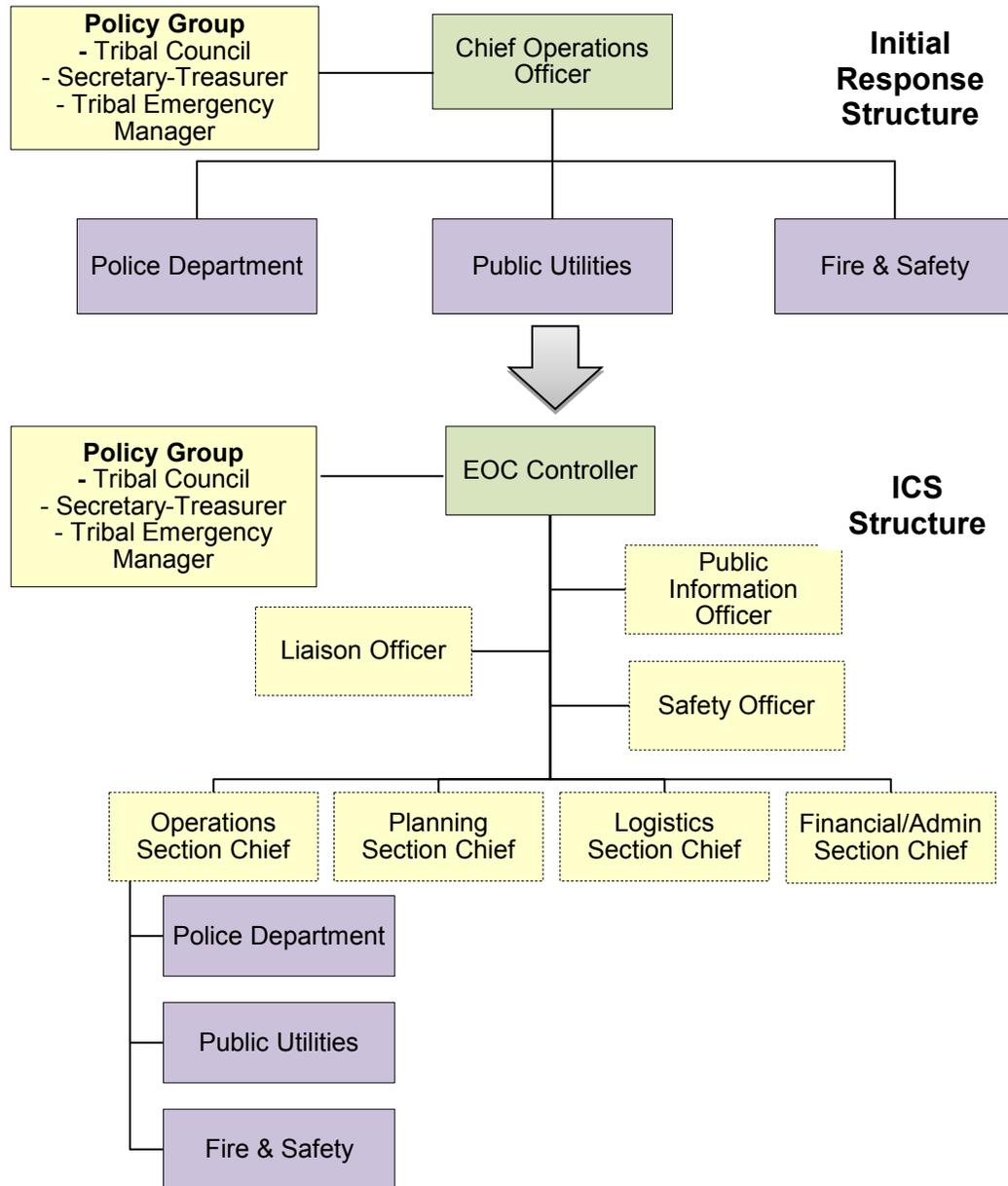
If necessary, the EOC may be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. Similar to initial activation, re-activation of the EOC would occur at the direction of the Chief Operations Officer, or designees.

### 5.5 Incident Command System

Use of NIMS and ICS is mandated by the federal government for jurisdictions who received federal funding. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. This system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. CTWS has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for CTWS is presented in Figure 5-2.

5. Command and Control

Figure 5-2 Example of a Scalable Command Structure for CTWS



See ESF 5 for more detailed information on the CTWS EMO command structure.

**5.5.1 Emergency Operations Controller**

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

- Approving and supporting implementation of an IAP.
- Coordinating activities supporting the incident or event.

## 5. Command and Control

- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer.
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the Incident Commander may change to meet the needs of the incident.

### 5.5.2 Emergency Operations Center Command Staff

#### 5.5.2.1 Safety Officer

The Safety Officer position generally applies to incident scenes and is responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site control measures.
- Monitoring and assessing the health and safety of response personnel and support staff (may be necessary in the EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the EOC Controller on safety issues or concerns as necessary (may be necessary in the EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary in the EOC as well).

#### 5.5.2.2 Public Information Officer

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

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC).

## 5. Command and Control

- Implementing information clearance processes with the EOC Controller.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

### 5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the CTWS EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the Red Cross. The liaison role typically includes:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the Incident Commander, government officials, and stakeholders.

## 5.5.3 Emergency Operations Center General Staff

### 5.5.3.1 Operations Section Chief

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

- Fire & Safety - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- Law Enforcement - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- Public Health Officials - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- Public Works/Utilities - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.

Private entities, companies, and nongovernmental organizations may also support the Operations Section. The Operations Chief is responsible for:

## 5. Command and Control

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

### 5.5.3.2 Planning Section Chief

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

- Collecting, evaluating, and distributing information about the incident, and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

### 5.5.3.3 Logistics Section Chief

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

- Providing and managing resources to meet the needs of incident response personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.

## 5. Command and Control

### 5.5.3.4 Finance/Administration Section

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

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

### 5.5.4 Unified Command

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

In a large incident involving multiple jurisdictions and/or regional, state, and federal response partners, a Unified Command may replace a single organization Incident Commander. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations that do not require additional persons, the Incident Commander will directly manage all aspects of the incident organization. Figure 5-3 is an example of a Unified Command organizational chart for CTWS. This provides operational flexibility to expand or contract staffing, depending on the incident's nature and size.

### 5.5.5 Area Command

Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations. An Area Command is established either to oversee the management of multiple incidents that are being handled by separate ICS organizations or to oversee the management of a very large incident that involves multiple ICS organizations. It is important to note that an Area Command does not have operational responsibilities. For incidents under its authority, the Area Command is responsible for:

- Setting overall agency incident-related priorities.
- Allocating critical resources according to established priorities.
- Ensuring that incidents are managed properly.

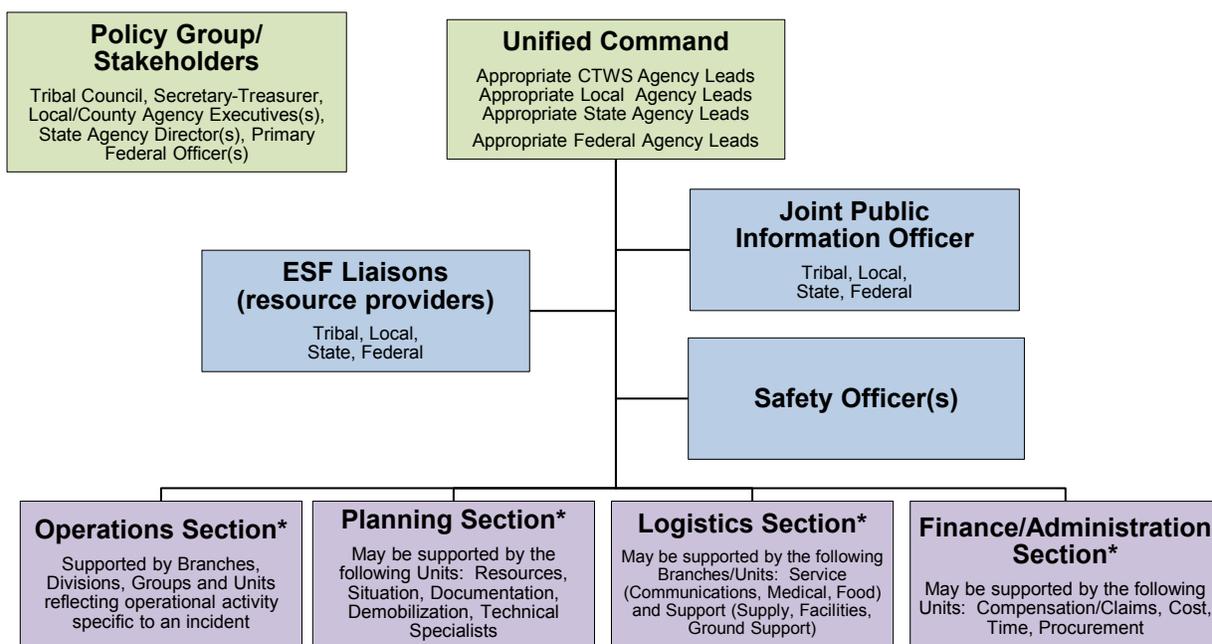
5. Command and Control

- Ensuring effective communications.
- Ensuring that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifying critical resource needs and reporting them to the EOCs.
- Ensuring that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Providing for personnel accountability and a safe operating environment.

**5.5.6 Multi-Agency Coordination**

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

**Figure 5-3 Example of Unified Command for the CTWS**



\*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

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# 6

## Plan Development, Maintenance and Implementation

### 6.1 Plan Review and Maintenance

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

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

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

#### Recommended changes should be forwarded to:

Fire & Safety Department  
ATTN: Tribal Emergency Management Coordinator  
2112 Wasco Street (PO Box C)  
Warm Springs, OR 97761

Changes may also be submitted electronically to [firesafety@wstribes.org](mailto:firesafety@wstribes.org).

### 6.2 Training Program

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

Current training and operational requirements set forth under NIMS have been adopted and implemented by the Confederated Tribes. The Tribal Emergency Manager maintains records and lists of training received by CTWS personnel. Training requirements apply to all first responders and disaster workers, including

## 6. Plan Development, Maintenance and Implementation

first-line supervisors, middle management, and Command and General Staff. NIMS identifies these positions as follows:

- EMS personnel.
- Firefighters.
- Law enforcement personnel.
- Public works/utility personnel.
- Skilled support personnel.
- Other emergency management response personnel.
- Support/volunteer personnel at all levels.

Table 6-1 provides the minimum training requirements for CTWS emergency personnel.

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management and command and general staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or have a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an area command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
Public Information Officers	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
<i>Additional information about training requirements can be found on the OEM website at <a href="http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf">http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf</a>. Independent study courses can be found at <a href="http://training.fema.gov/IS/crslst.asp">http://training.fema.gov/IS/crslst.asp</a>.</i>	

### 6.3 Exercise Program

CTWS will regularly conduct exercises to test and evaluate this EOP. Whenever feasible, the Confederated Tribes will coordinate with neighboring jurisdictions and State and federal government to participate in joint exercises. These

## 6. Plan Development, Maintenance and Implementation

exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

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

The Tribal Emergency Manager will work with other CTWS departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted by the CTWS EMO.

### 6.4 Event Critique and After Action Reporting

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

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the Confederated Tribes’ readiness. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include suggested future exercise events and programs. Valuable success stories and lessons learned may be submitted to the Lessons Learned Information Sharing website ([www.llis.gov](http://www.llis.gov)). The Tribal Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the CTWS EMO.

### 6.5 Community Outreach and Preparedness Education

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

Information about CTWS public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on CTWS website at:

[www.warmsprings.com/warmsprings/Tribal\\_Services/Public\\_Safety](http://www.warmsprings.com/warmsprings/Tribal_Services/Public_Safety)

### 6.6 Funding and Sustainment

It is a priority of CTWS to fund and maintain an EMO that ensures CTWS’s ability to respond to and recover from disasters. The Tribal Emergency Manager

## 6. Plan Development, Maintenance and Implementation

will work with the Tribal Council Chair, Secretary-Treasurer, and Chief Operations Officer to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that CTWS officials are informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, State, and federal partners to maximize use of scarce resources.



# **Sample Disaster Declaration Forms**

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Appendix A. Declaration of State of Emergency

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Appendix A. Declaration of State of Emergency

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Appendix A. Declaration of State of Emergency

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# B

## Incident Command System Forms

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Appendix B. Incident Command System Forms

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## Appendix B. Incident Command System Forms

**Index of Incident Command System (ICS) Forms**

The following ICS forms are included in this appendix.

<b>ICS Form No.</b>	<b>Form Title</b>
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-in List
ICS Form 213	General Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 219	Resource Status Card (T-Card)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 225	Incident Personnel Performance Rating

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Appendix B. Incident Command System Forms

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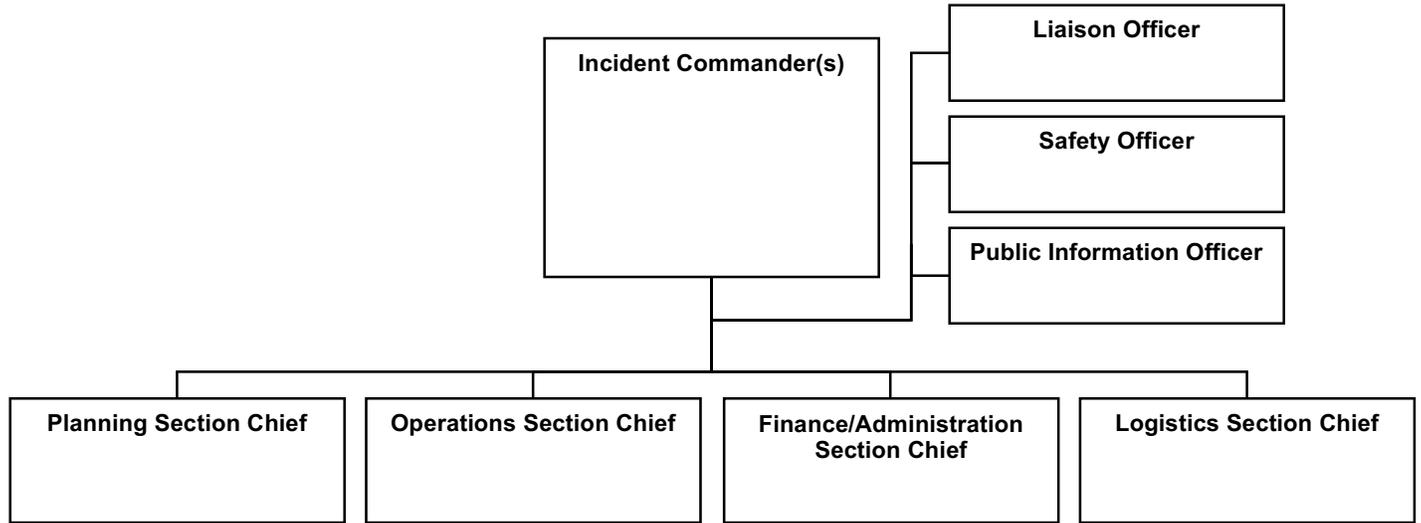




# INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
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9. Current Organization (fill in additional organization as appropriate):



6. Prepared by: Name: _____	Position/Title: _____	Signature: _____
ICS 201, Page 3	Date/Time: _____	



## ICS 201 Incident Briefing

**Purpose.** The Incident Briefing (ICS 201) provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.

**Preparation.** The briefing form is prepared by the Incident Commander for presentation to the incoming Incident Commander along with a more detailed oral briefing.

**Distribution.** Ideally, the ICS 201 is duplicated and distributed before the initial briefing of the Command and General Staffs or other responders as appropriate. The “Map/Sketch” and “Current and Planned Actions, Strategies, and Tactics” sections (pages 1–2) of the briefing form are given to the Situation Unit, while the “Current Organization” and “Resource Summary” sections (pages 3–4) are given to the Resources Unit.

### Notes:

- The ICS 201 can serve as part of the initial Incident Action Plan (IAP).
- If additional pages are needed for any form page, use a blank ICS 201 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Initiated</b> <ul style="list-style-type: none"> <li>• Date, Time</li> </ul>	Enter date initiated (month/day/year) and time initiated (using the 24-hour clock).
4	<b>Map/Sketch</b> (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment)	Show perimeter and other graphics depicting situational status, resource assignments, incident facilities, and other special information on a map/sketch or with attached maps. Utilize commonly accepted ICS map symbology.  If specific geospatial reference points are needed about the incident's location or area outside the ICS organization at the incident, that information should be submitted on the Incident Status Summary (ICS 209).  North should be at the top of page unless noted otherwise.
5	<b>Situation Summary and Health and Safety Briefing</b> (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards.	Self-explanatory.
6	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
7	<b>Current and Planned Objectives</b>	Enter the objectives used on the incident and note any specific problem areas.

Block Number	Block Title	Instructions
8	<b>Current and Planned Actions, Strategies, and Tactics</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Actions</li> </ul>	Enter the current and planned actions, strategies, and tactics and time they may or did occur to attain the objectives. If additional pages are needed, use a blank sheet or another ICS 201 (Page 2), and adjust page numbers accordingly.
9	<b>Current Organization</b> (fill in additional organization as appropriate) <ul style="list-style-type: none"> <li>• Incident Commander(s)</li> <li>• Liaison Officer</li> <li>• Safety Officer</li> <li>• Public Information Officer</li> <li>• Planning Section Chief</li> <li>• Operations Section Chief</li> <li>• Finance/Administration Section Chief</li> <li>• Logistics Section Chief</li> </ul>	<ul style="list-style-type: none"> <li>• Enter on the organization chart the names of the individuals assigned to each position.</li> <li>• Modify the chart as necessary, and add any lines/spaces needed for Command Staff Assistants, Agency Representatives, and the organization of each of the General Staff Sections.</li> <li>• If Unified Command is being used, split the Incident Commander box.</li> <li>• Indicate agency for each of the Incident Commanders listed if Unified Command is being used.</li> </ul>
10	<b>Resource Summary</b>	Enter the following information about the resources allocated to the incident. If additional pages are needed, use a blank sheet or another ICS 201 (Page 4), and adjust page numbers accordingly.
	<ul style="list-style-type: none"> <li>• Resource</li> </ul>	Enter the number and appropriate category, kind, or type of resource ordered.
	<ul style="list-style-type: none"> <li>• Resource Identifier</li> </ul>	Enter the relevant agency designator and/or resource designator (if any).
	<ul style="list-style-type: none"> <li>• Date/Time Ordered</li> </ul>	Enter the date (month/day/year) and time (24-hour clock) the resource was ordered.
	<ul style="list-style-type: none"> <li>• ETA</li> </ul>	Enter the estimated time of arrival (ETA) to the incident (use 24-hour clock).
	<ul style="list-style-type: none"> <li>• Arrived</li> </ul>	Enter an "X" or a checkmark upon arrival to the incident.
	<ul style="list-style-type: none"> <li>• Notes (location/assignment/status)</li> </ul>	Enter notes such as the assigned location of the resource and/or the actual assignment and status.



## ICS 202 Incident Objectives

**Purpose.** The Incident Objectives (ICS 202) describes the basic incident strategy, incident objectives, command emphasis/priorities, and safety considerations for use during the next operational period.

**Preparation.** The ICS 202 is completed by the Planning Section following each Command and General Staff meeting conducted to prepare the Incident Action Plan (IAP). In case of a Unified Command, one Incident Commander (IC) may approve the ICS 202. If additional IC signatures are used, attach a blank page.

**Distribution.** The ICS 202 may be reproduced with the IAP and may be part of the IAP and given to all supervisory personnel at the Section, Branch, Division/Group, and Unit levels. All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 202 is part of the IAP and can be used as the opening or cover page.
- If additional pages are needed, use a blank ICS 202 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident. If needed, an incident number can be added.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Objective(s)</b>	Enter clear, concise statements of the objectives for managing the response. Ideally, these objectives will be listed in priority order. These objectives are for the incident response for this operational period as well as for the duration of the incident. Include alternative and/or specific tactical objectives as applicable.  Objectives should follow the SMART model or a similar approach: <b><u>S</u>pecific</b> – Is the wording precise and unambiguous? <b><u>M</u>easurable</b> – How will achievements be measured? <b><u>A</u>ction-oriented</b> – Is an action verb used to describe expected accomplishments? <b><u>R</u>ealistic</b> – Is the outcome achievable with given available resources? <b><u>T</u>ime-sensitive</b> – What is the timeframe?
4	<b>Operational Period Command Emphasis</b>	Enter command emphasis for the operational period, which may include tactical priorities or a general weather forecast for the operational period. It may be a sequence of events or order of events to address. This is not a narrative on the objectives, but a discussion about where to place emphasis if there are needs to prioritize based on the Incident Commander's or Unified Command's direction. Examples: Be aware of falling debris, secondary explosions, etc.
	General Situational Awareness	General situational awareness may include a weather forecast, incident conditions, and/or a general safety message. If a safety message is included here, it should be reviewed by the Safety Officer to ensure it is in alignment with the Safety Message/Plan (ICS 208).
5	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Safety Officer should check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter the location of the approved Site Safety Plan(s).

Block Number	Block Title	Instructions
6	<p><b>Incident Action Plan</b> (the items checked below are included in this Incident Action Plan):</p> <input type="checkbox"/> ICS 202 <input type="checkbox"/> ICS 203 <input type="checkbox"/> ICS 204 <input type="checkbox"/> ICS 205 <input type="checkbox"/> ICS 205A <input type="checkbox"/> ICS 206 <input type="checkbox"/> ICS 207 <input type="checkbox"/> ICS 208 <input type="checkbox"/> Map/Chart <input type="checkbox"/> Weather Forecast/ Tides/Currents <u>Other Attachments:</u>	<p>Check appropriate forms and list other relevant documents that are included in the IAP.</p> <input type="checkbox"/> ICS 202 – Incident Objectives <input type="checkbox"/> ICS 203 – Organization Assignment List <input type="checkbox"/> ICS 204 – Assignment List <input type="checkbox"/> ICS 205 – Incident Radio Communications Plan <input type="checkbox"/> ICS 205A – Communications List <input type="checkbox"/> ICS 206 – Medical Plan <input type="checkbox"/> ICS 207 – Incident Organization Chart <input type="checkbox"/> ICS 208 – Safety Message/Plan
7	<p><b>Prepared by</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>
8	<p><b>Approved by Incident Commander</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<p>In the case of a Unified Command, one IC may approve the ICS 202. If additional IC signatures are used, attach a blank page.</p>

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## ORGANIZATION ASSIGNMENT LIST (ICS 203)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	
<b>3. Incident Commander(s) and Command Staff:</b>		<b>7. Operations Section:</b>	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		<b>Branch</b>	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
<b>4. Agency/Organization Representatives:</b>		Division/Group	
Agency/Organization	Name	Division/Group	
		<b>Branch</b>	
		Branch Director	
		Deputy	
<b>5. Planning Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		<b>Branch</b>	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
<b>6. Logistics Section:</b>		Division/Group	
Chief		Division/Group	
Deputy		<b>Air Operations Branch</b>	
<b>Support Branch</b>		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		<b>8. Finance/Administration Section:</b>	
Ground Support Unit		Chief	
<b>Service Branch</b>		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
<b>9. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____			
<b>ICS 203</b>	IAP Page _____	Date/Time: _____	

## ICS 203

### Organization Assignment List

**Purpose.** The Organization Assignment List (ICS 203) provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS 207) which is posted on the Incident Command Post display. An actual organization will be incident or event-specific. **Not all positions need to be filled.** Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident, and can be expanded or contracted as necessary.

**Preparation.** The Resources Unit prepares and maintains this list under the direction of the Planning Section Chief. Complete only the blocks for the positions that are being used for the incident. If a trainee is assigned to a position, indicate this with a "T" in parentheses behind the name (e.g., "A. Smith (T)").

**Distribution.** The ICS 203 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

#### Notes:

- The ICS 203 serves as part of the IAP.
- If needed, more than one name can be put in each block by inserting a slash.
- If additional pages are needed, use a blank ICS 203 and repaginate as needed.
- ICS allows for organizational flexibility, so the Intelligence/Investigations Function can be embedded in several different places within the organizational structure.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"><li>• Date and Time From</li><li>• Date and Time To</li></ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Incident Commander(s) and Command Staff</b> <ul style="list-style-type: none"><li>• IC/UCs</li><li>• Deputy</li><li>• Safety Officer</li><li>• Public Information Officer</li><li>• Liaison Officer</li></ul>	Enter the names of the Incident Commander(s) and Command Staff. Label Assistants to Command Staff as such (for example, "Assistant Safety Officer").  For all individuals, use at least the first initial and last name.  For Unified Command, also include agency names.
4	<b>Agency/Organization Representatives</b> <ul style="list-style-type: none"><li>• Agency/Organization</li><li>• Name</li></ul>	Enter the agency/organization names and the names of their representatives. For all individuals, use at least the first initial and last name.
5	<b>Planning Section</b> <ul style="list-style-type: none"><li>• Chief</li><li>• Deputy</li><li>• Resources Unit</li><li>• Situation Unit</li><li>• Documentation Unit</li><li>• Demobilization Unit</li><li>• Technical Specialists</li></ul>	Enter the name of the Planning Section Chief, Deputy, and Unit Leaders after each position title. List Technical Specialists with an indication of specialty.  If there is a shift change during the specified operational period, list both names, separated by a slash.  For all individuals, use at least the first initial and last name.

Block Number	Block Title	Instructions
6	<p><b>Logistics Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> </ul> <p><b>Support Branch</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Supply Unit</li> <li>• Facilities Unit</li> <li>• Ground Support Unit</li> </ul> <p><b>Service Branch</b></p> <ul style="list-style-type: none"> <li>• Director</li> <li>• Communications Unit</li> <li>• Medical Unit</li> <li>• Food Unit</li> </ul>	<p>Enter the name of the Logistics Section Chief, Deputy, Branch Directors, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
7	<p><b>Operations Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Staging Area</li> </ul> <p><b>Branch</b></p> <ul style="list-style-type: none"> <li>• Branch Director</li> <li>• Deputy</li> <li>• Division/Group</li> </ul> <p><b>Air Operations Branch</b></p> <ul style="list-style-type: none"> <li>• Air Operations Branch Director</li> </ul>	<p>Enter the name of the Operations Section Chief, Deputy, Branch Director(s), Deputies, and personnel staffing each of the listed positions. For Divisions/Groups, enter the Division/Group identifier in the left column and the individual's name in the right column.</p> <p>Branches and Divisions/Groups may be named for functionality or by geography. For Divisions/Groups, indicate Division/Group Supervisor. Use an additional page if more than three Branches are activated.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
8	<p><b>Finance/Administration Section</b></p> <ul style="list-style-type: none"> <li>• Chief</li> <li>• Deputy</li> <li>• Time Unit</li> <li>• Procurement Unit</li> <li>• Compensation/Claims Unit</li> <li>• Cost Unit</li> </ul>	<p>Enter the name of the Finance/Administration Section Chief, Deputy, and Unit Leaders after each position title.</p> <p>If there is a shift change during the specified operational period, list both names, separated by a slash.</p> <p>For all individuals, use at least the first initial and last name.</p>
9	<p><b>Prepared by</b></p> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	<p>Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).</p>

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## ICS 204 Assignment List

**Purpose.** The Assignment List(s) (ICS 204) informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

**Preparation.** The ICS 204 is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202), Operational Planning Worksheet (ICS 215), and the Operations Section Chief. It must be approved by the Incident Commander, but may be reviewed and initialed by the Planning Section Chief and Operations Section Chief as well.

**Distribution.** The ICS 204 is duplicated and attached to the ICS 202 and given to all recipients as part of the Incident Action Plan (IAP). In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 204 details assignments at Division and Group levels and is part of the IAP.
- Multiple pages/copies can be used if needed.
- If additional pages are needed, use a blank ICS 204 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b> <b>Division</b> <b>Group</b> <b>Staging Area</b>	This block is for use in a large IAP for reference only.  Write the alphanumeric abbreviation for the Branch, Division, Group, and Staging Area (e.g., "Branch 1," "Division D," "Group 1A") in large letters for easy referencing.
4	<b>Operations Personnel</b> <ul style="list-style-type: none"> <li>• Name, Contact Number(s) <ul style="list-style-type: none"> <li>– Operations Section Chief</li> <li>– Branch Director</li> <li>– Division/Group Supervisor</li> </ul> </li> </ul>	Enter the name and contact numbers of the Operations Section Chief, applicable Branch Director(s), and Division/Group Supervisor(s).
5	<b>Resources Assigned</b>	Enter the following information about the resources assigned to the Division or Group for this period:
	• Resource Identifier	The identifier is a unique way to identify a resource (e.g., ENG-13, IA-SCC-413). If the resource has been ordered but no identification has been received, use TBD (to be determined).
	• Leader	Enter resource leader's name.
	• # of Persons	Enter total number of persons for the resource assigned, including the leader.
	• Contact (e.g., phone, pager, radio frequency, etc.)	Enter primary means of contacting the leader or contact person (e.g., radio, phone, pager, etc.). Be sure to include the area code when listing a phone number.
5 (continued)	• Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information	Provide special notes or directions specific to this resource. If required, add notes to indicate: (1) specific location/time where the resource should report or be dropped off/picked up; (2) special equipment and supplies that will be used or needed; (3) whether or not the resource received briefings; (4) transportation needs; or (5) other information.

Block Number	Block Title	Instructions
6	<b>Work Assignments</b>	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
7	<b>Special Instructions</b>	Enter a statement noting any safety problems, specific precautions to be exercised, dropoff or pickup points, or other important information.
8	<b>Communications</b> (radio and/or phone contact numbers needed for this assignment) <ul style="list-style-type: none"> <li>• Name/Function</li> <li>• Primary Contact: indicate cell, pager, or radio (frequency/system/channel)</li> </ul>	<p>Enter specific communications information (including emergency numbers) for this Branch/Division/Group.</p> <p>If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).</p> <p>Phone and pager numbers should include the area code and any satellite phone specifics.</p> <p>In light of potential IAP distribution, use sensitivity when including cell phone number.</p> <p>Add a secondary contact (phone number or radio) if needed.</p>
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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## ICS 205 Incident Radio Communications Plan

**Purpose.** The Incident Radio Communications Plan (ICS 205) provides information on all radio frequency or trunked radio system talkgroup assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talkgroups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talkgroup assignments is normally placed on the Assignment List (ICS 204).

**Preparation.** The ICS 205 is prepared by the Communications Unit Leader and given to the Planning Section Chief for inclusion in the Incident Action Plan.

**Distribution.** The ICS 205 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit. Information from the ICS 205 is placed on Assignment Lists.

### Notes:

- The ICS 205 is used to provide, in one location, information on all radio frequency assignments down to the Division/Group level for each operational period.
- The ICS 205 serves as part of the IAP.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Date/Time Prepared</b>	Enter date prepared (month/day/year) and time prepared (using the 24-hour clock).
3	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
4	<b>Basic Radio Channel Use</b>	Enter the following information about radio channel use:
	Zone Group	
	Channel Number	Use at the Communications Unit Leader's discretion. Channel Number (Ch #) may equate to the channel number for incident radios that are programmed or cloned for a specific Communications Plan, or it may be used just as a reference line number on the ICS 205 document.
	Function	Enter the Net function each channel or talkgroup will be used for (Command, Tactical, Ground-to-Air, Air-to-Air, Support, Dispatch).
	Channel Name/Trunked Radio System Talkgroup	Enter the nomenclature or commonly used name for the channel or talkgroup such as the National Interoperability Channels which follow DHS frequency Field Operations Guide (FOG).
	Assignment	Enter the name of the ICS Branch/Division/Group/Section to which this channel/talkgroup will be assigned.
	RX (Receive) Frequency (N or W)	Enter the Receive Frequency (RX Freq) as the mobile or portable subscriber would be programmed using xxx.xxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.  The name of the specific trunked radio system with which the talkgroup is associated may be entered across all fields on the ICS 205 normally used for conventional channel programming information.
	RX Tone/NAC	Enter the Receive Continuous Tone Coded Squelch System (CTCSS) subaudible tone (RX Tone) or Network Access Code (RX NAC) for the receive frequency as the mobile or portable subscriber would be programmed.

Block Number	Block Title	Instructions
<b>4</b> (continued)	TX (Transmit) Frequency (N or W)	Enter the Transmit Frequency (TX Freq) as the mobile or portable subscriber would be programmed using xxx.xxxx out to four decimal places, followed by an "N" designating narrowband or a "W" designating wideband emissions.
	TX Tone/NAC	Enter the Transmit Continuous Tone Coded Squelch System (CTCSS) subaudible tone (TX Tone) or Network Access Code (TX NAC) for the transmit frequency as the mobile or portable subscriber would be programmed.
	Mode (A, D, or M)	Enter "A" for analog operation, "D" for digital operation, or "M" for mixed mode operation.
	Remarks	Enter miscellaneous information concerning repeater locations, information concerning patched channels or talkgroups using links or gateways, etc.
<b>5</b>	<b>Special Instructions</b>	Enter any special instructions (e.g., using cross-band repeaters, secure-voice, encoders, private line (PL) tones, etc.) or other emergency communications needs). If needed, also include any special instructions for handling an incident within an incident.
<b>6</b>	<b>Prepared by</b> (Communications Unit Leader) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name and signature of the person preparing the form, typically the Communications Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).

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## ICS 205A Communications List

**Purpose.** The Communications List (ICS 205A) records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers, etc.), and functions as an incident directory.

**Preparation.** The ICS 205A can be filled out during check-in and is maintained and distributed by Communications Unit personnel. This form should be updated each operational period.

**Distribution.** The ICS 205A is distributed within the ICS organization by the Communications Unit, and posted as necessary. All completed original forms must be given to the Documentation Unit. If this form contains sensitive information such as cell phone numbers, it should be clearly marked in the header that it contains sensitive information and is not for public release.

### Notes:

- The ICS 205A is an optional part of the Incident Action Plan (IAP).
- This optional form is used in conjunction with the ICS 205.
- If additional pages are needed, use a blank ICS 205A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Basic Local Communications Information</b>	Enter the communications methods assigned and used for personnel by their assigned ICS position.
	• Incident Assigned Position	Enter the ICS organizational assignment.
	• Name	Enter the name of the assigned person.
	• Method(s) of Contact (phone, pager, cell, etc.)	For each assignment, enter the radio frequency and contact number(s) to include area code, etc. If applicable, include the vehicle license or ID number assigned to the vehicle for the incident (e.g., HAZMAT 1, etc.).
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## MEDICAL PLAN (ICS 206)

<b>1. Incident Name:</b>	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____
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3. Medical Aid Stations:			
Name	Location	Contact Number(s)/Frequency	Paramedics on Site?
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No
			<input type="checkbox"/> Yes <input type="checkbox"/> No

4. Transportation (indicate air or ground):			
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS
			<input type="checkbox"/> ALS <input type="checkbox"/> BLS

5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center	Burn Center	Helipad
			Air	Ground			
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
					<input type="checkbox"/> Yes Level: _____	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

<b>6. Special Medical Emergency Procedures:</b>          <input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.
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<b>7. Prepared by</b> (Medical Unit Leader): Name: _____ Signature: _____
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<b>8. Approved by</b> (Safety Officer): Name: _____ Signature: _____
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ICS 206	IAP Page _____	Date/Time: _____
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## ICS 206 Medical Plan

**Purpose.** The Medical Plan (ICS 206) provides information on incident medical aid stations, transportation services, hospitals, and medical emergency procedures.

**Preparation.** The ICS 206 is prepared by the Medical Unit Leader and reviewed by the Safety Officer to ensure ICS coordination. If aviation assets are utilized for rescue, coordinate with Air Operations.

**Distribution.** The ICS 206 is duplicated and attached to the Incident Objectives (ICS 202) and given to all recipients as part of the Incident Action Plan (IAP). Information from the plan pertaining to incident medical aid stations and medical emergency procedures may be noted on the Assignment List (ICS 204). All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 206 serves as part of the IAP.
- This form can include multiple pages.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Medical Aid Stations</b>	Enter the following information on the incident medical aid station(s):
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Enter name of the medical aid station.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the medical aid station (e.g., Staging Area, Camp Ground).
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the medical aid station(s).
	<ul style="list-style-type: none"> <li>• Paramedics on Site? <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if paramedics are at the site indicated.
4	<b>Transportation</b> (indicate air or ground)	Enter the following information for ambulance services available to the incident:
	<ul style="list-style-type: none"> <li>• Ambulance Service</li> </ul>	Enter name of ambulance service.
	<ul style="list-style-type: none"> <li>• Location</li> </ul>	Enter the location of the ambulance service.
	<ul style="list-style-type: none"> <li>• Contact Number(s)/Frequency</li> </ul>	Enter the contact number(s) and frequency for the ambulance service.
	<ul style="list-style-type: none"> <li>• Level of Service <input type="checkbox"/> ALS <input type="checkbox"/> BLS</li> </ul>	Indicate the level of service available for each ambulance, either ALS (Advanced Life Support) or BLS (Basic Life Support).

Block Number	Block Title	Instructions
5	<b>Hospitals</b>	Enter the following information for hospital(s) that could serve this incident:
	<ul style="list-style-type: none"> <li>• Hospital Name</li> </ul>	Enter hospital name and identify any predesignated medivac aircraft by name a frequency.
	<ul style="list-style-type: none"> <li>• Address, Latitude &amp; Longitude if Helipad</li> </ul>	Enter the physical address of the hospital and the latitude and longitude if the hospital has a helipad.
	<ul style="list-style-type: none"> <li>• Contact Number(s)/ Frequency</li> </ul>	Enter the contact number(s) and/or communications frequency(s) for the hospital.
	<ul style="list-style-type: none"> <li>• Travel Time <ul style="list-style-type: none"> <li>• Air</li> <li>• Ground</li> </ul> </li> </ul>	Enter the travel time by air and ground from the incident to the hospital.
	<ul style="list-style-type: none"> <li>• Trauma Center <input type="checkbox"/> Yes Level: _____</li> </ul>	Indicate yes and the trauma level if the hospital has a trauma center.
	<ul style="list-style-type: none"> <li>• Burn Center <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if the hospital has a burn center.
	<ul style="list-style-type: none"> <li>• Helipad <input type="checkbox"/> Yes <input type="checkbox"/> No</li> </ul>	Indicate (yes or no) if the hospital has a helipad. Latitude and Longitude data format need to compliment Medical Evacuation Helicopters and Medical Air Resources
6	<b>Special Medical Emergency Procedures</b>	Note any special emergency instructions for use by incident personnel, including (1) who should be contacted, (2) how should they be contacted; and (3) who manages an incident within an incident due to a rescue, accident, etc. Include procedures for how to report medical emergencies.
	<input type="checkbox"/> Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.	Self explanatory. Incident assigned aviation assets should be included in ICS 220.
7	<b>Prepared by</b> (Medical Unit Leader) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> </ul>	Enter the name and signature of the person preparing the form, typically the Medical Unit Leader. Enter date (month/day/year) and time prepared (24-hour clock).
8	<b>Approved by</b> (Safety Officer) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name of the person who approved the plan, typically the Safety Officer. Enter date (month/day/year) and time reviewed (24-hour clock).

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# INCIDENT ORGANIZATION CHART (ICS 207)

<b>1. Incident Name:</b> _____	<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____	_____
<b>3. Organization Chart</b>		
<pre> graph TD     IC[Incident Commander(s)] --- OS[Operations Section Chief]     IC --- LO[Liaison Officer]     IC --- SO[Safety Officer]     IC --- PIO[Public Information Officer]     OS --- SAM[Staging Area Manager]     OS --- PSC[Planning Section Chief]     OS --- LSC[Logistics Section Chief]     OS --- FASC[Finance/Admin Section Chief]     PSC --- RUL[Resources Unit Ldr.]     PSC --- SUL[Situation Unit Ldr.]     PSC --- DUL[Documentation Unit Ldr.]     PSC --- DUL2[Demobilization Unit Ldr.]     PSC --- PSC[ ]     LSC --- SBD[Support Branch Dir.]     LSC --- SUL2[Supply Unit Ldr.]     LSC --- FUL[Facilities Unit Ldr.]     LSC --- GUL[Ground Spt. Unit Ldr.]     LSC --- SBD2[Service Branch Dir.]     FASC --- TUL[Time Unit Ldr.]     FASC --- PUL[Procurement Unit Ldr.]     FASC --- CUL[Comp./Claims Unit Ldr.]     FASC --- CUL2[Cost Unit Ldr.]     SBD --- CUL3[Comms Unit Ldr.]     SBD --- MUL[Medical Unit Ldr.]     SBD --- FUL3[Food Unit Ldr.]           </pre>		
<b>ICS 207</b>	<b>IAP Page</b> _____	<b>4. Prepared by: Name:</b> _____ <b>Position/Title:</b> _____ <b>Signature:</b> _____ <b>Date/Time:</b> _____

## ICS 207 Incident Organization Chart

**Purpose.** The Incident Organization Chart (ICS 207) provides a **visual wall chart** depicting the ICS organization position assignments for the incident. The ICS 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.

**Preparation.** The ICS 207 is prepared by the Resources Unit Leader and reviewed by the Incident Commander. Complete only the blocks where positions have been activated, and add additional blocks as needed, especially for Agency Representatives and all Operations Section organizational elements. For detailed information about positions, consult the NIMS ICS Field Operations Guide. The ICS 207 is intended to be used as a wall-size chart and printed on a plotter for better visibility. A chart is completed for each operational period, and updated when organizational changes occur.

**Distribution.** The ICS 207 is intended to be **wall mounted** at Incident Command Posts and other incident locations as needed, and is not intended to be part of the Incident Action Plan (IAP). All completed original forms must be given to the Documentation Unit.

### Notes:

- The ICS 207 is intended to be **wall mounted** (printed on a plotter). Document size can be modified based on individual needs.
- Also available as 8½ x 14 (legal size) chart.
- ICS allows for organizational flexibility, so the Intelligence/Investigative Function can be embedded in several different places within the organizational structure.
- Use additional pages if more than three branches are activated. Additional pages can be added based on individual need (such as to distinguish more Division/Groups and Branches as they are activated).

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Print the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Organization Chart</b>	<ul style="list-style-type: none"> <li>• Complete the incident organization chart.</li> <li>• For all individuals, use at least the first initial and last name.</li> <li>• List agency where it is appropriate, such as for Unified Commanders.</li> <li>• If there is a shift change during the specified operational period, list both names, separated by a slash.</li> </ul>
4	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 208 Safety Message/Plan

**Purpose.** The Safety Message/Plan (ICS 208) expands on the Safety Message and Site Safety Plan.

**Preparation.** The ICS 208 is an optional form that may be included and completed by the Safety Officer for the Incident Action Plan (IAP).

**Distribution.** The ICS 208, if developed, will be reproduced with the IAP and given to all recipients as part of the IAP. All completed original forms must be given to the Documentation Unit.

**Notes:**

- The ICS 208 may serve (optionally) as part of the IAP.
- Use additional copies for continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Safety Message/Expanded Safety Message, Safety Plan, Site Safety Plan</b>	Enter clear, concise statements for safety message(s), priorities, and key command emphasis/decisions/directions. Enter information such as known safety hazards and specific precautions to be observed during this operational period. If needed, additional safety message(s) should be referenced and attached.
4	<b>Site Safety Plan Required?</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	Check whether or not a site safety plan is required for this incident.
	<b>Approved Site Safety Plan(s) Located At</b>	Enter where the approved Site Safety Plan(s) is located.
5	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

## INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>		<b>2. Incident Number:</b>	
<b>*3. Report Version</b> (check one box on left): <input type="checkbox"/> Initial      Rpt # <input type="checkbox"/> Update      (if used): <input type="checkbox"/> Final	<b>*4. Incident Commander(s) &amp; Agency or Organization:</b>	<b>5. Incident Management Organization:</b>	<b>*6. Incident Start Date/Time:</b> Date: _____ Time: _____ Time Zone: _____
<b>7. Current Incident Size or Area Involved</b> (use unit label – e.g., “sq mi,” “city block”):	<b>8. Percent (%) Contained</b>  Completed _____	<b>*9. Incident Definition:</b>	<b>10. Incident Complexity Level:</b>
		<b>*11. For Time Period:</b> From Date/Time: _____ To Date/Time: _____	

### Approval & Routing Information

<b>*12. Prepared By:</b> Print Name: _____ ICS Position: _____ Date/Time Prepared: _____	<b>*13. Date/Time Submitted:</b>  Time Zone: _____
<b>*14. Approved By:</b> Print Name: _____ ICS Position: _____ Signature: _____	<b>*15. Primary Location, Organization, or Agency Sent To:</b>

### Incident Location Information

<b>*16. State:</b>	<b>*17. County/Parish/Borough:</b>	<b>*18. City:</b>
<b>19. Unit or Other:</b>	<b>*20. Incident Jurisdiction:</b>	<b>21. Incident Location Ownership</b> (if different than jurisdiction):
<b>22. Longitude</b> (indicate format): <b>Latitude</b> (indicate format):	<b>23. US National Grid Reference:</b>	<b>24. Legal Description</b> (township, section, range):
<b>*25. Short Location or Area Description</b> (list all affected areas or a reference point):		<b>26. UTM Coordinates:</b>
<b>27. Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels):		

### Incident Summary

<b>*28. Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.):				
<b>29. Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
<b>30. Damage Assessment Information</b> (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			

## INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>	<b>2. Incident Number:</b>
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**Additional Incident Decision Support Information**

<b>*31. Public Status Summary:</b>	A. # This Reporting Period	B. Total # to Date	<b>*32. Responder Status Summary:</b>	A. # This Reporting Period	B. Total # to Date
<i>C. Indicate Number of Civilians (Public) Below:</i>			<i>C. Indicate Number of Responders Below:</i>		
D. Fatalities			D. Fatalities		
E. With Injuries/Illness			E. With Injuries/Illness		
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue		
G. Missing <i>(note if estimated)</i>			G. Missing		
H. Evacuated <i>(note if estimated)</i>			H. Sheltering in Place		
I. Sheltering in Place <i>(note if estimated)</i>			I. Have Received Immunizations		
J. In Temporary Shelters <i>(note if est.)</i>			J. Require Immunizations		
K. Have Received Mass Immunizations			K. In Quarantine		
L. Require Immunizations <i>(note if est.)</i>					
M. In Quarantine					
<i>N. Total # Civilians (Public) Affected:</i>			<i>N. Total # Responders Affected:</i>		

<b>33. Life, Safety, and Health Status/Threat Remarks:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%; padding: 5px;"><b>*34. Life, Safety, and Health Threat Management:</b></th> <th style="width: 20%; padding: 5px;">A. Check if Active</th> </tr> <tr> <td style="padding: 5px;">A. No Likely Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">B. Potential Future Threat</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">C. Mass Notifications in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">D. Mass Notifications Completed</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">E. No Evacuation(s) Imminent</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">F. Planning for Evacuation</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">G. Planning for Shelter-in-Place</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">H. Evacuation(s) in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">I. Shelter-in-Place in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">J. Repopulation in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">K. Mass Immunization in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">L. Mass Immunization Complete</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">M. Quarantine in Progress</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;">N. Area Restriction in Effect</td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> <tr> <td style="padding: 5px;"></td> <td style="text-align: center; padding: 5px;"><input type="checkbox"/></td> </tr> </table>	<b>*34. Life, Safety, and Health Threat Management:</b>	A. Check if Active	A. No Likely Threat	<input type="checkbox"/>	B. Potential Future Threat	<input type="checkbox"/>	C. Mass Notifications in Progress	<input type="checkbox"/>	D. Mass Notifications Completed	<input type="checkbox"/>	E. No Evacuation(s) Imminent	<input type="checkbox"/>	F. Planning for Evacuation	<input type="checkbox"/>	G. Planning for Shelter-in-Place	<input type="checkbox"/>	H. Evacuation(s) in Progress	<input type="checkbox"/>	I. Shelter-in-Place in Progress	<input type="checkbox"/>	J. Repopulation in Progress	<input type="checkbox"/>	K. Mass Immunization in Progress	<input type="checkbox"/>	L. Mass Immunization Complete	<input type="checkbox"/>	M. Quarantine in Progress	<input type="checkbox"/>	N. Area Restriction in Effect	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>
<b>*34. Life, Safety, and Health Threat Management:</b>	A. Check if Active																																				
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C. Mass Notifications in Progress	<input type="checkbox"/>																																				
D. Mass Notifications Completed	<input type="checkbox"/>																																				
E. No Evacuation(s) Imminent	<input type="checkbox"/>																																				
F. Planning for Evacuation	<input type="checkbox"/>																																				
G. Planning for Shelter-in-Place	<input type="checkbox"/>																																				
H. Evacuation(s) in Progress	<input type="checkbox"/>																																				
I. Shelter-in-Place in Progress	<input type="checkbox"/>																																				
J. Repopulation in Progress	<input type="checkbox"/>																																				
K. Mass Immunization in Progress	<input type="checkbox"/>																																				
L. Mass Immunization Complete	<input type="checkbox"/>																																				
M. Quarantine in Progress	<input type="checkbox"/>																																				
N. Area Restriction in Effect	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
	<input type="checkbox"/>																																				
<b>35. Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern):																																					

**36. Projected Incident Activity, Potential, Movement, Escalation, or Spread** and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

**37. Strategic Objectives** (define planned end-state for incident):

## INCIDENT STATUS SUMMARY (ICS 209)

<b>*1. Incident Name:</b>	<b>2. Incident Number:</b>
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**Additional Incident Decision Support Information (continued)**

**38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.** Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

**39. Critical Resource Needs** in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:

**12 hours:**

**24 hours:**

**48 hours:**

**72 hours:**

**Anticipated after 72 hours:**

**40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:**

- 1) critical resource needs identified above,
- 2) the Incident Action Plan and management objectives and targets,
- 3) anticipated results.

**Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.**

**41. Planned Actions for Next Operational Period:**

**42. Projected Final Incident Size/Area** (use unit label – e.g., “sq mi”):

**43. Anticipated Incident Management Completion Date:**

**44. Projected Significant Resource Demobilization Start Date:**

**45. Estimated Incident Costs to Date:**

**46. Projected Final Incident Cost Estimate:**

**47. Remarks** (or continuation of any blocks above – list block number in notation):

ICS 209, Page 3 of ____	* Required when applicable.
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## ICS 209 Incident Status Summary

**Purpose.** The ICS 209 is used for reporting information on significant incidents. It is not intended for every incident, as most incidents are of short duration and do not require scarce resources, significant mutual aid, or additional support and attention. The ICS 209 contains basic information elements needed to support decisionmaking at all levels above the incident to support the incident. Decisionmakers may include the agency having jurisdiction, but also all multiagency coordination system (MACS) elements and parties, such as cooperating and assisting agencies/organizations, dispatch centers, emergency operations centers, administrators, elected officials, and local, tribal, county, State, and Federal agencies. Once ICS 209 information has been submitted from the incident, decisionmakers and others at all incident support and coordination points may transmit and share the information (based on its sensitivity and appropriateness) for access and use at local, regional, State, and national levels as it is needed to facilitate support.

Accurate and timely completion of the ICS 209 is necessary to identify appropriate resource needs, determine allocation of limited resources when multiple incidents occur, and secure additional capability when there are limited resources due to constraints of time, distance, or other factors. The information included on the ICS 209 influences the priority of the incident, and thus its share of available resources and incident support.

The ICS 209 is designed to provide a “snapshot in time” to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared. However, readers of the ICS 209 may have access to more up-to-date or real-time information in reference to certain information elements on the ICS 209. Coordination among communications and information management elements within ICS and among MACS should delineate authoritative sources for more up-to-date and/or real-time information when ICS 209 information becomes outdated in a quickly evolving incident.

**Reporting Requirements.** The ICS 209 is intended to be used when an incident reaches a certain threshold where it becomes significant enough to merit special attention, require additional resource support needs, or cause media attention, increased public safety threat, etc. Agencies or organizations may set reporting requirements and, therefore, ICS 209s should be completed according to each jurisdiction or discipline’s policies, mobilization guide, or preparedness plans. It is recommended that consistent ICS 209 reporting parameters be adopted and used by jurisdictions or disciplines for consistency over time, documentation, efficiency, trend monitoring, incident tracking, etc.

For example, an agency or MAC (Multiagency Coordination) Group may require the submission of an initial ICS 209 when a new incident has reached a certain predesignated level of significance, such as when a given number of resources are committed to the incident, when a new incident is not completed within a certain timeframe, or when impacts/threats to life and safety reach a given level.

Typically, ICS 209 forms are completed either once daily or for each operational period – in addition to the initial submission. Jurisdictional or organizational guidance may indicate frequency of ICS 209 submission for particular definitions of incidents or for all incidents. This specific guidance may help determine submission timelines when operational periods are extremely short (e.g., 2 hours) and it is not necessary to submit new ICS 209 forms for all operational periods.

Any plans or guidelines should also indicate parameters for when it is appropriate to stop submitting ICS 209s for an incident, based upon incident activity and support levels.

**Preparation.** When an Incident Management Organization (such as an Incident Management Team) is in place, the Situation Unit Leader or Planning Section Chief prepares the ICS 209 at the incident. On other incidents, the ICS 209 may be completed by a dispatcher in the local communications center, or by another staff person or manager. This form should be completed at the incident or at the closest level to the incident.

The ICS 209 should be completed with the best possible, currently available, and verifiable information at the time it is completed and signed.

This form is designed to serve incidents impacting specific geographic areas that can easily be defined. It also has the flexibility for use on ubiquitous events, or those events that cover extremely large areas and that may involve many jurisdictions and ICS organizations. For these incidents, it will be useful to clarify on the form exactly which portion of the larger incident the ICS 209 is meant to address. For example, a particular ICS 209 submitted during a statewide outbreak of mumps may be relevant only to mumps-related activities in Story County, Iowa. This can be indicated in both the incident name, Block 1, and in the Incident Location Information section in Blocks 16–26.

While most of the “Incident Location Information” in Blocks 16–26 is optional, the more information that can be submitted, the better. Submission of multiple location indicators increases accuracy, improves interoperability, and increases information sharing between disparate systems. Preparers should be certain to follow accepted protocols or standards when entering location information, and clearly label all location information. As with other ICS 209 data, geospatial information may be widely shared and utilized, so accuracy is essential.

If electronic data is submitted with the ICS 209, do not attach or send extremely large data files. Incident geospatial data that is distributed with the ICS 209 should be in simple incident geospatial basics, such as the incident perimeter, point of origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically. Any attached data should be clearly labeled as to format content and collection time, and should follow existing naming conventions and standards.

**Distribution.** ICS 209 information is meant to be completed at the level as close to the incident as possible, preferably at the incident. Once the ICS 209 has been submitted outside the incident to a dispatch center or MACS element, it may subsequently be transmitted to various incident supports and coordination entities based on the support needs and the decisions made within the MACS in which the incident occurs.

Coordination with public information system elements and investigative/intelligence information organizations at the incident and within MACS is essential to protect information security and to ensure optimal information sharing and coordination. There may be times in which particular ICS 209s contain sensitive information that should not be released to the public (such as information regarding active investigations, fatalities, etc.). When this occurs, the ICS 209 (or relevant sections of it) should be labeled appropriately, and care should be taken in distributing the information within MACS.

All completed and signed original ICS 209 forms **MUST** be given to the incident’s Documentation Unit and/or maintained as part of the official incident record.

**Notes:**

- To promote flexibility, only a limited number of ICS 209 blocks are typically required, and most of those are required only when applicable.
- Most fields are optional, to allow responders to use the form as best fits their needs and protocols for information collection.
- For the purposes of the ICS 209, responders are those personnel who are assigned to an incident or who are a part of the response community as defined by NIMS. This may include critical infrastructure owners and operators, nongovernmental and nonprofit organizational personnel, and contract employees (such as caterers), depending on local/jurisdictional/discipline practices.
- For additional flexibility only pages 1–3 are numbered, for two reasons:
  - Possible submission of additional pages for the Remarks Section (Block 47), and
  - Possible submission of additional copies of the fourth/last page (the “Incident Resource Commitment Summary”) to provide a more detailed resource summary.

Block Number	Block Title	Instructions
<b>*1</b>	<b>Incident Name</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter the full name assigned to the incident.</li> <li>• Check spelling of the full incident name.</li> <li>• For an incident that is a Complex, use the word “Complex” at the end of the incident name.</li> <li>• If the name changes, explain comments in Remarks, Block 47.</li> <li>• Do not use the same incident name for different incidents in the same calendar year.</li> </ul>

Block Number	Block Title	Instructions
2	<b>Incident Number</b>	<ul style="list-style-type: none"> <li>• Enter the appropriate number based on current guidance. The incident number may vary by jurisdiction and discipline.</li> <li>• Examples include: <ul style="list-style-type: none"> <li>○ A computer-aided dispatch (CAD) number.</li> <li>○ An accounting number.</li> <li>○ A county number.</li> <li>○ A disaster declaration number.</li> <li>○ A combination of the State, unit/agency ID, and a dispatch system number.</li> <li>○ A mission number.</li> <li>○ Any other unique number assigned to the incident and derived by means other than those above.</li> </ul> </li> <li>• Make sure the number entered is correct.</li> <li>• Do not use the same incident number for two different incidents in the same calendar year.</li> <li>• Incident numbers associated with host jurisdictions or agencies and incident numbers assigned by agencies represented in Unified Command should be listed, or indicated in Remarks, Block 47.</li> </ul>
*3	<b>Report Version</b> (check one box on left)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• This indicates the current version of the ICS 209 form being submitted.</li> <li>• If only one ICS 209 will be submitted, check BOTH “Initial” and “Final” (or check only “Final”).</li> </ul>
	<input type="checkbox"/> Initial	Check “Initial” if this is the first ICS 209 for this incident.
	<input type="checkbox"/> Update	Check “Update” if this is a subsequent report for the same incident. These can be submitted at various time intervals (see “Reporting Requirements” above).
	<input type="checkbox"/> Final	<ul style="list-style-type: none"> <li>• Check “Final” if this is the last ICS 209 to be submitted for this incident (usually when the incident requires only minor support that can be supplied by the organization having jurisdiction).</li> <li>• Incidents may also be marked as “Final” if they become part of a new Complex (when this occurs, it can be indicated in Remarks, Block 47).</li> </ul>
Report # (if used)	Use this optional field if your agency or organization requires the tracking of ICS 209 report numbers. Agencies may also track the ICS 209 by the date/time submitted.	
*4	<b>Incident Commander(s) &amp; Agency or Organization</b>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Enter both the first and last name of the Incident Commander.</li> <li>• If the incident is under a Unified Command, list all Incident Commanders by first initial and last name separated by a comma, including their organization. For example:  L. Burnett – Minneapolis FD, R. Domanski – Minneapolis PD,  C. Taylor – St. Paul PD, Y. Martin – St. Paul FD,  S. McIntyre – U.S. Army Corps, J. Hartl – NTSB</li> </ul>
5	<b>Incident Management Organization</b>	Indicate the incident management organization for the incident, which may be a Type 1, 2, or 3 Incident Management Team (IMT), a Unified Command, a Unified Command with an IMT, etc. This block should not be completed unless a recognized incident management organization is assigned to the incident.

Block Number	Block Title	Instructions
<b>*6</b>	<b>Incident Start Date/Time</b>	<b>REQUIRED.</b> This is always the start date and time of the incident (not the report date and time or operational period).
	Date	Enter the start date (month/day/year).
	Time	Enter the start time (using the 24-hour clock).
	Time Zone	Enter the time zone of the incident (e.g., EDT, PST).
<b>7</b>	<b>Current Incident Size or Area Involved</b> (use unit label – e.g., “sq mi,” “city block”)	<ul style="list-style-type: none"> <li>• Enter the appropriate incident descriptive size or area involved (acres, number of buildings, square miles, hectares, square kilometers, etc.).</li> <li>• Enter the total area involved for incident Complexes in this block, and list each sub-incident and size in Remarks (Block 47).</li> <li>• Indicate that the size is an estimate, if a more specific figure is not available.</li> <li>• Incident size may be a population figure rather than a geographic figure, depending on the incident definition and objectives.</li> <li>• If the incident involves more than one jurisdiction or mixed ownership, agencies/organizations may require listing a size breakdown by organization, or including this information in Remarks (Block 47).</li> <li>• The incident may be one part of a much larger event (refer to introductory instructions under “Preparation”). Incident size/area depends on the area actively managed within the incident objectives and incident operations, and may also be defined by a delegation of authority or letter of expectation outlining management bounds.</li> </ul>
<b>8</b>	<b>Percent (%) Contained or Completed</b> (circle one)	<ul style="list-style-type: none"> <li>• Enter the percent that this incident is completed or contained (e.g., 50%), with a % label.</li> <li>• For example, a spill may be 65% contained, or flood response objectives may be 50% met.</li> </ul>
<b>*9</b>	<b>Incident Definition</b>	<b>REQUIRED BLOCK.</b> Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as “tornado,” “wildfire,” “bridge collapse,” “civil unrest,” “parade,” “vehicle fire,” “mass casualty,” etc.
<b>10</b>	<b>Incident Complexity Level</b>	Identify the incident complexity level as determined by Unified/Incident Commanders, if available or used.
<b>*11</b>	<b>For Time Period</b>	<b>REQUIRED BLOCK.</b> <ul style="list-style-type: none"> <li>• Enter the time interval for which the form applies. This period should include all of the time since the last ICS 209 was submitted, or if it is the initial ICS 209, it should cover the time lapsed since the incident started.</li> <li>• The time period may include one or more operational periods, based on agency/organizational reporting requirements.</li> </ul>
	From Date/Time	<ul style="list-style-type: none"> <li>• Enter the start date (month/day/year).</li> <li>• Enter the start time (using the 24-hour clock).</li> </ul>
	To Date/Time	<ul style="list-style-type: none"> <li>• Enter the end date (month/day/year).</li> <li>• Enter the end time (using the 24-hour clock).</li> </ul>

Block Number	Block Title	Instructions
<b>APPROVAL &amp; ROUTING INFORMATION</b>		
*12	<b>Prepared By</b>	<b>REQUIRED BLOCK.</b> When an incident management organization is in place, this would be the Situation Unit Leader or Planning Section Chief at the incident. On other incidents, it could be a dispatcher in the local emergency communications center, or another staff person or manager.
	Print Name	Print the name of the person preparing the form.
	ICS Position	The ICS title of the person preparing the form (e.g., "Situation Unit Leader").
	Date/Time Prepared	Enter the date (month/day/year) and time (using the 24-hour clock) the form was prepared. Enter the time zone if appropriate.
*13	<b>Date/Time Submitted</b>	<b>REQUIRED.</b> Enter the submission date (month/day/year) and time (using the 24-hour clock).
	<b>Time Zone</b>	Enter the time zone from which the ICS 209 was submitted (e.g., EDT, PST).
*14	<b>Approved By</b>	<b>REQUIRED.</b> When an incident management organization is in place, this would be the Planning Section Chief or Incident Commander at the incident. On other incidents, it could be the jurisdiction's dispatch center manager, organizational administrator, or other manager.
	Print Name	Print the name of the person approving the form.
	ICS Position	The position of the person signing the ICS 209 should be entered (e.g., "Incident Commander").
	Signature	Signature of the person approving the ICS 209, typically the Incident Commander. The original signed ICS 209 should be maintained with other incident documents.
*15	<b>Primary Location, Organization, or Agency Sent To</b>	<b>REQUIRED BLOCK.</b> Enter the appropriate primary location or office the ICS 209 was sent to apart from the incident. This most likely is the entity or office that ordered the incident management organization that is managing the incident. This may be a dispatch center or a MACS element such as an emergency operations center. If a dispatch center or other emergency center prepared the ICS 209 for the incident, indicate where it was submitted initially.
<b>INCIDENT LOCATION INFORMATION</b>		
<ul style="list-style-type: none"> <li>• Much of the "Incident Location Information" in Blocks 16–26 is optional, but completing as many fields as possible increases accuracy, and improves interoperability and information sharing between disparate systems.</li> <li>• As with all ICS 209 information, accuracy is essential because the information may be widely distributed and used in a variety of systems. Location and/or geospatial data may be used for maps, reports, and analysis by multiple parties outside the incident.</li> <li>• Be certain to follow accepted protocols, conventions, or standards where appropriate when submitting location information, and clearly label all location information.</li> <li>• Incident location information is usually based on the point of origin of the incident, and the majority of the area where the incident jurisdiction is.</li> </ul>		
*16	<b>State</b>	<b>REQUIRED BLOCK WHEN APPLICABLE.</b> <ul style="list-style-type: none"> <li>• Enter the State where the incident originated.</li> <li>• If other States or jurisdictions are involved, enter them in Block 25 or Block 44.</li> </ul>
*17	<b>County / Parish / Borough</b>	<b>REQUIRED BLOCK WHEN APPLICABLE.</b> <ul style="list-style-type: none"> <li>• Enter the county, parish, or borough where the incident originated.</li> <li>• If other counties or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>

Block Number	Block Title	Instructions
<b>*18</b>	<b>City</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <ul style="list-style-type: none"> <li>• Enter the city where the incident originated.</li> <li>• If other cities or jurisdictions are involved, enter them in Block 25 or Block 47.</li> </ul>
<b>19</b>	<b>Unit or Other</b>	<p>Enter the unit, sub-unit, unit identification (ID) number or code (if used), or other information about where the incident originated. This may be a local identifier that indicates primary incident jurisdiction or responsibility (e.g., police, fire, public works, etc.) or another type of organization. Enter specifics in Block 25.</p>
<b>*20</b>	<b>Incident Jurisdiction</b>	<p><b>REQUIRED BLOCK WHEN APPLICABLE.</b></p> <p>Enter the jurisdiction where the incident originated (the entry may be general, such as Federal, city, or State, or may specifically identify agency names such as Warren County, U.S. Coast Guard, Panama City, NYPD).</p>
<b>21</b>	<b>Incident Location Ownership</b> (if different than jurisdiction)	<ul style="list-style-type: none"> <li>• When relevant, indicate the ownership of the area where the incident originated, especially if it is different than the agency having jurisdiction.</li> <li>• This may include situations where jurisdictions contract for emergency services, or where it is relevant to include ownership by private entities, such as a large industrial site.</li> </ul>
<b>22</b>	<p><b>22. Longitude</b> (indicate format):</p> <p><b>Latitude</b> (indicate format):</p>	<ul style="list-style-type: none"> <li>• Enter the longitude and latitude where the incident originated, if available and normally used by the authority having jurisdiction for the incident.</li> <li>• Clearly label the data, as longitude and latitude can be derived from various sources. For example, if degrees, minutes, and seconds are used, label as “33 degrees, 45 minutes, 01 seconds.”</li> </ul>
<b>23</b>	<b>US National Grid Reference</b>	<ul style="list-style-type: none"> <li>• Enter the US National Grid (USNG) reference where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.</li> <li>• Clearly label the data.</li> </ul>
<b>24</b>	<b>Legal Description</b> (township, section, range)	<ul style="list-style-type: none"> <li>• Enter the legal description where the incident originated, if available and commonly used by the agencies/jurisdictions with primary responsibility for the incident.</li> <li>• Clearly label the data (e.g., N 1/2 SE 1/4, SW 1/4, S24, T32N, R18E).</li> </ul>
<b>*25</b>	<b>Short Location or Area Description</b> (list all affected areas or a reference point)	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• List all affected areas as described in instructions for Blocks 16–24 above, OR summarize a general location, OR list a reference point for the incident (e.g., “the southern third of Florida,” “in ocean 20 miles west of Catalina Island, CA,” or “within a 5 mile radius of Walden, CO”).</li> <li>• This information is important for readers unfamiliar with the area (or with other location identification systems) to be able to quickly identify the general location of the incident on a map.</li> <li>• Other location information may also be listed here if needed or relevant for incident support (e.g., base meridian).</li> </ul>
<b>26</b>	<b>UTM Coordinates</b>	<p>Indicate Universal Transverse Mercator reference coordinates if used by the discipline or jurisdiction.</p>

Block Number	Block Title	Instructions
27	<p><b>Note any electronic geospatial data included or attached</b> (indicate data format, content, and collection time information and labels)</p>	<ul style="list-style-type: none"> <li>• Indicate whether and how geospatial data is included or attached.</li> <li>• Utilize common and open geospatial data standards.</li> <li>• <b>WARNING:</b> Do not attach or send extremely large data files with the ICS 209. Incident geospatial data that is distributed with the ICS 209 should be simple incident geospatial basics, such as the incident perimeter, origin, etc. Data file sizes should be small enough to be easily transmitted through dial-up connections or other limited communications capabilities when ICS 209 information is transmitted electronically.</li> <li>• <b>NOTE:</b> Clearly indicate data content. For example, data may be about an incident perimeter (such as a shape file), the incident origin (a point), a point and radius (such as an evacuation zone), or a line or lines (such as a pipeline).</li> <li>• <b>NOTE:</b> Indicate the data format (e.g., .shp, .kml, .kmz, or .gml file) and any relevant information about projection, etc.</li> <li>• <b>NOTE:</b> Include a hyperlink or other access information if incident map data is posted online or on an FTP (file transfer protocol) site to facilitate downloading and minimize information requests.</li> <li>• <b>NOTE:</b> Include a point of contact for getting geospatial incident information, if included in the ICS 209 or available and supporting the incident.</li> </ul>
<b>INCIDENT SUMMARY</b>		
*28	<p><b>Significant Events for the Time Period Reported</b> (summarize significant progress made, evacuations, incident growth, etc.)</p>	<p><b>REQUIRED BLOCK.</b></p> <ul style="list-style-type: none"> <li>• Describe significant events that occurred during the period being reported in Block 6. Examples include: <ul style="list-style-type: none"> <li>○ Road closures.</li> <li>○ Evacuations.</li> <li>○ Progress made and accomplishments.</li> <li>○ Incident command transitions.</li> <li>○ Repopulation of formerly evacuated areas and specifics.</li> <li>○ Containment.</li> </ul> </li> <li>• Refer to other blocks in the ICS 209 when relevant for additional information (e.g., “Details on evacuations may be found in Block 33”), or in Remarks, Block 47.</li> <li>• Be specific and detailed in reference to events. For example, references to road closures should include road number and duration of closure (or include further detail in Block 33). Use specific metrics if needed, such as the number of people or animals evacuated, or the amount of a material spilled and/or recovered.</li> <li>• This block may be used for a single-paragraph synopsis of overall incident status.</li> </ul>
29	<p><b>Primary Materials or Hazards Involved</b> (hazardous chemicals, fuel types, infectious agents, radiation, etc.)</p>	<ul style="list-style-type: none"> <li>• When relevant, enter the appropriate primary materials, fuels, or other hazards involved in the incident that are leaking, burning, infecting, or otherwise influencing the incident.</li> <li>• Examples include hazardous chemicals, wildland fuel models, biohazards, explosive materials, oil, gas, structural collapse, avalanche activity, criminal activity, etc.</li> </ul>
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
<b>30</b>	<b>Damage Assessment Information</b> (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.)	<ul style="list-style-type: none"> <li>• Include a short summary of damage or use/access restrictions/limitations caused by the incident for the reporting period, and cumulatively.</li> <li>• Include if needed any information on the facility status, such as operational status, if it is evacuated, etc. when needed.</li> <li>• Include any critical infrastructure or key resources damaged/destroyed/impacted by the incident, the kind of infrastructure, and the extent of damage and/or impact and any known cascading impacts.</li> <li>• Refer to more specific or detailed damage assessment forms and packages when they are used and/or relevant.</li> </ul>
	<b>A. Structural Summary</b>	Complete this table as needed based on the definitions for 30B–F below. Note in table or in text block if numbers entered are estimates or are confirmed. Summaries may also include impact to Shoreline and Wildlife, etc.
	B. # Threatened (72 hrs)	Enter the number of structures potentially threatened by the incident within the next 72 hours, based on currently available information.
	C. # Damaged	Enter the number of structures damaged by the incident.
	D. # Destroyed	Enter the number of structures destroyed beyond repair by the incident.
	E. Single Residences	Enter the number of single dwellings/homes/units impacted in Columns 30B–D. Note any specifics in the text block if needed, such as type of residence (apartments, condominiums, single-family homes, etc.).
	F. Nonresidential Commercial Properties	Enter the number of buildings or units impacted in Columns 30B–D. This includes any primary structure used for nonresidential purposes, excluding Other Minor Structures (Block 30G). Note any specifics regarding building or unit types in the text block.
	Other Minor Structures	Enter any miscellaneous structures impacted in Columns 30B–D not covered in 30E–F above, including any minor structures such as booths, sheds, or outbuildings.
	Other	Enter any miscellaneous issues which impacted Critical Infrastructure and Key Resources.

Block Number	Block Title	Instructions
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (PAGE 2)</b>		
*31	<b>Public Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for civilians (or members of the public); see 31C–N below.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Life, Safety, and Health Status/Threat Remarks (Block 33).</li> <li>• Illnesses include those that may be caused through a biological event such as an epidemic or an exposure to toxic or radiological substances.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information.</i></li> <li>• <b>NOTE:</b> Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>• <b>NOTE:</b> Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) <i>even if they are related to the incident.</i> <ul style="list-style-type: none"> <li>○ Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.</li> <li>○ For example, if managing evacuation shelters is part of the incident operation itself, do include these numbers in Block 31J with any notes in Block 33.</li> </ul> </li> <li>• <b>NOTE:</b> <u>When providing an estimated value, denote in parenthesis: "est."</u></li> </ul> <p><b><u>Handling Sensitive Information</u></b></p> <ul style="list-style-type: none"> <li>• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.</li> <li>• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>
	A. # This Reporting Period	Enter the total number of individuals impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> <li>• Enter the total number of individuals impacted in each category for the entire duration of the incident.</li> <li>• This is a cumulative total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Civilians (Public) Below	<ul style="list-style-type: none"> <li>• For lines 31D–M below, enter the number of civilians affected for each category.</li> <li>• Indicate if numbers are estimates, for those blocks where this is an option.</li> <li>• Civilians are those members of the public who are affected by the incident, but who are not included as part of the response effort through Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>• Enter the number of <i>confirmed</i> civilian/public fatalities.</li> <li>• See information in introductory instructions (“Distribution”) and in Block 31 instructions regarding sensitive handling of fatality information.</li> </ul>
	E. With Injuries/Illness	Enter the number of civilian/public injuries or illnesses directly related to the incident. Injury or illness is defined by the incident or jurisdiction(s).

Block Number	Block Title	Instructions
*31 (continued)	F. Trapped/In Need of Rescue	Enter the number of civilians who are trapped or in need of rescue due to the incident.
	G. Missing (note if estimated)	Enter the number of civilians who are missing due to the incident. Indicate if an estimate is used.
	H. Evacuated (note if estimated)	Enter the number of civilians who are evacuated due to the incident. These are likely to be best estimates, but indicate if they are estimated.
	I. Sheltering-in-Place (note if estimated)	Enter the number of civilians who are sheltering in place due to the incident. Indicate if estimates are used.
	J. In Temporary Shelters (note if estimated)	Enter the number of civilians who are in temporary shelters as a direct result of the incident, noting if the number is an estimate.
	K. Have Received Mass Immunizations	Enter the number of civilians who have received mass immunizations due to the incident and/or as part of incident operations. Do not estimate.
	L. Require Mass Immunizations (note if estimated)	Enter the number of civilians who require mass immunizations due to the incident and/or as part of incident operations. Indicate if it is an estimate.
	M. In Quarantine	Enter the number of civilians who are in quarantine due to the incident and/or as part of incident operations. Do not estimate.
	N. Total # Civilians (Public) Affected	Enter sum totals for Columns 31A and 31B for Rows 31D–M.
*32	<b>Responder Status Summary</b>	<ul style="list-style-type: none"> <li>• This section is for summary information regarding incident-related injuries, illness, and fatalities for responders; see 32C–N.</li> <li>• Illnesses include those that may be related to a biological event such as an epidemic or an exposure to toxic or radiological substances directly in relation to the incident.</li> <li>• Explain or describe the nature of any reported injuries, illness, or other activities in Block 33.</li> <li>• <b>NOTE:</b> <i>Do not estimate any fatality information or responder status information.</i></li> <li>• <b>NOTE:</b> Please use caution when reporting information in this section that may be on the periphery of the incident or change frequently. This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>• <b>NOTE:</b> Do not complete this block if the incident covered by the ICS 209 is <i>not directly responsible</i> for these actions (such as evacuations, sheltering, immunizations, etc.) even if they are related to the incident. Only the authority having jurisdiction should submit reports for these actions, to mitigate multiple/conflicting reports.</li> </ul> <p><b>Handling Sensitive Information</b></p> <ul style="list-style-type: none"> <li>• Release of information in this section should be carefully coordinated within the incident management organization to ensure synchronization with public information and investigative/intelligence actions.</li> <li>• Thoroughly review the “Distribution” section in the introductory ICS 209 instructions for details on handling sensitive information. Use caution when providing information in any situation involving fatalities, and verify that appropriate notifications have been made prior to release of this information. Electronic transmission of any ICS 209 may make information available to many people and networks at once.</li> <li>• Information regarding fatalities should be cleared with the Incident Commander and/or an organizational administrator prior to submission of the ICS 209.</li> </ul>

Block Number	Block Title	Instructions
*32 (continued)	A. # This Reporting Period	Enter the total number of responders impacted in each category for this reporting period (since the previous ICS 209 was submitted).
	B. Total # to Date	<ul style="list-style-type: none"> <li>Enter the total number of individuals impacted in each category for the <i>entire duration</i> of the incident.</li> <li>This is a <i>cumulative</i> total number that should be adjusted each reporting period.</li> </ul>
	C. Indicate Number of Responders Below	<ul style="list-style-type: none"> <li>For lines 32D–M below, enter the number of responders relevant for each category.</li> <li>Responders are those personnel included as part of Unified Command partnerships and those organizations and agencies assisting and cooperating with response efforts.</li> </ul>
	D. Fatalities	<ul style="list-style-type: none"> <li>Enter the number of <i>confirmed</i> responder fatalities.</li> <li>See information in introductory instructions (“Distribution”) and for Block 32 regarding sensitive handling of fatality information.</li> </ul>
	E. With Injuries/Illness	<ul style="list-style-type: none"> <li>Enter the number of incident responders with serious injuries or illnesses due to the incident.</li> <li><i>For responders, serious injuries or illness are typically those in which the person is unable to continue to perform in his or her incident assignment, but the authority having jurisdiction may have additional guidelines on reporting requirements in this area.</i></li> </ul>
	F. Trapped/In Need Of Rescue	Enter the number of incident responders who are in trapped or in need of rescue due to the incident.
	G. Missing	Enter the number of incident responders who are missing due to incident conditions.
	H.	(BLANK; use however is appropriate.)
	I. Sheltering in Place	Enter the number of responders who are sheltering in place due to the incident. Once responders become the victims, this needs to be noted in Block 33 or Block 47 and handled accordingly.
	J.	(BLANK; use however is appropriate.)
	L. Require Immunizations	Enter the number of responders who require immunizations due to the incident and/or as part of incident operations.
	M. In Quarantine	Enter the number of responders who are in quarantine as a direct result of the incident and/or related to incident operations.
	N. Total # Responders Affected	Enter sum totals for Columns 32A and 32B for Rows 32D–M.
33	<b>Life, Safety, and Health Status/Threat Remarks</b>	<ul style="list-style-type: none"> <li>Enter any details needed for Blocks 31, 32, and 34. Enter any specific comments regarding illness, injuries, fatalities, and threat management for this incident, such as whether estimates were used for numbers given in Block 31.</li> <li>This information should be reported as accurately as possible as a snapshot in time, as much of the information is subject to frequent change.</li> <li>Evacuation information can be very sensitive to local residents and officials. Be accurate in the assessment.</li> <li>Clearly note primary responsibility and contacts for any activities or information in Blocks 31, 32, and 34 that may be caused by the incident, but that are being managed and/or reported by other parties.</li> <li>Provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47).</li> </ul>

Block Number	Block Title	Instructions
<b>*34</b>	<b>Life, Safety, and Health Threat Management</b>	Note any details in Life, Safety, and Health Status/Threat Remarks (Block 33), and provide additional explanation or information as relevant in Blocks 28, 36, 38, 40, 41, or in Remarks (Block 47). Additional pages may be necessary for notes.
	A. Check if Active	Check any applicable blocks in 34C–P based on currently available information regarding incident activity and potential.
	B. Notes	Note any specific details, or include in Block 33.
	C. No Likely Threat	Check if there is no likely threat to life, health, and safety.
	D. Potential Future Threat	Check if there is a potential future threat to life, health, and safety.
	E. Mass Notifications In Progress	<ul style="list-style-type: none"> <li>• Check if there are any mass notifications in progress regarding emergency situations, evacuations, shelter in place, or other public safety advisories related to this incident.</li> <li>• These may include use of threat and alert systems such as the Emergency Alert System or a “reverse 911” system.</li> <li>• Please indicate the areas where mass notifications have been completed (e.g., “mass notifications to ZIP codes 50201, 50014, 50010, 50011,” or “notified all residents within a 5-mile radius of Gatlinburg”).</li> </ul>
	F. Mass Notifications Completed	Check if actions referred to in Block 34E above have been completed.
	G. No Evacuation(s) Imminent	Check if evacuations are not anticipated in the near future based on current information.
	H. Planning for Evacuation	Check if evacuation planning is underway in relation to this incident.
	I. Planning for Shelter-in-Place	Check if planning is underway for shelter-in-place activities related to this incident.
	J. Evacuation(s) in Progress	Check if there are active evacuations in progress in relation to this incident.
	K. Shelter-In-Place in Progress	Check if there are active shelter-in-place actions in progress in relation to this incident.
	L. Repopulation in Progress	Check if there is an active repopulation in progress related to this incident.
	M. Mass Immunization in Progress	Check if there is an active mass immunization in progress related to this incident.
	N. Mass Immunization Complete	Check if a mass immunization effort has been completed in relation to this incident.
	O. Quarantine in Progress	Check if there is an active quarantine in progress related to this incident.
	P. Area Restriction in Effect	Check if there are any restrictions in effect, such as road or area closures, especially those noted in Block 28.

Block Number	Block Title	Instructions
35	<b>Weather Concerns</b> (synopsis of current and predicted weather; discuss related factors that may cause concern)	<ul style="list-style-type: none"> <li>• Complete a short synopsis/discussion on significant weather factors that could cause concerns for the incident when relevant.</li> <li>• Include current and/or predicted weather factors, and the timeframe for predictions.</li> <li>• Include relevant factors such as:               <ul style="list-style-type: none"> <li>○ Wind speed (label units, such as mph).</li> <li>○ Wind direction (clarify and label where wind is coming from and going to in plain language – e.g., “from NNW,” “from E,” or “from SW”).</li> <li>○ Temperature (label units, such as F).</li> <li>○ Relative humidity (label %).</li> <li>○ Watches.</li> <li>○ Warnings.</li> <li>○ Tides.</li> <li>○ Currents.</li> </ul> </li> <li>• Any other weather information relative to the incident, such as flooding, hurricanes, etc.</li> </ul>
36	<b>Projected Incident Activity, Potential, Movement, Escalation, or Spread</b> and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes <b>12 hours</b> <b>24 hours</b> <b>48 hours</b> <b>72 hours</b> <b>Anticipated after 72 hours</b>	<ul style="list-style-type: none"> <li>• Provide an estimate (when it is possible to do so) of the direction/scope in which the incident is expected to spread, migrate, or expand during the next indicated operational period, or other factors that may cause activity changes.</li> <li>• Discuss incident potential relative to values at risk, or values to be protected (such as human life), and the potential changes to those as the incident changes.</li> <li>• Include an estimate of the acreage or area that will likely be affected.</li> <li>• If known, provide the above information in 12-, 24-, 48- and 72-hour timeframes, and any activity anticipated after 72 hours.</li> </ul>
37	<b>Strategic Objectives</b> (define planned end-state for incident)	Briefly discuss the desired outcome for the incident based on currently available information. Note any high-level objectives and any possible strategic benefits as well (especially for planned events).

Block Number	Block Title	Instructions
<b>ADDITIONAL INCIDENT DECISION SUPPORT INFORMATION (continued) (PAGE 3)</b>		
<p><b>38</b></p>	<p><b>Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond.</b>  Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.</p> <p><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></p>	<p>Summarize major or significant threats due to incident activity based on currently available information. Include a breakdown of threats in terms of 12-, 24-, 48-, and 72-hour timeframes.</p>

Block Number	Block Title	Instructions
39	<p><b>Critical Resource Needs</b> in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:</p> <p><b>12 hours</b>  <b>24 hours</b>  <b>48 hours</b>  <b>72 hours</b>  <b>Anticipated after 72 hours</b></p>	<ul style="list-style-type: none"> <li>• List the specific critical resources and numbers needed, in order of priority. <i>Be specific as to the need.</i></li> <li>• Use plain language and common terminology for resources, and indicate resource category, kind, and type (if available or known) to facilitate incident support.</li> <li>• If critical resources are listed in this block, there should be corresponding orders placed for them through appropriate resource ordering channels.</li> <li>• Provide critical resource needs in 12-, 24-, 48- and 72-hour increments. List the most critical resources needed for each timeframe, if needs have been identified for each timeframe. Listing critical resources by the time they are needed gives incident support personnel a “heads up” for short-range planning, and assists the ordering process to ensure these resources will be in place when they are needed.</li> <li>• More than one resource need may be listed for each timeframe. For example, a list could include: <ul style="list-style-type: none"> <li>○ <u>24 hrs</u>: 3 Type 2 firefighting helicopters, 2 Type I Disaster Medical Assistance Teams</li> <li>○ <u>48 hrs</u>: Mobile Communications Unit (Law/Fire)</li> <li>○ <u>After 72 hrs</u>: 1 Type 2 Incident Management Team</li> </ul> </li> <li>• Documentation in the ICS 209 can help the incident obtain critical regional or national resources through outside support mechanisms including multiagency coordination systems and mutual aid. <ul style="list-style-type: none"> <li>○ Information provided in other blocks on the ICS 209 can help to support the need for resources, including Blocks 28, 29, 31–38, and 40–42.</li> <li>○ Additional comments in the Remarks section (Block 47) can also help explain what the incident is requesting and why it is critical (for example, “Type 2 Incident Management Team is needed in three days to transition command when the current Type 2 Team times out”).</li> </ul> </li> <li>• Do not use this block for noncritical resources.</li> </ul>
40	<p><b>Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to:</b></p> <p>1) critical resource needs identified above,  2) the Incident Action Plan and management objectives and targets,  3) anticipated results.</p> <p><b>Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.</b></p>	<ul style="list-style-type: none"> <li>• Wording should be consistent with Block 39 to justify critical resource needs, which should relate to planned actions in the Incident Action Plan.</li> <li>• Give a short assessment of the likelihood of meeting the incident management targets, given the current management strategy and currently known constraints.</li> <li>• Identify when the chosen management strategy will succeed given the current constraints. Adjust the anticipated incident management completion target in Block 43 as needed based on this discussion.</li> <li>• Explain major problems and concerns as indicated.</li> </ul>

Block Number	Block Title	Instructions
41	<b>Planned Actions for Next Operational Period</b>	<ul style="list-style-type: none"> <li>• Provide a short summary of actions planned for the next operational period.</li> <li>• Examples: <ul style="list-style-type: none"> <li>○ “The current Incident Management Team will transition out to a replacement IMT.”</li> <li>○ “Continue to review operational/ engineering plan to facilitate removal of the partially collapsed west bridge supports.”</li> <li>○ “Continue refining mapping of the recovery operations and damaged assets using GPS.”</li> <li>○ “Initiate removal of unauthorized food vendors.”</li> </ul> </li> </ul>
42	<b>Projected Final Incident Size/Area</b> (use unit label – e.g., “sq mi”)	<ul style="list-style-type: none"> <li>• Enter an estimate of the total area likely to be involved or affected over the course of the incident.</li> <li>• Label the estimate of the total area or population involved, affected, or impacted with the relevant units such as acres, hectares, square miles, etc.</li> <li>• Note that total area involved may not be limited to geographic area (see previous discussions regarding incident definition, scope, operations, and objectives). Projected final size may involve a population rather than a geographic area.</li> </ul>
43	<b>Anticipated Incident Management Completion Date</b>	<ul style="list-style-type: none"> <li>• Enter the date (month/day/year) at which time it is expected that incident objectives will be met. This is often explained similar to incident containment or control, or the time at which the incident is expected to be closed or when significant incident support will be discontinued.</li> <li>• Avoid leaving this block blank if possible, as this is important information for managers.</li> </ul>
44	<b>Projected Significant Resource Demobilization Start Date</b>	Enter the date (month/day/year) when initiation of significant resource demobilization is anticipated.
45	<b>Estimated Incident Costs to Date</b>	<ul style="list-style-type: none"> <li>• Enter the estimated total incident costs to date for the entire incident based on currently available information.</li> <li>• Incident costs include estimates of all costs for the response, including all management and support activities per discipline, agency, or organizational guidance and policy.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If costs decrease, explain in Remarks (Block 47).</li> <li>• If additional space is required, please add as an attachment.</li> </ul>
46	<b>Projected Final Incident Cost Estimate</b>	<ul style="list-style-type: none"> <li>• Enter an estimate of the total costs for the incident once all costs have been processed based on current spending and projected incident potential, per discipline, agency, or organizational guidance and policy. This is often an estimate of daily costs combined with incident potential information.</li> <li>• This does not include damage assessment figures, as they are impacts from the incident and not response costs.</li> <li>• If additional space is required, please add as an attachment.</li> </ul>

Block Number	Block Title	Instructions
47	<b>Remarks</b> (or continuation of any blocks above – list block number in notation)	<ul style="list-style-type: none"> <li>• Use this block to expand on information that has been entered in previous blocks, or to include other pertinent information that has not been previously addressed.</li> <li>• List the block number for any information continued from a previous block.</li> <li>• Additional information may include more detailed weather information, specifics on injuries or fatalities, threats to critical infrastructure or other resources, more detailed evacuation site locations and number of evacuated, information or details regarding incident cause, etc.</li> <li>• For Complexes that include multiple incidents, list all sub-incidents included in the Complex.</li> <li>• List jurisdictional or ownership breakdowns if needed when an incident is in more than one jurisdiction and/or ownership area. Breakdown may be: <ul style="list-style-type: none"> <li>○ By size (e.g., 35 acres in City of Gatlinburg, 250 acres in Great Smoky Mountains), and/or</li> <li>○ By geography (e.g., incident area on the west side of the river is in jurisdiction of City of Minneapolis; area on east side of river is City of St. Paul jurisdiction; river is joint jurisdiction with USACE).</li> </ul> </li> <li>• Explain any reasons for incident size reductions or adjustments (e.g., reduction in acreage due to more accurate mapping).</li> <li>• This section can also be used to list any additional information about the incident that may be needed by incident support mechanisms outside the incident itself. This may be basic information needed through multiagency coordination systems or public information systems (e.g., a public information phone number for the incident, or the incident Web site address).</li> <li>• Attach additional pages if it is necessary to include additional comments in the Remarks section.</li> </ul>
<b>INCIDENT RESOURCE COMMITMENT SUMMARY (PAGE 4)</b>		
<ul style="list-style-type: none"> <li>• This last/fourth page of the ICS 209 can be copied and used if needed to accommodate additional resources, agencies, or organizations. Write the actual page number on the pages as they are used.</li> <li>• Include only resources that have been assigned to the incident and that have arrived and/or been checked in to the incident. Do not include resources that have been ordered but have <i>not</i> yet arrived.</li> </ul> <p><u>For summarizing:</u></p> <ul style="list-style-type: none"> <li>• When there are large numbers of responders, it may be helpful to group agencies or organizations together. Use the approach that works best for the multiagency coordination system applicable to the incident. For example, <ul style="list-style-type: none"> <li>○ Group State, local, county, city, or Federal responders together under such headings, or</li> <li>○ Group resources from one jurisdiction together and list only individual jurisdictions (e.g., list the public works, police, and fire department resources for a city under that city's name).</li> </ul> </li> <li>• On a large incident, it may also be helpful to group similar categories, kinds, or types of resources together for this summary.</li> </ul>		

Block Number	Block Title	Instructions
48	<b>Agency or Organization</b>	<ul style="list-style-type: none"> <li>• List the agencies or organizations contributing resources to the incident as responders, through mutual aid agreements, etc.</li> <li>• List agencies or organizations using clear language so readers who may not be from the discipline or host jurisdiction can understand the information.</li> <li>• Agencies or organizations may be listed individually or in groups.</li> <li>• When resources are grouped together, individual agencies or organizations may be listed below in Block 53.</li> <li>• Indicate in the rows under Block 49 how many resources are assigned to the incident under each resource identified. <ul style="list-style-type: none"> <li>○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• Indicate in the rows under Block 51 the total number of personnel assigned for each agency listed under Block 48, including both individual overhead and those associated with other resources such as fire engines, decontamination units, etc.</li> </ul>
49	<b>Resources</b> (summarize resources by category, kind, and/or type; show # of resources on top ½ of box, show # of personnel associated with resource on bottom ½ of box)	<ul style="list-style-type: none"> <li>• List resources using clear language when possible – so ICS 209 readers who may not be from the discipline or host jurisdiction can understand the information. <ul style="list-style-type: none"> <li>○ Examples: Type 1 Fire Engines, Type 4 Helicopters</li> </ul> </li> <li>• Enter total numbers in columns for each resource by agency, organization, or grouping in the proper blocks. <ul style="list-style-type: none"> <li>○ These can listed with the number of resources on the top of the box, and the number of personnel associated with the resources on the bottom half of the box.</li> <li>○ For example: <ul style="list-style-type: none"> <li>▪ <i>Resource:</i> Type 2 Helicopters... 3/8 (indicates 3 aircraft, 8 personnel).</li> <li>▪ <i>Resource:</i> Type 1 Decontamination Unit... 1/3 (indicates 1 unit, 3 personnel).</li> </ul> </li> </ul> </li> <li>• <b>NOTE:</b> One option is to group similar resources together when it is sensible to do so for the summary. <ul style="list-style-type: none"> <li>○ For example, do not list every type of fire engine – rather, it may be advisable to list two generalized types of engines, such as “structure fire engines” and “wildland fire engines” in separate columns with totals for each.</li> </ul> </li> <li>• <b>NOTE:</b> It is not advisable to list individual overhead personnel individually in the resource section, especially as this form is intended as a summary. These personnel should be included in the Total Personnel sums in Block 51.</li> </ul>
50	<b>Additional Personnel</b> not assigned to a resource	List the number of <i>additional</i> individuals (or overhead) that are not assigned to a specific resource by agency or organization.
51	<b>Total Personnel</b> (includes those associated with resources – e.g., aircraft or engines – <i>and</i> individual overhead)	<ul style="list-style-type: none"> <li>• Enter the total personnel for each agency, organization, or grouping in the Total Personnel column.</li> <li>• <b>WARNING:</b> Do not simply add the numbers across!</li> <li>• The number of Total Personnel for each row should include <u>both</u>: <ul style="list-style-type: none"> <li>○ The total number of personnel assigned to each of the resources listed in Block 49, and</li> <li>○ The total number of additional individual overhead personnel from each agency, organization, or group listed in Block 50.</li> </ul> </li> </ul>

Block Number	Block Title	Instructions
52	<b>Total Resources</b>	Include the sum total of resources for each column, including the total for the column under Blocks 49, 50, and 51. This should include the total number of <i>resources</i> in Block 49, as personnel totals will be counted under Block 51.
53	<b>Additional Cooperating and Assisting Organizations Not Listed Above</b>	<ul style="list-style-type: none"> <li>• List all agencies and organizations that are not directly involved in the incident, but are providing support.</li> <li>• Examples may include ambulance services, Red Cross, DHS, utility companies, etc.</li> <li>• Do not repeat any resources counted in Blocks 48–52, unless explanations are needed for groupings created under Block 48 (Agency or Organization).</li> </ul>

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## ICS 210 Resource Status Change

**Purpose.** The Resource Status Change (ICS 210) is used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS 213). The form could also be used by Operations as a worksheet to track entry, etc.

**Preparation.** The ICS 210 is completed by radio/telephone operators who receive status change information from individual resources, Task Forces, Strike Teams, and Division/Group Supervisors. Status information could also be reported by Staging Area and Helibase Managers and fixed-wing facilities.

**Distribution.** The ICS 210 is maintained by the Communications Unit and copied to Resources Unit and filed by Documentation Unit.

**Notes:**

- The ICS 210 is essentially a message form that can be used to update Resource Status Cards or T-Cards (ICS 219) for incident-level resource management.
- If additional pages are needed, use a blank ICS 210 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Resource Number</b>	Enter the resource identification (ID) number (this may be a letter and number combination) assigned by either the sending unit or the incident.
4	<b>New Status</b> (Available, Assigned, Out of Service)	Indicate the current status of the resource: <ul style="list-style-type: none"> <li>• Available – Indicates resource is available for incident use immediately.</li> <li>• Assigned – Indicates resource is checked in and assigned a work task on the incident.</li> <li>• Out of Service – Indicates resource is assigned to the incident but unable to respond for mechanical, rest, or personnel reasons. If space permits, indicate the estimated time of return (ETR). It may be useful to indicate the reason a resource is out of service (e.g., “O/S – Mech” (for mechanical issues), “O/S – Rest” (for off shift), or “O/S – Pers” (for personnel issues).</li> </ul>
5	<b>From</b> (Assignment and Status)	Indicate the current location of the resource (where it came from) and the status. When more than one Division, Staging Area, or Camp is used, identify the specific location (e.g., Division A, Staging Area, Incident Command Post, Western Camp).
6	<b>To</b> (Assignment and Status)	Indicate the assigned incident location of the resource and status. When more than one Division, Staging Area, or Camp is used, identify the specific location.
7	<b>Time and Date of Change</b>	Enter the time and location of the status change (24-hour clock). Enter the date as well if relevant (e.g., out of service).
8	<b>Comments</b>	Enter any special information provided by the resource or dispatch center. This may include details about why a resource is out of service, or individual identifying designators (IDs) of Strike Teams and Task Forces.
9	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).



## ICS 211 Incident Check-In List

**Purpose.** Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS 211). The ICS 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel, etc., for resources checked in.

**Preparation.** The ICS 211 is initiated at a number of incident locations including: Staging Areas, Base, and Incident Command Post (ICP). Preparation may be completed by: (1) overhead at these locations, who record the information and give it to the Resources Unit as soon as possible, (2) the Incident Communications Center Manager located in the Communications Center, who records the information and gives it to the Resources Unit as soon as possible, (3) a recorder from the Resources Unit during check-in to the ICP. As an option, the ICS 211 can be printed on colored paper to match the designated Resource Status Card (ICS 219) colors. The purpose of this is to aid the process of completing a large volume of ICS 219s. The ICS 219 colors are:

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

**Distribution.** ICS 211s, which are completed by personnel at the various check-in locations, are provided to the Resources Unit, Demobilization Unit, and Finance/Administration Section. The Resources Unit maintains a master list of all equipment and personnel that have reported to the incident.

### Notes:

- Also available as 8½ x 14 (legal size) or 11 x 17 chart.
- Use reverse side of form for remarks or comments.
- If additional pages are needed for any form page, use a blank ICS 211 and repaginate as needed.
- Contact information for sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Check-In Location</b> <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other	Check appropriate box and enter the check-in location for the incident. Indicate specific information regarding the locations under each checkbox. ICP is for Incident Command Post.  Other may include...
4	<b>Start Date/Time</b> • Date • Time	Enter the date (month/day/year) and time (using the 24-hour clock) that the form was started.

Block Number	Block Title	Instructions
	<b>Check-In Information</b>	Self explanatory.
5	<b>List single resource personnel (overhead) by agency and name, OR list resources by the following format</b>	Enter the following information for resources: OPTIONAL: Indicate if resource is a single resource versus part of Strike Team or Task Force. Fields can be left blank if not necessary.
	• State	Use this section to list the home State for the resource.
	• Agency	Use this section to list agency name (or designator), and individual names for all single resource personnel (e.g., ORC, ARL, NYPD).
	• Category	Use this section to list the resource category based on NIMS, discipline, or jurisdiction guidance.
	• Kind	Use this section to list the resource kind based on NIMS, discipline, or jurisdiction guidance.
	• Type	Use this section to list the resource type based on NIMS, discipline, or jurisdiction guidance.
	• Resource Name or Identifier	Use this section to enter the resource name or unique identifier. If it is a Strike Team or a Task Force, list the unique Strike Team or Task Force identifier (if used) on a single line with the component resources of the Strike Team or Task Force listed on the following lines. For example, for an Engine Strike Team with the call sign "XLT459" show "XLT459" in this box and then in the next five rows, list the unique identifier for the five engines assigned to the Strike Team.
• ST or TF	Use ST or TF to indicate whether the resource is part of a Strike Team or Task Force. See above for additional instructions.	
6	<b>Order Request #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
7	<b>Date/Time Check-In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
8	<b>Leader's Name</b>	<ul style="list-style-type: none"> <li>• For equipment, enter the operator's name.</li> <li>• Enter the Strike Team or Task Force leader's name.</li> <li>• Leave blank for single resource personnel (overhead).</li> </ul>
9	<b>Total Number of Personnel</b>	Enter total number of personnel associated with the resource. Include leaders.
10	<b>Incident Contact Information</b>	Enter available contact information (e.g., radio frequency, cell phone number, etc.) for the incident.
11	<b>Home Unit or Agency</b>	Enter the home unit or agency to which the resource or individual is normally assigned (may not be departure location).
12	<b>Departure Point, Date and Time</b>	Enter the location from which the resource or individual departed for this incident. Enter the departure time using the 24-hour clock.
13	<b>Method of Travel</b>	Enter the means of travel the individual used to bring himself/herself to the incident (e.g., bus, truck, engine, personal vehicle, etc.).
14	<b>Incident Assignment</b>	Enter the incident assignment at time of dispatch.
15	<b>Other Qualifications</b>	Enter additional duties (ICS positions) pertinent to the incident that the resource/individual is qualified to perform. Note that resources should not be reassigned on the incident without going through the established ordering process. This data may be useful when resources are demobilized and remobilized for another incident.

Block Number	Block Title	Instructions
16	<b>Data Provided to Resources Unit</b>	Enter the date and time that the information pertaining to that entry was transmitted to the Resources Unit, and the initials of the person who transmitted the information.
17	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

# GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213	Date/Time: _____	

## ICS 213 General Message

**Purpose.** The General Message (ICS 213) is used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues, etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.

**Preparation.** The ICS 213 may be initiated by incident dispatchers and any other personnel on an incident.

**Distribution.** Upon completion, the ICS 213 may be delivered to the addressee and/or delivered to the Incident Communication Center for transmission.

### Notes:

- The ICS 213 is a three-part form, typically using carbon paper. The sender will complete Part 1 of the form and send Parts 2 and 3 to the recipient. The recipient will complete Part 2 and return Part 3 to the sender.
- A copy of the ICS 213 should be sent to and maintained within the Documentation Unit.
- Contact information for the sender and receiver can be added for communications purposes to confirm resource orders. Refer to 213RR example (Appendix B)

Block Number	Block Title	Instructions
1	<b>Incident Name</b> (Optional)	Enter the name assigned to the incident. This block is optional.
2	<b>To</b> (Name and Position)	Enter the name and position the General Message is intended for. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
3	<b>From</b> (Name and Position)	Enter the name and position of the individual sending the General Message. For all individuals, use at least the first initial and last name. For Unified Command, include agency names.
4	<b>Subject</b>	Enter the subject of the message.
5	<b>Date</b>	Enter the date (month/day/year) of the message.
6	<b>Time</b>	Enter the time (using the 24-hour clock) of the message.
7	<b>Message</b>	Enter the content of the message. Try to be as concise as possible.
8	<b>Approved by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Position/Title</li> </ul>	Enter the name, signature, and ICS position/title of the person approving the message.
9	<b>Reply</b>	The intended recipient will enter a reply to the message and return it to the originator.
10	<b>Replied by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person replying to the message. Enter date (month/day/year) and time prepared (24-hour clock).





## ICS 214 Activity Log

**Purpose.** The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

**Preparation.** An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

**Distribution.** Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

### Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Name</b>	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	<b>ICS Position</b>	Enter the name and ICS position of the individual in charge of the Unit.
5	<b>Home Agency</b> (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	<b>Resources Assigned</b>	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> <li>• Name</li> </ul>	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	<ul style="list-style-type: none"> <li>• ICS Position</li> </ul>	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> <li>• Home Agency (and Unit)</li> </ul>	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	<b>Activity Log</b> <ul style="list-style-type: none"> <li>• Date/Time</li> <li>• Notable Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day.</li> <li>• Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc.</li> <li>• This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.</li> </ul>
8	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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## ICS 215 Operational Planning Worksheet

**Purpose.** The Operational Planning Worksheet (ICS 215) communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS 215 is used by the Resources Unit to complete the Assignment Lists (ICS 204) and by the Logistics Section Chief for ordering resources for the incident.

**Preparation.** The ICS 215 is initiated by the Operations Section Chief and often involves logistics personnel, the Resources Unit, and the Safety Officer. The form is shared with the rest of the Command and General Staffs during the Planning Meeting. It may be useful in some disciplines or jurisdictions to prefill ICS 215 copies prior to incidents.

**Distribution.** When the Branch, Division, or Group work assignments and accompanying resource allocations are agreed upon, the form is distributed to the Resources Unit to assist in the preparation of the ICS 204. The Logistics Section will use a copy of this worksheet for preparing requests for resources required for the next operational period.

### Notes:

- This worksheet can be made into a wall mount.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.
- If additional pages are needed, use a blank ICS 215 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Branch</b>	Enter the Branch of the work assignment for the resources.
4	<b>Division, Group, or Other</b>	Enter the Division, Group, or other location (e.g., Staging Area) of the work assignment for the resources.
5	<b>Work Assignment &amp; Special Instructions</b>	Enter the specific work assignments given to each of the Divisions/Groups and any special instructions, as required.
6	<b>Resources</b>	Complete resource headings for category, kind, and type as appropriate for the incident. The use of a slash indicates a single resource in the upper portion of the slash and a Strike Team or Task Force in the bottom portion of the slash.
	• Required	Enter, for the appropriate resources, the number of resources by type (engine, squad car, Advanced Life Support ambulance, etc.) required to perform the work assignment.
	• Have	Enter, for the appropriate resources, the number of resources by type (engines, crew, etc.) available to perform the work assignment.
	• Need	Enter the number of resources needed by subtracting the number in the "Have" row from the number in the "Required" row.
7	<b>Overhead Position(s)</b>	List any supervisory and nonsupervisory ICS position(s) not directly assigned to a previously identified resource (e.g., Division/Group Supervisor, Assistant Safety Officer, Technical Specialist, etc.).
8	<b>Special Equipment &amp; Supplies</b>	List special equipment and supplies, including aviation support, used or needed. This may be a useful place to monitor span of control.
9	<b>Reporting Location</b>	Enter the specific location where the resources are to report (Staging Area, location at incident, etc.).
10	<b>Requested Arrival Time</b>	Enter the time (24-hour clock) that resources are requested to arrive at the reporting location.

Block Number	Block Title	Instructions
11	<b>Total Resources Required</b>	Enter the total number of resources required by category/kind/type as preferred (e.g., engine, squad car, ALS ambulance, etc.). A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/ Task Forces in the bottom portion of the slash.
12	<b>Total Resources Have on Hand</b>	Enter the total number of resources on hand that are assigned to the incident for incident use. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
13	<b>Total Resources Need To Order</b>	Enter the total number of resources needed. A slash can be used again to indicate total single resources in the upper portion of the slash and total Strike Teams/Task Forces in the bottom portion of the slash.
14	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).

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## ICS 215A Incident Action Plan Safety Analysis

**Purpose.** The purpose of the Incident Action Plan Safety Analysis (ICS 215A) is to aid the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues, and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations, and is best utilized in the planning phase and for Operations Section briefings.

**Preparation.** The ICS 215A is typically prepared by the Safety Officer during the incident action planning cycle. When the Operations Section Chief is preparing for the tactics meeting, the Safety Officer collaborates with the Operations Section Chief to complete the Incident Action Plan Safety Analysis. This worksheet is closely linked to the Operational Planning Worksheet (ICS 215). Incident areas or regions are listed along with associated hazards and risks. For those assignments involving risks and hazards, mitigations or controls should be developed to safeguard responders, and appropriate incident personnel should be briefed on the hazards, mitigations, and related measures. Use additional sheets as needed.

**Distribution.** When the safety analysis is completed, the form is distributed to the Resources Unit to help prepare the Operations Section briefing. All completed original forms must be given to the Documentation Unit.

### Notes:

- This worksheet can be made into a wall mount, and can be part of the IAP.
- If additional pages are needed, use a blank ICS 215A and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter date (month/day/year) and time (using the 24-hour clock) prepared.
4	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (24-hour clock) and end date and time for the operational period to which the form applies.
5	<b>Incident Area</b>	Enter the incident areas where personnel or resources are likely to encounter risks. This may be specified as a Branch, Division, or Group.
6	<b>Hazards/Risks</b>	List the types of hazards and/or risks likely to be encountered by personnel or resources at the incident area relevant to the work assignment.
7	<b>Mitigations</b>	List actions taken to reduce risk for each hazard indicated (e.g., specify personal protective equipment or use of a buddy system or escape routes).
8	<b>Prepared by</b> (Safety Officer and Operations Section Chief) <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name of both the Safety Officer and the Operations Section Chief, who should collaborate on form preparation. Enter date (month/day/year) and time (24-hour clock) reviewed.



## ICS 218 Support Vehicle/Equipment Inventory

**Purpose.** The Support Vehicle/Equipment Inventory (ICS 218) provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.

**Preparation.** The ICS 218 is prepared by Ground Support Unit personnel at intervals specified by the Ground Support Unit Leader.

**Distribution.** Initial inventory information recorded on the form should be given to the Resources Unit. Subsequent changes to the status or location of transportation and support vehicles and equipment should be provided to the Resources Unit immediately.

### Notes:

- If additional pages are needed, use a blank ICS 218 and repaginate as needed.
- Also available as 8½ x 14 (legal size) and 11 x 17 chart.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Date/Time Prepared</b>	Enter the date (month/day/year) and time (using the 24-hour clock) the form is prepared.
4	<b>Vehicle/Equipment Category</b>	Enter the specific vehicle or equipment category (e.g., buses, generators, dozers, pickups/sedans, rental cars, etc.). Use a separate sheet for each vehicle or equipment category.
5	<b>Vehicle/Equipment Information</b>	Record the following information:
	Order Request Number	Enter the order request number for the resource as used by the jurisdiction or discipline, or the relevant EMAC order request number.
	Incident Identification Number	Enter any special incident identification numbers or agency radio identifier assigned to the piece of equipment used only during the incident, if this system is used (e.g., "Decontamination Unit 2," or "Water Tender 14").
	Vehicle or Equipment Classification	Enter the specific vehicle or equipment classification (e.g., bus, backhoe, Type 2 engine, etc.) as relevant.
	Vehicle or Equipment Make	Enter the vehicle or equipment manufacturer name (e.g., "GMC," "International").
	Category/Kind/Type, Capacity, or Size	Enter the vehicle or equipment category/kind/type, capacity, or size (e.g., 30-person bus, 3/4-ton truck, 50 kW generator).
	Vehicle or Equipment Features	Indicate any vehicle or equipment features such as 2WD, 4WD, towing capability, number of axles, heavy-duty tires, high clearance, automatic vehicle locator (AVL), etc.
	Agency or Owner	Enter the name of the agency or owner of the vehicle or equipment.
	Operator Name or Contact	Enter the operator name and/or contact information (cell phone, radio frequency, etc.).
	Vehicle License or Identification Number	Enter the license plate number or another identification number (such as a serial or rig number) of the vehicle or equipment.
	Incident Assignment	Enter where the vehicle or equipment will be located at the incident and its function (use abbreviations per discipline or jurisdiction).

Block Number	Block Title	Instructions
<b>5</b> (continued)	Incident Start Date and Time	Indicate start date (month/day/year) and time (using the 24-hour clock) for driver or for equipment as may be relevant.
	Incident Release Date and Time	Enter the date (month/day/year) and time (using the 24-hour clock) the vehicle or equipment is released from the incident.
<b>6</b>	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> </ul>	Enter the name, ICS position/title, and signature of the person preparing the form.

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## ICS 219

### Resource Status Card (T-Card)

**Purpose.** Resource Status Cards (ICS 219) are also known as “T-Cards,” and are used by the Resources Unit to record status and location information on resources, transportation, and support vehicles and personnel. These cards provide a visual display of the status and location of resources assigned to the incident.

**Preparation.** Information to be placed on the cards may be obtained from several sources including, but not limited to:

- Incident Briefing (ICS 201).
- Incident Check-In List (ICS 211).
- General Message (ICS 213).
- Agency-supplied information or electronic resource management systems.

**Distribution.** ICS 219s are displayed in resource status or “T-Card” racks where they can be easily viewed, retrieved, updated, and rearranged. The Resources Unit typically maintains cards for resources assigned to an incident until demobilization. At demobilization, all cards should be turned in to the Documentation Unit.

**Notes.** There are eight different status cards (see list below) and a header card, to be printed front-to-back on cardstock. Each card is printed on a different color of cardstock and used for a different resource category/kind/type. The format and content of information on each card varies depending upon the intended use of the card.

- 219-1: Header Card – Gray (used only as label cards for T-Card racks)
- 219-2: Crew/Team Card – Green
- 219-3: Engine Card – Rose
- 219-4: Helicopter Card – Blue
- 219-5: Personnel Card – White
- 219-6: Fixed-Wing Card – Orange
- 219-7: Equipment Card – Yellow
- 219-8: Miscellaneous Equipment/Task Force Card – Tan
- 219-10: Generic Card – Light Purple

**Acronyms.** Abbreviations utilized on the cards are listed below:

- AOV: Agency-owned vehicle
- ETA: Estimated time of arrival
- ETD: Estimated time of departure
- ETR: Estimated time of return
- O/S Mech: Out-of-service for mechanical reasons
- O/S Pers: Out-of-service for personnel reasons
- O/S Rest: Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft
- POV: Privately owned vehicle



## ICS 219-1: Header Card

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<i>Front</i>			
Date/Time Checked In:			
Leader Name:			
Primary Contact Information:			
Crew/Team ID #(s) or Name(s):			
Manifest:		Total Weight:	
<input type="checkbox"/> Yes <input type="checkbox"/> No			
Method of Travel to Incident:			
<input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Home Base:			
Departure Point:			
ETD:		ETA:	
Transportation Needs at Incident:			
<input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other			
Date/Time Ordered:			
Remarks:			
Prepared by:			
Date/Time:			
ICS 219-2 CREW/TEAM (GREEN)			

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #
<i>Back</i>			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Incident Location:		Time:	
Status:			
<input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers			
<input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____			
Notes:			
Prepared by:			
Date/Time:			
ICS 219-2 CREW/TEAM (GREEN)			

## ICS 219-2: Crew/Team Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and/or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the crew/team. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline, since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Crew/Team ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this crew/team (e.g., Air Monitoring Team 2, Entry Team 3).
<b>Manifest</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
<b>Total Weight</b>	Enter the total weight for the crew/team. This information is necessary when the crew/team are transported by charter air.
<b>Method of Travel to Incident</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew/team's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew/team's estimated time of arrival (using the 24-hour clock) at the incident.

Block Title	Instructions
<b>Transportation Needs at Incident</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew/team was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew/team.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew/team.
<b>Time</b>	Enter the time (24-hour clock) the crew/team reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the crew/team's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the crew/team's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-3: Engine Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for the resource(s).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"><li>• Assigned – Assigned to the incident</li><li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Front**

Date/Time Checked In:

Pilot Name:

Home Base:

Departure Point:

ETD:

ETA:

Destination Point:

Date/Time Ordered:

Remarks:

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Back**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Incident Location:

Time:

**Status:**

Assigned  O/S Rest  O/S Pers

Available  O/S Mech  ETR: \_\_\_\_\_

**Notes:**

Prepared by:

Date/Time:

ICS 219-4 HELICOPTER (BLUE)

## ICS 219-4: Helicopter Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>Assigned – Assigned to the incident</li> <li>O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>O/S Pers – Out-of-service for personnel reasons</li> <li>Available – Available to be assigned to the incident</li> <li>O/S Mech – Out-of-service for mechanical reasons</li> <li>ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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**Front**

<b>Date/Time Checked In:</b>	
<b>Name:</b>	
<b>Primary Contact Information:</b>	
<b>Manifest:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>Total Weight:</b>
<b>Method of Travel to Incident:</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Home Base:</b>	
<b>Departure Point:</b>	
<b>ETD:</b>	<b>ETA:</b>
<b>Transportation Needs at Incident:</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	
<b>Date/Time Ordered:</b>	
<b>Remarks:</b>	

<b>Prepared by:</b>
<b>Date/Time:</b>

**ICS 219-5 PERSONNEL (WHITE CARD)**

<b>ST/Unit:</b>	<b>Name:</b>	<b>Position/Title:</b>
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**Back**

<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
<b>Notes:</b>	
<b>Incident Location:</b>	<b>Time:</b>
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	
<b>Notes:</b>	

<b>Prepared by:</b>
<b>Date/Time:</b>

**ICS 219-5 PERSONNEL (WHITE CARD)**

## ICS 219-5: Personnel Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>Name</b>	Enter the individual's first initial and last name.
<b>Position/Title</b>	Enter the individual's ICS position/title.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Name</b>	Enter the individual's full name.
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Manifest</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
<b>Total Weight</b>	Enter the total weight for the crew. This information is necessary when the crew are transported by charter air.
<b>Method of Travel to Incident</b> <input type="checkbox"/> AOV <input type="checkbox"/> POV <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of travel the individual used to bring himself/herself to the incident. AOV is "agency-owned vehicle." POV is "privately owned vehicle."
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the crew's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the crew's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Transportation Needs at Incident</b> <input type="checkbox"/> Vehicle <input type="checkbox"/> Bus <input type="checkbox"/> Air <input type="checkbox"/> Other	Check the box(es) for the appropriate method(s) of transportation at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the crew was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the crew.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the crew.
<b>Time</b>	Enter the time (24-hour clock) the crew reported to this location.

Block Title	Instructions
<p><b>Status</b></p> <p><input type="checkbox"/> Assigned</p> <p><input type="checkbox"/> O/S Rest</p> <p><input type="checkbox"/> O/S Pers</p> <p><input type="checkbox"/> Available</p> <p><input type="checkbox"/> O/S Mech</p> <p><input type="checkbox"/> ETR: _____</p>	<p>Enter the crew's current status:</p> <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<p><b>Notes</b></p>	<p>Enter any additional information pertaining to the crew's current location or status.</p>
<p><b>Prepared by</b> <b>Date/Time</b></p>	<p>Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).</p>

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Front**

Date/Time Checked-In:	
Pilot Name:	
Home Base:	
Departure Point:	
ETD:	ETA:
Destination Point:	
Date/Time Ordered:	
Manufacturer:	

Remarks:
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Prepared by:
Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

ST/Unit:	LDW:	# Pers:	Order #:
Agency	Cat/Kind/Type		Name/ID #

**Back**

Incident Location:	Time:
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Incident Location:	Time:
<b>Status:</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: ____	
Notes:	

Prepared by:
Date/Time:

ICS 219-6 FIXED-WING (ORANGE)

## ICS 219-6: Fixed-Wing Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Manufacturer</b>	Enter the manufacturer of the aircraft.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-6: Fixed-Wing Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include the pilot.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier.
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Pilot Name:</b>	Enter pilot's name (use at least the first initial and last name).
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the destination point.
<b>Destination Point</b>	Use this section to enter the location at the incident where the resource has been requested to report.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Manufacturer</b>	Enter the manufacturer of the aircraft.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"> <li>• Assigned – Assigned to the incident</li> <li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li> <li>• O/S Pers – Out-of-service for personnel reasons</li> <li>• Available – Available to be assigned to the incident</li> <li>• O/S Mech – Out-of-service for mechanical reasons</li> <li>• ETR – Estimated time of return</li> </ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-8: Miscellaneous Equipment/Task Force Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available work day that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number or name for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"><li>• Assigned – Assigned to the incident</li><li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).



## ICS 219-10: Generic Card

Block Title	Instructions
<b>ST/Unit</b>	Enter the State and or unit identifier (3–5 letters) used by the authority having jurisdiction.
<b>LDW (Last Day Worked)</b>	Indicate the last available workday that the resource is allowed to work.
<b># Pers</b>	Enter total number of personnel associated with the resource. Include leaders.
<b>Order #</b>	The order request number will be assigned by the agency dispatching resources or personnel to the incident. Use existing protocol as appropriate for the jurisdiction and/or discipline since several incident numbers may be used for the same incident.
<b>Agency</b>	Use this section to list agency name or designator (e.g., ORC, ARL, NYPD).
<b>Cat/Kind/Type</b>	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance.
<b>Name/ID #</b>	Use this section to enter the resource name or unique identifier (e.g., 13, Bluewater, Utility 32).
<b>Date/Time Checked In</b>	Enter date (month/day/year) and time of check-in (24-hour clock) to the incident.
<b>Leader Name</b>	Enter resource leader's name (use at least the first initial and last name).
<b>Primary Contact Information</b>	Enter the primary contact information (e.g., cell phone number, radio, etc.) for the leader.  If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205).  Phone and pager numbers should include the area code and any satellite phone specifics.
<b>Resource ID #(s) or Name(s)</b>	Provide the identifier number(s) or name(s) for this resource.
<b>Home Base</b>	Enter the home base to which the resource or individual is normally assigned (may not be departure location).
<b>Departure Point</b>	Enter the location from which the resource or individual departed for this incident.
<b>ETD</b>	Use this section to enter the resource's estimated time of departure (using the 24-hour clock) from their home base.
<b>ETA</b>	Use this section to enter the resource's estimated time of arrival (using the 24-hour clock) at the incident.
<b>Date/Time Ordered</b>	Enter date (month/day/year) and time (24-hour clock) the resource was ordered to the incident.
<b>Remarks</b>	Enter any additional information pertaining to the resource.
<b>BACK OF FORM</b>	
<b>Incident Location</b>	Enter the location of the resource.
<b>Time</b>	Enter the time (24-hour clock) the resource reported to this location.
<b>Status</b> <input type="checkbox"/> Assigned <input type="checkbox"/> O/S Rest <input type="checkbox"/> O/S Pers <input type="checkbox"/> Available <input type="checkbox"/> O/S Mech <input type="checkbox"/> ETR: _____	Enter the resource's current status: <ul style="list-style-type: none"><li>• Assigned – Assigned to the incident</li><li>• O/S Rest – Out-of-service for rest/recuperation purposes/guidelines, or due to operating time limits/policies for pilots, operators, drivers, equipment, or aircraft</li><li>• O/S Pers – Out-of-service for personnel reasons</li><li>• Available – Available to be assigned to the incident</li><li>• O/S Mech – Out-of-service for mechanical reasons</li><li>• ETR – Estimated time of return</li></ul>
<b>Notes</b>	Enter any additional information pertaining to the resource's current location or status.

Block Title	Instructions
<b>Prepared by</b> <b>Date/Time</b>	Enter the name of the person preparing the form. Enter the date (month/day/year) and time prepared (using the 24-hour clock).

# AIR OPERATIONS SUMMARY (ICS 220)

<b>1. Incident Name:</b>		<b>2. Operational Period:</b> Date From: _____ Date To: _____ Time From: _____ Time To: _____		<b>3. Sunrise:</b> _____ <b>Sunset:</b> _____	
<b>4. Remarks</b> (safety notes, hazards, air operations special equipment, etc.):		<b>5. Ready Alert Aircraft:</b> Medivac: _____ New Incident: _____			
		<b>6. Temporary Flight Restriction Number:</b> Altitude: _____ Center Point: _____		<b>9. Fixed-Wing</b> (category/kind/type, make/model, N#, base): Air Tactical Group Supervisor Aircraft: _____	
<b>7. Personnel:</b>		<b>8. Frequencies:</b>		<b>10. Helicopters</b> (use additional sheets as necessary):	
	Name:	Phone Number:	AM	FM	
Air Operations Branch Director					
Air Support Group Supervisor					Other Fixed-Wing Aircraft:
Air Tactical Group Supervisor					
Helicopter Coordinator					
Helibase Manager					
<b>11. Prepared by:</b> Name: _____		Position/Title: _____		Signature: _____	
ICS 220, Page 1		Date/Time: _____			



## ICS 220 Air Operations Summary

**Purpose.** The Air Operations Summary (ICS 220) provides the Air Operations Branch with the number, type, location, and specific assignments of helicopters and air resources.

**Preparation.** The ICS 220 is completed by the Operations Section Chief or the Air Operations Branch Director during each Planning Meeting. General air resources assignment information is obtained from the Operational Planning Worksheet (ICS 215), which also is completed during each Planning Meeting. Specific designators of the air resources assigned to the incident are provided by the Air and Fixed-Wing Support Groups. If aviation assets would be utilized for rescue or are referenced on the Medical Plan (ICS 206), coordinate with the Medical Unit Leader and indicate on the ICS 206.

**Distribution.** After the ICS 220 is completed by Air Operations personnel, the form is given to the Air Support Group Supervisor and Fixed-Wing Coordinator personnel. These personnel complete the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit.

### Notes:

- If additional pages are needed for any form page, use a blank ICS 220 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Operational Period</b> <ul style="list-style-type: none"> <li>• Date and Time From</li> <li>• Date and Time To</li> </ul>	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	<b>Sunrise/Sunset</b>	Enter the sunrise and sunset times.
4	<b>Remarks</b> (safety notes, hazards, air operations special equipment, etc.)	Enter special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
5	<b>Ready Alert Aircraft</b> <ul style="list-style-type: none"> <li>• Medivac</li> <li>• New Incident</li> </ul>	Identify ready alert aircraft that will be used as Medivac for incident assigned personnel and indicate on the Medical Plan (ICS 206). Identify aircraft to be used for new incidents within the area or new incident(s) within an incident.
6	<b>Temporary Flight Restriction Number</b> <ul style="list-style-type: none"> <li>• Altitude</li> <li>• Center Point</li> </ul>	Enter Temporary Flight Restriction Number, altitude (from the center point), and center point (latitude and longitude). This number is provided by the Federal Aviation Administration (FAA) or is the order request number for the Temporary Flight Restriction.
7	<b>Personnel</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Phone Number</li> </ul>	Enter the name and phone number of the individuals in Air Operations.
	Air Operations Branch Director	
	Air Support Group Supervisor	
	Air Tactical Group Supervisor	
	Helicopter Coordinator	
	Helibase Manager	

Block Number	Block Title	Instructions
8	<b>Frequencies</b> <ul style="list-style-type: none"> <li>• AM</li> <li>• FM</li> </ul>	Enter primary air/air, air/ground (if applicable), command, deck coordinator, take-off and landing coordinator, and other radio frequencies to be used during the incident.
	Air/Air Fixed-Wing	
	Air/Air Rotary-Wing – Flight Following	Flight following is typically done by Air Operations.
	Air/Ground	
	Command	
	Deck Coordinator	
	Take-Off & Landing Coordinator	
	Air Guard	
9	<b>Fixed-Wing</b> (category/kind/type, make/model, N#, base)	Enter the category/kind/type based on NIMS, discipline, or jurisdiction guidance, make/model, N#, and base of air assets allocated to the incident.
	Air Tactical Group Supervisor Aircraft	
	Other Fixed-Wing Aircraft	
10	<b>Helicopters</b>	Enter the following information about the helicopter resources allocated to the incident.
	FAA N#	Enter the FAA N#.
	Category/Kind/Type	Enter the helicopter category/kind/type based on NIMS, discipline, or jurisdiction guidance.
	Make/Model	Enter the make and model of the helicopter.
	Base	Enter the base where the helicopter is located.
	Available	Enter the time the aircraft is available.
	Start	Enter the time the aircraft becomes operational.
	Remarks	
11	<b>Prepared by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Position/Title</li> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).
12	<b>Task/Mission/Assignment</b> (category/kind/type and function includes: air tactical, reconnaissance, personnel transport, search and rescue, etc.)	Enter the specific assignment (e.g., water or retardant drops, logistical support, or availability status for a specific purpose, support backup, recon, Medivac, etc.). If applicable, enter the primary air/air and air/ground radio frequency to be used. Mission assignments may be listed by priority.
	Category/Kind/Type and Function	
	Name of Personnel or Cargo (if applicable) or Instructions for Tactical Aircraft	
	Mission Start	
	Fly From	Enter the incident location or air base the aircraft is flying from.
	Fly To	Enter the incident location or air base the aircraft is flying to.



## ICS 221 Demobilization Check-Out

**Purpose.** The Demobilization Check-Out (ICS 221) ensures that resources checking out of the incident have completed all appropriate incident business, and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

**Preparation.** The ICS 221 is initiated by the Planning Section, or a Demobilization Unit Leader if designated. The Demobilization Unit Leader completes the top portion of the form and checks the appropriate boxes in Block 6 that may need attention after the Resources Unit Leader has given written notification that the resource is no longer needed. The individual resource will have the appropriate overhead personnel sign off on any checked box(es) in Block 6 prior to release from the incident.

**Distribution.** After completion, the ICS 221 is returned to the Demobilization Unit Leader or the Planning Section. All completed original forms must be given to the Documentation Unit. Personnel may request to retain a copy of the ICS 221.

### Notes:

- Members are not released until form is complete when all of the items checked in Block 6 have been signed off.
- If additional pages are needed for any form page, use a blank ICS 221 and repaginate as needed.

Block Number	Block Title	Instructions
1	<b>Incident Name</b>	Enter the name assigned to the incident.
2	<b>Incident Number</b>	Enter the number assigned to the incident.
3	<b>Planned Release Date/Time</b>	Enter the date (month/day/year) and time (using the 24-hour clock) of the planned release from the incident.
4	<b>Resource or Personnel Released</b>	Enter name of the individual or resource being released.
5	<b>Order Request Number</b>	Enter order request number (or agency demobilization number) of the individual or resource being released.
6	<b>Resource or Personnel</b> You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). <ul style="list-style-type: none"> <li>• Unit/Leader/Manager/Other</li> <li>• Remarks</li> <li>• Name</li> <li>• Signature</li> </ul>	Resources are not released until the checked boxes below have been signed off by the appropriate overhead. Blank boxes are provided for any additional unit requirements as needed (e.g., Safety Officer, Agency Representative, etc.).
	<b>Logistics Section</b> <input type="checkbox"/> Supply Unit <input type="checkbox"/> Communications Unit <input type="checkbox"/> Facilities Unit <input type="checkbox"/> Ground Support Unit <input type="checkbox"/> Security Manager	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out.  Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.

Block Number	Block Title	Instructions
<b>6</b> (continued)	<b>Finance/Administration Section</b> <input type="checkbox"/> Time Unit	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	<b>Other Section/Staff</b> <input type="checkbox"/>	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
	<b>Planning Section</b> <input type="checkbox"/> Documentation Leader <input type="checkbox"/> Demobilization Leader	The Demobilization Unit Leader will enter an "X" in the box to the left of those Units requiring the resource to check out. Identified Unit Leaders or other overhead are to sign the appropriate line to indicate release.
<b>7</b>	<b>Remarks</b>	Enter any additional information pertaining to demobilization or release (e.g., transportation needed, destination, etc.). This section may also be used to indicate if a performance rating has been completed as required by the discipline or jurisdiction.
<b>8</b>	<b>Travel Information</b>	Enter the following travel information:
	Room Overnight	Use this section to enter whether or not the resource or personnel will be staying in a hotel overnight prior to returning home base and/or unit.
	Estimated Time of Departure	Use this section to enter the resource's or personnel's estimated time of departure (using the 24-hour clock).
	Actual Release Date/Time	Use this section to enter the resource's or personnel's actual release date (month/day/year) and time (using the 24-hour clock).
	Destination	Use this section to enter the resource's or personnel's destination.
	Estimated Time of Arrival	Use this section to enter the resource's or personnel's estimated time of arrival (using the 24-hour clock) at the destination.
	Travel Method	Use this section to enter the resource's or personnel's travel method (e.g., POV, air, etc.).
	Contact Information While Traveling	Use this section to enter the resource's or personnel's contact information while traveling (e.g., cell phone, radio frequency, etc.).
	Manifest <input type="checkbox"/> Yes <input type="checkbox"/> No Number	Use this section to enter whether or not the resource or personnel has a manifest. If they do, indicate the manifest number.
	Area/Agency/Region Notified	Use this section to enter the area, agency, and/or region that was notified of the resource's travel. List the name (first initial and last name) of the individual notified and the date (month/day/year) he or she was notified.
<b>9</b>	<b>Reassignment Information</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	Enter whether or not the resource or personnel was reassigned to another incident. If the resource or personnel was reassigned, complete the section below.
	Incident Name	Use this section to enter the name of the new incident to which the resource was reassigned.
	Incident Number	Use this section to enter the number of the new incident to which the resource was reassigned.
	Location	Use this section to enter the location (city and State) of the new incident to which the resource was reassigned.
	Order Request Number	Use this section to enter the new order request number assigned to the resource or personnel.

Block Number	Block Title	Instructions
10	<b>Prepared by</b> <ul style="list-style-type: none"><li>• Name</li><li>• Position/Title</li><li>• Signature</li><li>• Date/Time</li></ul>	Enter the name, ICS position, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (using the 24-hour clock).

# INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT						
1. Name:		2. Incident Name:		3. Incident Number:		
4. Home Unit Name and Address:			5. Incident Agency and Address:			
6. Position Held on Incident:		7. Date(s) of Assignment: From:                      To:		8. Incident Complexity Level: <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5		
<b>9. Incident Definition:</b>						
10. Evaluation						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>11. Knowledge of the Job/ Professional Competence:</b> Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)	<input type="checkbox"/>	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. Made little effort to grow professionally. Used knowledge as power against others or bluffed rather than acknowledging ignorance. Effectiveness reduced due to limited knowledge of own organizational role and customer needs.	<input type="checkbox"/>	Competent and credible authority on specialty or operational issues. Acquired and applied excellent operational or specialty expertise for assigned duties. Showed professional growth through education, training, and professional reading. Shared knowledge and information with others clearly and simply. Understood own organizational role and customer needs.	<input type="checkbox"/>	Superior expertise; advice and actions showed great breadth and depth of knowledge. Remarkable grasp of complex issues, concepts, and situations. Rapidly developed professional growth beyond expectations. Vigorously conveyed knowledge, directly resulting in increased workplace productivity. Insightful knowledge of own role, customer needs, and value of work.
<b>12. Ability To Obtain Performance/Results:</b> Quality, quantity, timeliness, and impact of work.	<input type="checkbox"/>	Routine tasks accomplished with difficulty. Results often late or of poor quality. Work had a negative impact on department or unit. Maintained the status quo despite opportunities to improve.	<input type="checkbox"/>	Got the job done in all routine situations and in many unusual ones. Work was timely and of high quality; required same of subordinates. Results had a positive impact on IMT. Continuously improved services and organizational effectiveness.	<input type="checkbox"/>	Maintained optimal balance among quality, quantity, and timeliness of work. Quality of own and subordinates' work surpassed expectations. Results had a significant positive impact on the IMT. Established clearly effective systems of continuous improvement.
<b>13. Planning/ Preparedness:</b> Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).	<input type="checkbox"/>	Got caught by the unexpected; appeared to be controlled by events. Set vague or unrealistic goals. Used unreasonable criteria to set priorities and deadlines. Rarely had plan of action. Failed to focus on relevant information.	<input type="checkbox"/>	Consistently prepared. Set high but realistic goals. Used sound criteria to set priorities and deadlines. Used quality tools and processes to develop action plans. Identified key information. Kept supervisors and stakeholders informed.	<input type="checkbox"/>	Exceptional preparation. Always looked beyond immediate events or problems. Skillfully balanced competing demands. Developed strategies with contingency plans. Assessed all aspects of problems, including underlying issues and impact.
<b>14. Using Resources:</b> Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).	<input type="checkbox"/>	Concentrated on unproductive activities or often overlooked critical demands. Failed to use people productively. Did not follow up. Mismanaged information, money, or time. Used ineffective tools or left subordinates without means to accomplish tasks. Employed wasteful methods.	<input type="checkbox"/>	Effectively managed a variety of activities with available resources. Delegated, empowered, and followed up. Skilled time manager, budgeted own and subordinates' time productively. Ensured subordinates had adequate tools, materials, time, and direction. Cost conscious, sought ways to cut waste.	<input type="checkbox"/>	Unusually skilled at bringing scarce resources to bear on the most critical of competing demands. Optimized productivity through effective delegation, empowerment, and follow-up control. Found ways to systematically reduce cost, eliminate waste, and improve efficiency.
<b>15. Adaptability/Attitude:</b> Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.	<input type="checkbox"/>	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. Overlooked or screened out new information. Ineffective in ambiguous, complex, or pressured situations.	<input type="checkbox"/>	Receptive to change, new information, and technology. Effectively used benchmarks to improve performance and service. Monitored progress and changed course as required. Maintained a positive approach. Effectively dealt with pressure and ambiguity. Facilitated smooth transitions. Adjusted direction to accommodate political realities.	<input type="checkbox"/>	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information, and technology. Very skilled at using and responding to measurement indicators. Championed organizational improvements. Effectively dealt with extremely complex situations. Turned pressure and ambiguity into constructive forces for change.
<b>16. Communication Skills:</b> Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.	<input type="checkbox"/>	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. Used inappropriate language or rambled. Nervous or distracting mannerisms detracted from message. Failed to listen carefully or was too argumentative. Written material frequently unclear, verbose, or poorly organized. Seldom proofread.	<input type="checkbox"/>	Effectively expressed ideas and facts in individual and group situations; nonverbal actions consistent with spoken message. Communicated to people at all levels to ensure understanding. Listened carefully for intended message as well as spoken words. Written material clear, concise, and logically organized. Proofread conscientiously.	<input type="checkbox"/>	Clearly articulated and promoted ideas before a wide range of audiences; accomplished speaker in both formal and extemporaneous situations. Adept at presenting complex or sensitive issues. Active listener; remarkable ability to listen with open mind and identify key issues. Clearly and persuasively expressed complex or controversial material, directly contributing to stated objectives.

# INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)

<b>1. Name:</b>		<b>2. Incident Name:</b>			<b>3. Incident Number:</b>	
<b>10. Evaluation</b>						
Rating Factors	N/A	1 – Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
<b>17. Ability To Work on a Team:</b> Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.	<input type="checkbox"/>	Used teams ineffectively or at wrong times. Conflicts mismanaged or often left unresolved, resulting in decreased team effectiveness. Excluded team members from vital information. Stifled group discussions or did not contribute productively. Inhibited cross functional cooperation to the detriment of unit or service goals.	<input type="checkbox"/>	Skillfully used teams to increase unit effectiveness, quality, and service. Resolved or managed group conflict, enhanced cooperation, and involved team members in decision process. Valued team participation. Effectively negotiated work across functional boundaries to enhance support of broader mutual goals.	<input type="checkbox"/>	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Major contributor to team effort. Established relationships and networks across a broad range of people and groups, raising accomplishments of mutual goals to a remarkable level.
<b>18. Consideration for Personnel/Team Welfare:</b> Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.	<input type="checkbox"/>	Seldom recognized or responded to needs of people; left outside resources untapped despite apparent need. Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Cared for people. Recognized and responded to their needs; referred to outside resources as appropriate. Considered individuals' capabilities to maximize opportunities for success. Consistently recognized and rewarded deserving subordinates or other IMT members.	<input type="checkbox"/>	Always accessible. Enhanced overall quality of life. Actively contributed to achieving balance among IMT requirements and professional and personal responsibilities. Strong advocate for subordinates; ensured appropriate and timely recognition, both formal and informal.
<b>19. Directing Others:</b> Ability to influence or direct others in accomplishing tasks or missions.	<input type="checkbox"/>	Showed difficulty in directing or influencing others. Low or unclear work standards reduced productivity. Failed to hold subordinates accountable for shoddy work or irresponsible actions. Unwilling to delegate authority to increase efficiency of task accomplishment.	<input type="checkbox"/>	A leader who earned others' support and commitment. Set high work standards; clearly articulated job requirements, expectations, and measurement criteria; held subordinates accountable. When appropriate, delegated authority to those directly responsible for the task.	<input type="checkbox"/>	An inspirational leader who motivated others to achieve results not normally attainable. Won people over rather than imposing will. Clearly articulated vision; empowered subordinates to set goals and objectives to accomplish tasks. Modified leadership style to best meet challenging situations.
<b>20. Judgment/Decisions Under Stress:</b> Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.	<input type="checkbox"/>	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts, alternatives, and impact. Did not effectively weigh risk, cost, and time considerations. Unconcerned with political drivers on organization.	<input type="checkbox"/>	Demonstrated analytical thought and common sense in making decisions. Used facts, data, and experience, and considered the impact of alternatives and political realities. Weighed risk, cost, and time considerations. Made sound decisions promptly with the best available information.	<input type="checkbox"/>	Combined keen analytical thought, an understanding of political processes, and insight to make appropriate decisions. Focused on the key issues and the most relevant information. Did the right thing at the right time. Actions indicated awareness of impact of decisions on others. Not afraid to take reasonable risks to achieve positive results.
<b>21. Initiative</b> Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.	<input type="checkbox"/>	Postponed needed action. Implemented or supported improvements only when directed to do so. Showed little interest in career development. Feasible improvements in methods, services, or products went unexplored.	<input type="checkbox"/>	Championed improvement through new ideas, methods, and practices. Anticipated problems and took prompt action to avoid or resolve them. Pursued productivity gains and enhanced mission performance by applying new ideas and methods.	<input type="checkbox"/>	Aggressively sought out additional responsibility. A self-learner. Made worthwhile ideas and practices work when others might have given up. Extremely innovative. Optimized use of new ideas and methods to improve work processes and decisionmaking.
<b>22. Physical Ability for the Job:</b> Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.	<input type="checkbox"/>	Failed to meet minimum standards of sobriety. Tolerated or condoned others' alcohol abuse. Seldom considered subordinates' health and well-being. Unwilling or unable to recognize and manage stress despite apparent need.	<input type="checkbox"/>	Committed to health and well-being of self and subordinates. Enhanced personal performance through activities supporting physical and emotional well-being. Recognized and managed stress effectively.	<input type="checkbox"/>	Remarkable vitality, enthusiasm, alertness, and energy. Consistently contributed at high levels of activity. Optimized personal performance through involvement in activities that supported physical and emotional well-being. Monitored and helped others deal with stress and enhance health and well-being.
<b>23. Adherence to Safety:</b> Ability to invest in the IMT's future by caring for the safety of self and others.	<input type="checkbox"/>	Failed to adequately identify and protect personnel from safety hazards.	<input type="checkbox"/>	Ensured that safe operating procedures were followed.	<input type="checkbox"/>	Demonstrated a significant commitment toward safety of personnel.
<b>24. Remarks:</b>						
<b>25. Rated Individual</b> (This rating has been discussed with me):						
Signature: _____			Date/Time: _____			
<b>26. Rated by:</b> Name: _____			Signature: _____			
Home Unit: _____			Position Held on This Incident: _____			
ICS 225			Date/Time: _____			

## ICS 225 Incident Personnel Performance Rating

**Purpose.** The Incident Personnel Performance Rating (ICS 225) gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The ICS 225 is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. The ICS 225 will be reviewed with the subordinate, who will sign at the bottom. It will be delivered to the Planning Section before the rater leaves the incident

**Distribution.** The ICS 225 is provided to the Planning Section Chief before the rater leaves the incident.

### Notes:

- Use a blank ICS 225 for each individual.
- Additional pages can be added based on individual need.

Block Number	Block Title	Instructions
1	<b>Name</b>	Enter the name of the individual being rated.
2	<b>Incident Name</b>	Enter the name assigned to the incident.
3	<b>Incident Number</b>	Enter the number assigned to the incident.
4	<b>Home Unit Address</b>	Enter the physical address of the home unit for the individual being rated.
5	<b>Incident Agency and Address</b>	Enter the name and address of the authority having jurisdiction for the incident.
6	<b>Position Held on Incident</b>	Enter the position held (e.g., Resources Unit Leader, Safety Officer, etc.) by the individual being rated.
7	<b>Date(s) of Assignment</b> <ul style="list-style-type: none"> <li>• From</li> <li>• To</li> </ul>	Enter the date(s) (month/day/year) the individual was assigned to the incident.
8	<b>Incident Complexity Level</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> 1</li> <li><input type="checkbox"/> 2</li> <li><input type="checkbox"/> 3</li> <li><input type="checkbox"/> 4</li> <li><input type="checkbox"/> 5</li> </ul>	Indicate the level of complexity for the incident.
9	<b>Incident Definition</b>	Enter a general definition of the incident in this block. This may be a general incident category or kind description, such as "tornado," "wildfire," "bridge collapse," "civil unrest," "parade," "vehicle fire," "mass casualty," etc.
10	<b>Evaluation</b>	Enter "X" under the appropriate column indicating the individual's level of performance for each duty listed.
	N/A	The duty did not apply to this incident.
	1 – Unacceptable	Does not meet minimum requirements of the individual element. Deficiencies/Improvements needed must be identified in Remarks.
	2 – Needs Improvement	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 – Met Standards	Satisfactory. Employee meets all requirements of the individual element.

Block Number	Block Title	Instructions
	4 – Fully Successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
10	5 – Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11	<b>Knowledge of the Job/ Professional Competence:</b>	Ability to acquire, apply, and share technical and administrative knowledge and skills associated with description of duties. (Includes operational aspects such as marine safety, seamanship, airmanship, SAR, etc., as appropriate.)
12	<b>Ability To Obtain Performance/Results:</b>	Quality, quantity, timeliness, and impact of work.
13	<b>Planning/Preparedness:</b>	Ability to anticipate, determine goals, identify relevant information, set priorities and deadlines, and create a shared vision of the Incident Management Team (IMT).
14	<b>Using Resources:</b>	Ability to manage time, materials, information, money, and people (i.e., all IMT components as well as external publics).
15	<b>Adaptability/Attitude:</b>	Ability to maintain a positive attitude and modify work methods and priorities in response to new information, changing conditions, political realities, or unexpected obstacles.
16	<b>Communication Skills:</b>	Ability to speak effectively and listen to understand. Ability to express facts and ideas clearly and convincingly.
17	<b>Ability To Work on a Team:</b>	Ability to manage, lead and participate in teams, encourage cooperation, and develop esprit de corps.
18	<b>Consideration for Personnel/Team Welfare:</b>	Ability to consider and respond to others' personal needs, capabilities, and achievements; support for and application of worklife concepts and skills.
19	<b>Directing Others:</b>	Ability to influence or direct others in accomplishing tasks or missions.
20	<b>Judgment/Decisions Under Stress:</b>	Ability to make sound decisions and provide valid recommendations by using facts, experience, political acumen, common sense, risk assessment, and analytical thought.
21	<b>Initiative</b>	Ability to originate and act on new ideas, pursue opportunities to learn and develop, and seek responsibility without guidance and supervision.
22	<b>Physical Ability for the Job:</b>	Ability to invest in the IMT's future by caring for the physical health and emotional well-being of self and others.
23	<b>Adherence to Safety:</b>	Ability to invest in the IMT's future by caring for the safety of self and others.
24	<b>Remarks</b>	Enter specific information on why the individual received performance levels.
25	<b>Rated Individual</b> (This rating has been discussed with me) <ul style="list-style-type: none"> <li>• Signature</li> <li>• Date/Time</li> </ul>	Enter the signature of the individual being rated. Enter the date (month/day/year) and the time (24-hour clock) signed.
26	<b>Rated by</b> <ul style="list-style-type: none"> <li>• Name</li> <li>• Signature</li> <li>• Home Unit</li> <li>• Position Held on This Incident</li> <li>• Date/Time</li> </ul>	Enter the name, signature, home unit, and position held on the incident of the person preparing the form and rating the individual. Enter the date (month/day/year) and the time (24-hour clock) prepared.

# C

## **Emergency Operations Center Position Checklists**

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Appendix C. Emergency Operations Center Position Checklists

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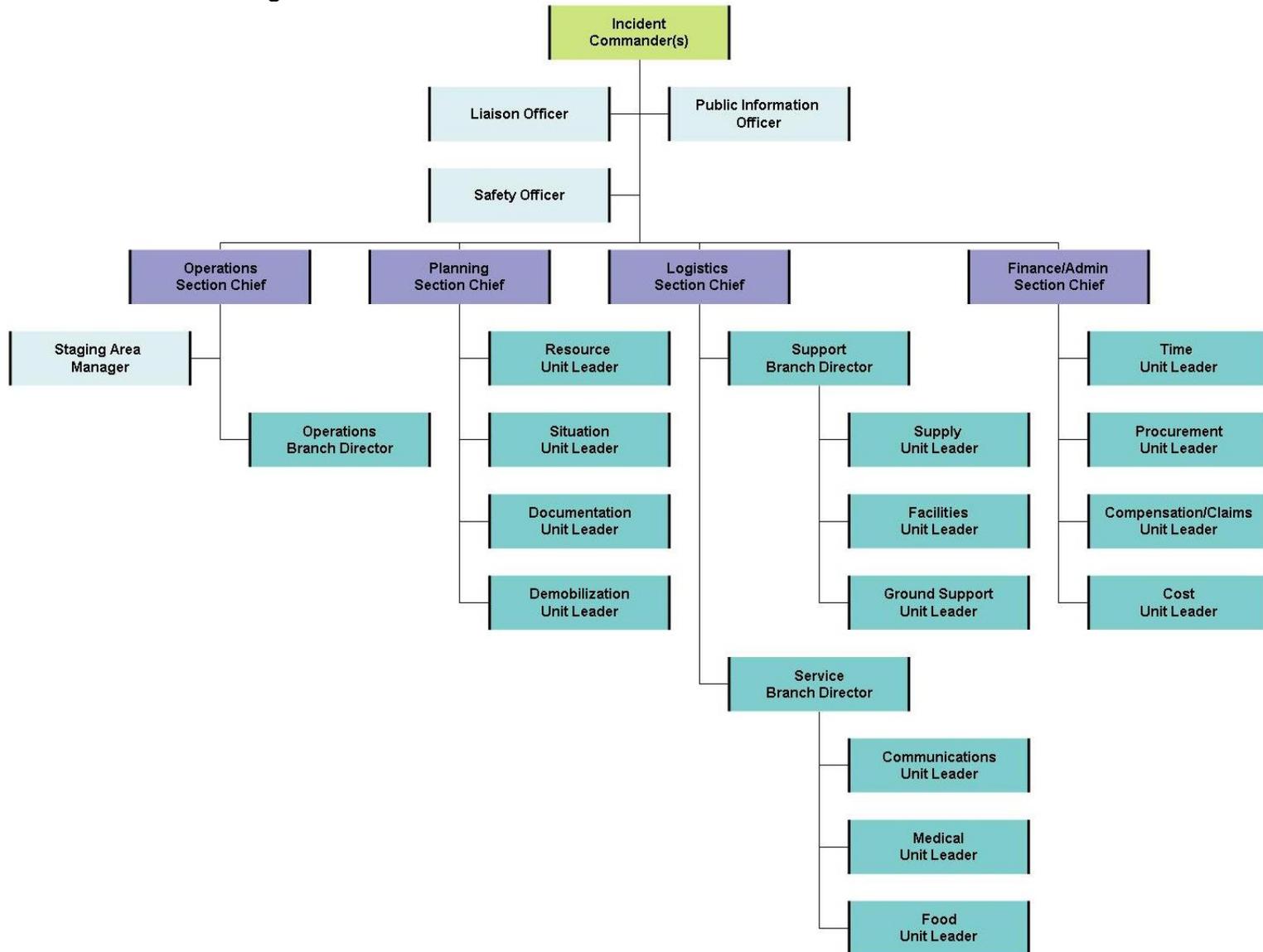
**Appendix C. Emergency Operations Center Position Checklists****Index of EOC Position Checklists**

The following checklists are included in this appendix.

1. Air Operations Branch Director
2. Communication Unit Leader
3. Compensation/Claims Unit Leader
4. Cost Unit Leader
5. Demobilization Unit Leader
6. Division-Group Supervisor
7. Documentation Unit Leader
8. Facilities Unit Leader
9. Finance – Administration Section Chief
10. Food Unit Leader
11. Ground Support Unit Leader
12. Incident Commander
13. Liaison Officer
14. Logistics Section Chief
15. Medical Unit Leader
16. Operations Branch Director
17. Operations Section Chief
18. Planning Section Chief
19. Procurement Unit Leader
20. Public Information Officer
21. Resources Unit Leader
22. Safety Officer
23. Service Branch Director
24. Situation Unit Leader
25. Staging Area Manager
26. Strike Team-Task Force Leader
27. Supply Unit Leader
28. Support Branch Director
29. Technical Specialist
30. Time Unit Leader

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



## Air Operations Branch Director Position Checklist

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



### Task

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

2. Determine need for subordinate staff and flight crews and order through the Operations Section Chief.

3. Determine aircraft and support equipment needs and order, as necessary.

4. Brief subordinate staff:

- Incident and work objectives, schedules, mission requirements, priorities, time schedules, and process for briefings and debriefings.
- Work-site locations, status of aircraft, and crews and equipment assigned or ordered.

5. Assign personnel to utilize skills and qualifications, and make adjustments, as needed.

6. Establish line of authority and procedures for decision making.

7. Debrief personnel and pilots and make assignment and staffing adjustments, as necessary:

- Identify safety issues and hazards, and mitigate them.
- Determine aircraft status.
- Identify pilot and aircraft mission capabilities (carding).
- Initiate system to monitor flight/duty hour limitations and ensure they are not exceeded.

8. Collect and process incident reports, gather daily fiscal information for other sections to include:

- Flight hours flown.
- Gallons of product applied.
- Number of personnel transported.
- Adjustment to Incident Action Plan (IAP) and support needs for other sections.

## Air Operations Branch Director Position Checklist

9. Evaluate performance of subordinate personnel and make adjustments, as necessary.

10. Inspect and visit areas of operation to insure compliance with agency rules, regulations, and procedures.

11. Ensure necessary organization positions are filled.

12. Provide for the safety and welfare of assigned personnel during the entire period of supervision:

- Recognize potentially hazardous situations.
- Inform subordinates of hazards.
- Control positions and function of resources.
- Ensure that special precautions are taken when extraordinary hazards exist.
- Maintain work/rest guidelines.

13. Resolve airspace conflicts between incident and non-incident aircraft.

14. Gather intelligence and information for planning meeting (development of IAP):

- Obtain status and availability of aircraft and personnel for the next and future operational periods.

15. Participate in the planning and strategy meeting:

- Advise Operations Section Chief of capabilities and/or limitations to support the IAP.
- Determine mission priority.
- Identify start/stop times for Aviation Operations Branch.
- Make assignments to carry out IAP.
- Identify resources that are or will be excess in meeting the IAP.
- Prepare Air Operations Summary (ICS Form 220) for the next operational period and give to planning staff.

16. Determine what information Aviation Operations Branch needs to furnish to the Logistics, Planning, and Finance/Administration Sections:

- Identify needs for Aviation Operations Branch support from each Section.
- Identify what information Aviation Operations Branch needs to provide to each Section and time frame for each item.

## Air Operations Branch Director Position Checklist

17. Coordinate with supporting dispatch office:

- Ensure that a Temporary Flight Restriction has been initiated, if appropriate, and is in effect over the incident or operating bases.
- Ensure that contact has been established with the military for special use airspace or military training routes in proximity to the incident.
- Obtain current information on availability and status of aviation resources assigned or ordered for the incident.
- Obtain information on aircraft external to the incident (media, VIPs, others).
- Establish procedures for emergency reassignment of aircraft on the incident.

18. Determine need to close airports that are in or adjacent to the incident area of operations:

- Contact supporting dispatch office and request closure through appropriate channels.

19. Coordinate with vendors, incident personnel, and contractors.

20. Prepare demobilization schedule of aircraft, personnel, and equipment and coordinate with Planning Section and supporting dispatch.

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

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## Communication Unit Leader Position Checklist

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



### Task

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

2. Organize and staff Unit as appropriate:

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

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

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

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

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

- Obtain current organizational chart.
- Determine most hazardous tactical activity; ensure adequate communications.
- Make communications assignments to all other Operations elements, including volunteer, contract, or mutual aid.
- Determine Command communications needs.
- Determine support communications needs.
- Establish and post any specific procedures for use of Incident Command Post communications equipment.

## Communication Unit Leader Position Checklist

7. Include cellular phones and pagers in Incident Communications Plan (ICS Form 205), if appropriate:
- Determine specific organizational elements to be assigned telephones.
  - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, agency facilities, other governmental entities' Emergency Operations Centers (EOCs), etc.), identify and document phone numbers.
  - Determine which phones/numbers should be used by what personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, State and Federal agencies.
  - **Do not publicize OUTGOING call lines.**

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

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

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

- Order through Supply Unit after approval by Section Chief.
- Federal systems:
  - Additional radios and other communications devices, including repeaters, radio-telephone interconnects and satellite down-link capabilities may be available through FEMA or the USDA Forest Service.

11. Document malfunctioning communications equipment, facilitate repair.

12. Establish and maintain communications equipment accountability system.

13. Provide technical information, as required, on:

- Adequacy of communications system currently in use.
- Geographic limitation on communications equipment.
- Equipment capabilities.
- Amount and types of equipment available.
- Anticipated problems in the use of communications equipment.

## Communication Unit Leader Position Checklist

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

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

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

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## Compensation/Claims Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Finance/Administration Section Chief:

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

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

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

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

5. Ensure that volunteer personnel have been appropriately registered.

6. Ensure written authority for persons requiring medical treatment.

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

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

9. Coordinate with Safety Officer to:

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

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

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

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

## Compensation/Claims Unit Leader Position Checklist

### Claims Specialist:

1. Work closely with Operations and Planning for information from the field.

2. Some agencies/Units have "Claims Teams" who are trained to do claims investigation and documentation for large incidents.

3. Coordinate with FEMA, private aid organizations (Red Cross), and other Government agencies for claims documentation and their needs (the Liaison Officer can often be a help coordinate and obtain information from other agencies or private entities).

4. "Damage assessment" for ongoing disaster recovery is normally not the responsibility of the Compensation and Claims Unit. However, information gathered by the Unit may be forwarded to the agency as part of its recovery effort.

### Compensation for Injury Specialist:

1. Determine accidents/injuries to date.

2. Coordinate with incident Safety Officer, Liaison Officer and/or department/agency representatives.

3. Work with Safety Officer to determine trends of accidents and provide analysis of injuries.

4. Work with local agency representatives to find treatment options for injuries.

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

6. Prepare written authority for persons requiring medical treatment, and correct billing forms for transmittal to doctor and/or hospital. Ensure all witness statements are reviewed for completeness.

7. Keep informed and report on status of hospitalized personnel.

8. Maintain log of all injuries occurring on incident.

9. Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).

## Cost Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine reporting time-lines.
- Determine standard and special reports required.
- Determine desired report format.

2. Obtain and record all cost data:

- Agency Equipment costs.
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

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

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

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

6. Prepare resources use cost estimates for Planning:

- Make sure estimates are updated with actual costs as they become available.
- Make sure information is provided to Planning according to Planning's schedule.

## Cost Unit Leader Position Checklist

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

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

- Agency, contract, and/or mutual aid equipment costs.
- Agency, contract, and/or mutual aid personnel costs and pay premiums (straight, hazard, and overtime).
- Contract or mutual aid equipment costs.
- Contract or mutual aid personnel costs.
- Damage to agency facilities, infrastructure, equipment or vehicles.
- Supplies.
- Food.
- Facility rental.

9. Ensure that all cost documents are accurately prepared.

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

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

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

## Demobilization Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Planning Section Chief:

- Determine objectives, priorities and constraints on demobilization.

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

- Resource tracking system.
- Check-in forms.
- Master resource list.

3. Meet with agency representatives to determine:

- Agencies not requiring formal demobilization.
- Personnel rest and safety needs.
- Coordination procedures with cooperating-assisting agencies.

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

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

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

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

8. Determine de-briefing requirements.

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

## Demobilization Unit Leader Position Checklist

10. Prepare Demobilization Plan (ICS Form 221):

- General - Discussion of demobilization procedure.
- Responsibilities - Specific implementation responsibilities and activities.
- Release Priorities - According to agency and kind and type of resource.
- Release Procedures - Detailed steps and process to be followed.
- Directories - Maps, telephone numbers, instructions and other needed elements.
- Continuity of operations (follow up to incident operations):
  - Public Information.
  - Finance/Administration.
  - Other.
- Designate to whom outstanding paperwork must be submitted.
- Include demobilization of Incident Command Post staff. In general, Incident Command Post staff will not be released until:
  - Incident activity and work load are at the level the agency can reasonably assume.
  - Incident is controlled.
  - On-scene personnel are released except for those needed for final tactical assignments.
  - Incident Base is reduced or in the process of being shut down.
  - Planning Section has organized final incident package.
  - Finance/Administration Section has resolved major known finance problems and defined process for follow-up.
  - Rehabilitation/cleanup accomplished or contracted.
  - Team has conducted or scheduled required debriefings.

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

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

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

## Demobilization Unit Leader Position Checklist

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

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

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

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

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## Division/Group Supervisor Position Checklist

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



### Task

1. Obtain briefing from Branch Director, Operations Section Chief or Incident Commander:
  - Determine resources assigned to the Division or Group.
  - Confirm geographic boundaries or functional responsibilities of Division or Group.
  - Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.
  - Confirm tactical assignment.
  - Confirm communication assignment.

2. Attend Operations Briefing.

3. Review assignments and incident activities with subordinates, and assign tasks.

4. Ensure subordinates observe required safety precautions.

5. Implement Incident Action Plan (IAP) for Division or Group.

6. Submit situation and resource status information to Branch Director or Operations Section Chief:
  - Maintain "hot zone" resource tracking system, if necessary.

7. Coordinate activities with adjacent Divisions/Groups.

8. Determine need for additional resources and make request through Branch Director or Operations Section Chief.

9. Report special occurrences or events, such as accidents or sickness, to Branch Director or Operations Section Chief.

## Division/Group Supervisor Position Checklist

10. Resolve logistical problems within the Division and/or Group:

- Monitor communications and assess communications needs.
- Ensure adequate food, liquids, and rehabilitation.
- Ensure personnel are aware of process for medical assistance.

11. Debrief with Branch Director or Operations Section Chief prior to leaving shift:

- Include work accomplished or left to be accomplished, operational difficulties, resource needs, etc.
- Participate in the development of plans for the next operational period.

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

## Documentation Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish work area:

- Ensure adequate duplication capability for large-scale operations and adequate staff to assist in the duplication and documentation process.

4. Establish and organize incident files.

5. Establish duplication services, and respond to requests.

6. Determine number needed and duplicate Incident Action Plan (IAP) accordingly.

7. Retain and file duplicate copies of official forms and reports.

8. Accept and file reports and forms submitted by incident personnel.

9. Check the accuracy and completeness of records submitted for files.

10. Ensure that legal restrictions on public and exempt records are observed.

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

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

13. Give completed incident files to Planning Section Chief.

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## Facilities Unit Leader Position Checklist

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



### Task



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

- Expected duration and scope of the incident.
- Facilities already activated.
- Anticipated facility needs.



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

- Location of Incident Command Post.
- Staging Areas.
- Incident Base.
- Supply/Receiving/Distribution Centers.
- Information/Media Briefing Center.
- Other incident facilities.



3. Determine requirements for each facility to be established:

- Sanitation.
- Sleeping.
- Feeding.
- Supply area.
- Medical support.
- Communications needs.
- Security needs.
- Lighting.

## Facilities Unit Leader Position Checklist

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

- Needed space.
- Specific location.
- Access.
- Parking.
- Security.
- Safety.

5. Plan facility layouts in accordance with above requirements.

6. Coordinate negotiation for rental office or storage space:

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

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

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

## Finance/Administration Section Chief Position Checklist

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



### Task



1. Obtain briefing from Incident Commander:

- Incident objectives.
- Participating/coordinating agencies.
- Anticipated duration/complexity of incident.
- Determine any political considerations.
- Obtain the names of any agency contacts the Incident Commander knows about.
- Possibility of cost sharing.
- Work with Incident Commander and Operations Section Chief to ensure work/rest guidelines are being met, as applicable.



2. Obtain briefing from agency administrator:

- Determine level of fiscal process required.
- Delegation of authority to Incident Commander, as well as for financial processes, particularly procurement.
- Assess potential for legal claims arising out of incident activities.
- Identify applicable financial guidelines and policies, constraints and limitations.

## Finance/Administration Section Chief Position Checklist

3. Obtain briefing from agency Finance/Administration representative:

- Identify financial requirements for planned and expected operations.
- Determine agreements are in place for land use, facilities, equipment, and utilities.
- Confirm/establish procurement guidelines.
- Determine procedure for establishing charge codes.
- Important local contacts.
- Agency/local guidelines, processes.
- Copies of all incident-related agreements, activated or not.
- Determine potential for rental or contract services.
- Is an Incident Business Advisor (IBA) available, or the contact information for an agency Financial/Administration representative?
- Coordinate with Command and General Staff and agency Human Resources staff to determine the need for temporary employees.
- Ensure that proper tax documentation is completed.
- Determine whether hosting agency will maintain time records, or whether the incident will document all time for the incident, and what forms will be used.

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

5. Attend Planning Meeting:

- Provide financial and cost-analysis input.
- Provide financial summary on labor, materials, and services.
- Prepare forecasts on costs to complete operations.
- Provide cost benefit analysis, as requested.
- Obtain information on status of incident; planned operations; changes in objectives, use of personnel, equipment, aircraft; and local agency/political concerns.

## Finance/Administration Section Chief Position Checklist

### Sample Planning Meeting Agenda

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



#### 6. Gather continuing information:

- Equipment time – Ground Support Unit Leader and Operations Section.
- Personnel time – Crew Leaders, Unit Leaders, and individual personnel.
- Accident reports – Safety Officer, Ground Support Unit Leader, and Operations Section.
- Potential and existing claims – Operations Section, Safety Officer, equipment contractors, agency representative, and Compensation/Claims Unit Leader.
- Arrival and demobilization of personnel and equipment – Planning Section.
- Daily incident status – Planning Section.
- Injury reports – Safety Officer, Medical Unit Leader, and Compensation/Claims Unit Leader.
- Status of supplies – Supply Unit Leader and Procurement Unit Leader.
- Guidelines of responsible agency – Incident Business Advisor, local administrative personnel.
- Use agreements – Procurement Unit Leader and local administrative personnel.
- What has been ordered? – Supply Unit Leader.
- Unassigned resources – Resource Unit Leader and Cost Unit Leader.

## Finance/Administration Section Chief Position Checklist

- 7. Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligation.
- 8. Coordinate with all cooperating agencies and specifically administrative personnel in hosting agency.
- 9. Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds, including auditing and documenting labor, equipment, materials, and services:
  - Labor - with breakdown of work locations, hours and rates for response personnel, contract personnel, volunteers, and consultants.
  - Equipment - with breakdown of work locations, hours and rates for owned and rented aircraft, heavy equipment, fleet vehicles, and other equipment.
  - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
- 10. Initiate, maintain, and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on contracted personnel formally assigned to the incident, as well as paid employees and mutual aid personnel).
- 11. Ensure that all personnel time records reflect incident activity and that records for non-agency personnel are transmitted to home agency or department according to policy:
  - Notify incident management personnel when emergency timekeeping process is in effect and where timekeeping is taking place.
  - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- 12. Ensure that all obligation documents initiated by the incident are properly prepared and completed.
- 13. Assist Logistics in resource procurement:
  - Identify vendors for which open purchase orders or contracts must be established.
  - Negotiate ad hoc contracts.
- 14. Ensure coordination between Finance/Administration and other Command and General Staff.
- 15. Coordinate Finance/Administration demobilization.
- 16. Provide briefing to relief on current activities and unusual events.

## Finance/Administration Section Chief Position Checklist

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

18. Submit all Section documentation to Documentation Unit.

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## Food Unit Leader Position Checklist

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



### Task

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

- Determine potential duration of incident.
- Number and location of personnel to be fed.
- Last meal provided.
- Proposed time of next meal.

2. Determine food service requirements for planned and expected operations.

3. Determine best method of feeding to fit situation and obtain bids if not done prior to incident (coordinate with Procurement Unit).

4. Determine location of working assignment.

5. Ensure sufficient potable water and beverages for all incident personnel.

6. Coordinate transportation of food and drinks to the scene with Ground Support and Operations Section Chief.

7. Ensure that appropriate health and safety measures are taken and coordinate activity with Safety Officer.

8. Supervise administration of food service agreement, if applicable.

9. Provide copies of receipts, bills to Finance/Administration Section.

10. Let Supply Unit know when food orders are complete.

11. Provide briefing to relief on current activities and unusual situations.

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

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## Ground Support Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Logistics Section Chief or Support Branch Director:
  - Fueling needs of apparatus on incident.
  - Transportation needed for responders.
  - Location of Supply Unit receiving and distribution point(s).
  - Incident transportation maps and restrictions on transportation routes.
  - Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.

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

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

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

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

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

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

8. Maintain inventory of support and transportation vehicles.

## Ground Support Unit Leader Position Checklist

9. Provide transportation services:

- Review Incident Action Plan (IAP) for transportation requirements.
- Review inventory for needed resources.
- Request additional resources through Supply Unit. Give type, time needed, and reporting location.
- Schedule use of support vehicles.
- Document mileage, fuel consumption, and other costs.

10. Implement Transportation Plan:

- Determine time-lines.
- Identify types of services required.
- Assign resources required to implement Transportation Plan.

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

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

## Incident Commander Position Checklist

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



### Task

1. Ensure welfare and safety of incident personnel.

2. Supervise Command and General Staff.

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

4. Assess incident situation:

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

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

6. Authorize protective action statements, as necessary.

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

- Confirm dispatch and arrival times of activated resources.
- Confirm work assignments.

8. Brief staff:

- Identify incident objectives and any policy directives for the management of the incident.
- Provide a summary of current organization.
- Provide a review of current incident activities.
- Determine the time and location of first Planning Meeting.

9. Determine information needs and inform staff of requirements.

10. Determine status of disaster declaration and delegation of authority.

## Incident Commander Position Checklist

11. Establish parameters for resource requests and releases:

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

12. Authorize release of information to the media:

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

13. Establish level of planning to be accomplished:

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

14. Ensure Planning Meetings are conducted as indicated:

### Sample Planning Meeting Agenda

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

## Incident Commander Position Checklist

15. Approve and authorize implementation of the IAP:

- Review IAP for completeness and accuracy.
- Verify that objectives are incorporated and prioritized.
- Sign ICS Form 202.

16. Ensure Command and General Staff coordination:

- Periodically check progress on assigned tasks of Command and General Staff personnel.
- Approve necessary changes to strategic goals and IAP.
- Ensure that Liaison Officer is making periodic contact with participating agencies.

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

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

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## Liaison Officer Position Checklist

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



### Task

1. Obtain briefing from Incident Commander:

- Obtain summary of incident organization (ICS Forms 201 and 203).
- Determine companies/agencies/non-governmental organizations already involved in the incident, and whether they are assisting (have tactical equipment and/or personnel assigned to the organization), or cooperating (operating in a support mode "outside" the organization).

2. Obtain cooperating and assisting agency information, including:

- Contact person(s).
- Radio frequencies.
- Phone numbers.
- Cooperative agreements.
- Resource type.
- Number of personnel.
- Condition of personnel and equipment.
- Agency constraints/limitations.

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

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

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

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

## Liaison Officer Position Checklist

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

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

8. Participate in Planning Meetings:

### Sample Planning Meeting Agenda

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

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

## Logistics Section Chief Position Checklist

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



### Task

1. Obtain briefing from Incident Commander:

- Review situation and resource status for number of personnel assigned to incident.
- Review current organization.
- Determine which incident facilities have been/should be activated.

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

3. Confirm resource ordering process.

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

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

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

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

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

## Logistics Section Chief Position Checklist

8. Attend Planning Meetings:

### Sample Planning Meeting Agenda

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

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

- Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources.
- Identify future operational needs (both current and contingency), in order to anticipate logistical requirements.
- Ensure Incident Communications Plan (ICS Form 205) is prepared.
- Ensure Medical Plan (ICS Form 206) is prepared.
- Assist in the preparation of Transportation Plan.

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

11. Research availability of additional resources.

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

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

14. Ensure general welfare and safety of Section personnel.

## Logistics Section Chief Position Checklist

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

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

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

18. Submit all Section documentation to Documentation Unit.

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## Medical Unit Leader Position Checklist

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



### Task

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

- Obtain information on any injuries that occurred during initial response operations.
- Name and location of Safety Officer.

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

- Number and location of aid stations.
- Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
- Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
- Medical supplies needed.

3. Respond to requests for medical treatment and transportation.

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

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

- Medical Assembly Area.
- Triage Area.
- Ambulance Traffic Route.
- Landing Zone for Life flight (incident and hospital).
- Aid Station Location(s).
- Hazard specific information (HAZMAT treatment, etc.).
- Closest hospitals.
- Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

## Medical Unit Leader Position Checklist

- 6. Obtain Safety Officer approval for Medical Plan.
- 7. Coordinate Medical Plan with local hospitals.
- 8. Respond to requests for medical aid.
- 9. Notify Safety Officer and Logistics Section Chief of all accidents and injuries.
- 10. Respond to requests for medical supplies.
- 11. Prepare medical reports; provide copies to Documentation Unit.
- 12. Submit reports as directed; provide copies to Documentation Unit Leader.
- 13. Provide briefing to relief on current activities and unusual circumstances.
- 14. Document all activity on Unit Log (ICS Form 214).

## Operations Branch Director Position Checklist

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



### Task

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

- Determine resources assigned to the Branch, current location, and activities.
- Review assignments for Divisions and/or Groups within Branch and modify based on effectiveness of current operations.
- If modification requires re-assignment or changes of status of resources, provide resource information to the Operations Section Chief or Incident Commander.
- Determine general organizational structure, including identification of other Branches, Divisions, and Groups operating on the incident.

2. Attend Operations Briefing.

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

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

5. Resolve logistical problems reported by subordinates:

- Monitor radio transmissions and cell phone use to assess communications needs.
- Ensure resources receive adequate food, liquids, and rehabilitation.
- Request additional resources through approved ordering channels.

6. Report to Operations Section Chief whenever:

- Incident Action Plan (IAP) is to be modified.
- Additional resources are needed.
- Surplus resources are available.
- Hazardous situations or significant events occur.

7. Coordinate activities with other Branch Directors.

## Operations Branch Director Position Checklist

8. Attend Planning Meetings at the request of the Operations Section Chief.

9. Debrief on shift activities, prior to leaving shift, with Operations Section Chief and Planning Section Chief or Situation Unit Leader.

10. Ensure Branch fiscal record-keeping.

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

## Operations Section Chief Position Checklist

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



### Task

1. Obtain briefing from Incident Commander:

- Determine incident objectives and recommended strategies.
- Determine status of current tactical assignments.
- Identify current organization, location of resources, and assignments.
- Confirm resource ordering process.
- Determine location of current Staging Areas and resources assigned there.

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

3. Establish operational period.

4. Establish and demobilize Staging Areas.

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

- Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
- Brief tactical elements (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.

6. Develop and manage tactical operations to meet incident objectives.

## Operations Section Chief Position Checklist

7. Assess life safety:

- Adjust perimeters, as necessary, to ensure scene security.
- Evaluate and enforce use of appropriate protective clothing and equipment.
- Implement and enforce appropriate safety precautions.

8. Evaluate situation and provide update to Planning Section:

- Location, status, and assignment of resources.
- Effectiveness of tactics.
- Desired contingency plans.

9. Determine need and request additional resources.

10. Notify Resources Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.

11. Keep Resources Unit up to date on changes in resource status.

12. Write formal Operations portion of IAP with the Planning Section Chief, if so directed by the Incident Commander:

- Identify assignments by Division or Group.
- Identify specific tactical assignments.
- Identify resources needed to accomplish assignments.

## Operations Section Chief Position Checklist

13. Ensure coordination of the Operations Section with other Command and General Staff:

- Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Planning, Logistics, and Finance/Administration Sections, as appropriate.
- Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
- Notify Logistics of communications problems.
- Keep Planning up-to-date on resource and situation status.
- Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
- Keep Safety Officer involved in tactical decision-making.
- Keep Incident Commander apprised of status of operational efforts.
- Coordinate media field visits with the Public Information Officer.

14. Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the Planning Meeting to review strategy, discuss tactics, and outline organization assignments.

15. Attend Planning Meetings:

### Sample Planning Meeting Agenda

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

16. Hold Section meetings, as necessary, to ensure communication and coordination among Operations Branches, Divisions, and Groups.

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## Planning Section Chief Position Checklist

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



### Task

1. Obtain briefing from Incident Commander:

- Determine current resource status (ICS Form 201).
- Determine current situation status/intelligence (ICS Form 201).
- Determine current incident objectives and strategy.
- Determine whether Incident Commander requires a written Incident Action Plan (IAP).
- Determine time and location of first Planning Meeting.
- Determine desired contingency plans.

2. Activate Planning Section positions, as necessary, and notify Resources Unit of positions activated.

3. Establish and maintain resource tracking system.

4. Complete ICS Form 201, if not previously completed, and provide copies to Command, Command Staff, and General Staff.

5. Advise Incident Command Post (ICP) staff of any significant changes in incident status.

6. Compile and display incident status summary information. Document on ICS Form 209, Incident Status Summary (or other approved agency forms):

- Forward incident status summaries to Agency Administrator and/or other designated staff once per operational period, or as required.
- Provide copy to Public Information Officer.

7. Obtain/develop incident maps.

8. Establish information requirements and reporting schedules for ICP and field staff.

## Planning Section Chief Position Checklist

9. Prepare contingency plans:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations, and for inclusion in the written IAP.

10. Meet with Operations Section Chief and/or Command, prior to Planning Meetings, to discuss proposed strategy and tactics and diagram incident organization and resource location.

11. Conduct Planning Meetings according to following agenda:

### Sample Planning Meeting Agenda

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

12. Supervise preparation and distribution of the written IAP, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level:

- Establish information requirements and reporting schedules for use in preparing the IAP.
- Ensure that detailed contingency plan information is available for consideration by Operations and Command.
- Verify that all support and resource needs are coordinated with Logistics Section prior to release of the IAP.

## Planning Section Chief Position Checklist

- Include fiscal documentation forms in written IAP as requested by the Finance/Administration Section.
- Coordinate IAP changes with General Staff personnel and distribute written changes, as appropriate.

13. Coordinate development of Incident Traffic Plan with Operations and the Ground Support Unit Leader.

14. Coordinate preparation of the Safety Message with Safety Officer.

15. Coordinate preparation of the Incident Communications Plan and Medical Plan with Logistics.

16. Instruct Planning Section Units in distribution of incident information.

17. Provide periodic predictions on incident potential.

18. Establish a weather data collection system, when necessary.

19. Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.

20. Ensure Section has adequate coverage and relief.

21. Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.

22. Ensure preparation of demobilization plan, if appropriate.

23. Ensure preparation of final incident package and route to Agency Administrator for archiving or follow-up after Incident Management Team (IMT) demobilization.

24. Provide briefing to relief on current and unusual situations.

25. Ensure that all staff observe established level of operational security.

26. Ensure all Planning functions are documenting actions on Unit Log (ICS Form 214).

27. Submit all Section documentation to Documentation Unit.

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## Procurement Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine charge code, and delegation of authority to commit agency funds. If the agency cannot delegate procurement authority to the Procurement Unit Leader, they will need to assign one of their procurement people to the incident.
- Determine whether a buying team has been assigned to purchase all equipment, supplies, etc. for the incident. The Procurement Unit Leader will coordinate closely with this group.
- Determine status of bid process.
- Determine current vendor list.
- Determine current blanket Purchase Order (PO) list.
- Determine time-lines established for reporting cost information.

2. Contact Supply Unit on incident needs and any special procedures or requirements.

3. Prepare and sign offers for rental, as necessary.

4. Develop Incident Procurement Plan. This plan should address/include:

- Spending caps.
- Necessary Forms.
- Identify who has purchasing authority.
- Process for obtaining approval to exceed caps.
- Coordination process with Supply Unit.
- Supply of emergency purchase orders.

## Procurement Unit Leader Position Checklist

- 5. Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- 6. Prepare and sign contracts, land-use agreements, and cost-share agreements, as necessary.
- 7. Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).
- 8. Establish contact with supply vendors, as needed.
- 9. Determine whether additional vendor-service agreements will be necessary.
- 10. Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- 11. Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- 12. Verify all invoices.
- 13. It is imperative that all contractors are accounted for and their time documented:
  - Coordinate with all Sections.
  - It may be helpful to hire one person (or more) to simply travel the incident and document everything they see being used.
  - Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- 14. Complete final processing and send documents for payment.
- 15. Maintain final incident receiving documents:
  - Obtain copies of all vendor invoices.
  - Verify that all equipment time records are complete.
  - Maintain comprehensive audit trail for all procurement documents.
  - Check completeness of all data entries on vendor invoices.
  - Compare invoices against procurement documents.
  - Assure that only authorized personnel initiate orders.

## Procurement Unit Leader Position Checklist

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

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

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## Public Information Officer Position Checklist

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



### Task



1. Obtain briefing from Incident Commander:

- Determine current status of Incident (ICS Form 209 or equivalent).
- Identify current organization (ICS Forms 201 and 203, resource lists, etc.).
- Determine point of contact for media (scene or Command Post).
- Determine current media presence.



2. Participate in Administrative Officer's briefing:

- Determine constraints on information process.
- Determine pre-existing agreements for information centers, Joint Information Centers (JICs), etc.



3. Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance notice in order to shut down processes.



4. Coordinate the development of door-to-door protective action statements with Operations.



5. Prepare initial information summary as soon as possible after activation. If no other information is available, consider the use of the following general statement:

### **Sample Initial Information Summary**

We are aware that an *[accident/incident]* involving *[type of incident]* occurred at approximately *[time]*, in the vicinity of *[general location]*. *[Agency personnel]* are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at *[location]*, and will notify the press at least ½ hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

## Public Information Officer Position Checklist

- 6. Arrange for necessary work space, materials, telephones, and staff. Consider assigning Assistant Public Information Officers to:
  - Joint Information Center (JIC).
  - Field (scene) Information.
  - Internal Information.
- 7. Establish contact with local and national media representatives, as appropriate.
- 8. Establish location of Information Center for media and public away from Command Post.
- 9. Establish schedule for news briefings.
- 10. Coordinate, with Logistics, the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- 11. Obtain current incident status reports from Planning Section; coordinate a schedule for updates.
- 12. Observe constraints on the release of information imposed by the Incident Commander and according to agency guidance.
- 13. Obtain approval for information release from Incident Commander:
  - Confirm details to ensure no conflicting information is released.
  - Identify site and time for press briefings, and confirm participation by other Incident Management Team (IMT) members.
- 14. Release news to media, and post information in Command Post and other appropriate locations.
- 15. Record all interviews and copy all news releases:
  - Contact media to correct erroneous or misleading information being provided to the public via the media.

## Public Information Officer Position Checklist

16. Update off-incident agency personnel on a regular basis:

- Utilize electronic mail for agency updates.
- Establish phone line in the Command Post dedicated to internal communications to update agency personnel.
- Provide standard statement which can be given to general requests for information.

17. Coordinate information releases with information staff from other impacted agencies and jurisdictions:

- Ensure that information provided to the public is consistent across jurisdictional boundaries, when appropriate.

18. Attend Planning Meetings:

### Sample Planning Meeting Agenda

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

19. Respond to special requests for information.

20. Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.

21. Confirm the process for the release of information concerning incident-related injuries or deaths.

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

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## Resources Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Planning Section Chief.

2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.

3. Establish check-in function at incident locations (ICS Form 211).

4. Establish contact with incident information sources such as Staging Area Manager, Operations Section Chief, and initial Incident Commander to determine what resources have been assigned to the incident, their status, and location.

5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:

- Review ICS Form 201 for resource information.
- Review Check-In List (ICS Form 211).
- Confirm resources assigned to Staging.
- Confirm resources assigned to tactical Operations organization.
- Confirm resources assigned to other Command and General Staff functions.

6. Establish and maintain resource tracking system.

7. Maintain master roster of all resources at the incident:

- Total number of personnel assigned to the incident.
- Total number of resources assigned to each Section and/or Unit.
- Total number of specific equipment/apparatus types.

## Resources Unit Leader Position Checklist

8. Assist in preparation of the Incident Action Plan (IAP):

- Prepare Organization Chart (ICS Form 207) and post in each room of the Incident Command Post (ICP).
- Assist in preparing the Organizational Planning Worksheet (ICS Form 215).
- Prepare Organization Assignment List (ICS Form 203).
- Prepare Division/Group Assignment Sheets (ICS Form 204).

9. Participate in Planning Meetings, as assigned.

10. Provide briefing to relief on current and unusual situations.

11. Assist in identification of additional and special resources:

- Other disciplines.
- Technical Specialists.
- Resources needed to implement contingency plans.

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

## Safety Officer Position Checklist

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



### Task

1. Obtain briefing from Incident Commander and/or from initial on-scene Safety Officer.

2. Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.

3. Staff and organize function, as appropriate:

- In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline.
- Multiple high-risk operations may require an Assistant Safety Officer at each site.
- Request additional staff through incident chain of command.

4. Identify potentially unsafe acts.

5. Identify corrective actions and ensure implementation. Coordinate corrective action with Command and Operations.

6. Ensure adequate sanitation and safety in food preparation.

7. Debrief Assistant Safety Officers prior to Planning Meetings.

8. Prepare Incident Action Plan Safety and Risk Analysis (USDA ICS Form 215A).

9. Participate in Planning and Tactics Meetings:

- Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
- Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

10. Attend Planning meetings:

# Safety Officer Position Checklist

## Sample Planning Meeting Agenda

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

11. Participate in the development of Incident Action Plan (IAP):

- Review and approve Medical Plan (ICS Form 206).
- Provide Safety Message (ICS Form 202) and/or approved document.
- Assist in the development of the "Special Instructions" block of ICS Form 204, as requested by the Planning Section.

12. Investigate accidents that have occurred within incident areas:

- Ensure accident scene is preserved for investigation.
- Ensure accident is properly documented.
- Coordinate with incident Compensation and Claims Unit Leader, agency Risk Manager, and Occupational Safety and Health Administration (OSHA).
- Prepare accident report as per agency policy, procedures, and direction.
- Recommend corrective actions to Incident Commander and agency.

13. Coordinate critical incident stress, hazardous materials, and other debriefings, as necessary.

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

## Service Branch Director Position Checklist

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



### Task

1. Obtain briefing from Logistics Section Chief:

- Determine number of personnel to be fed.
- Determine communications systems in use.
- Determine medical support needs of the incident.
- Confirm personnel already requested for Branch.

2. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.
- Provide summary of the communications, food, and medical needs of the incident.

3. Ensure establishment of effective Incident Communications Plan (ICS Form 205).

4. Ensure that incident personnel receive adequate food and water.

5. Coordinate with Operations to ensure adequate medical support to incident personnel.

6. Participate in organizational meetings of Logistics Section personnel.

7. Coordinate activities of Branch Units.

8. Keep Logistics Section Chief apprised of Branch Activities.

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

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## Situation Unit Leader Position Checklist

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



### Task



1. Obtain briefing from Planning Section Chief.

- Review ICS Form 201 for incident status.
- Determine incident objectives and strategy.
- Determine necessary contingency plans.
- Identify reporting requirements and schedules-both internal and external to the incident.



2. Organize and staff Unit, as appropriate:

- Assign Field Observers.
- Request Technical Specialists, as needed.



3. Supervise Technical Specialists as assigned (on very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):

- Brief Technical Specialists on current incident status.
- Assign analysis tasks.
- Notify staff of time lines and format requirements.
- Monitor progress.

## Situation Unit Leader Position Checklist

4. Compile, maintain and display incident status information for Incident Command Post (ICP) staff:

- Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.).
- Determine appropriate map displays.
- Review all data for completeness, accuracy, and relevancy prior to posting.
- Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.
- Develop additional displays (weather reports, incident status summaries, etc.), as necessary.
- Ensure displays and maps are kept up to date.

5. Provide photographic services and maps:

- Photographic services may be used to document operations and intelligence activities, public information activities, and accident investigations.
- Issue disposable or digital cameras to Field Observers and Operations personnel as appropriate.
- Ensure photographs are processed at the end of each operational period.
- Request or develop additional and specialized maps as required.
- Provide Incident Map(s) for Incident Action Plan (IAP).

6. Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies:

- Review current and projected incident and resource status.
- Develop alternative strategies.
- Identify resources required to implement contingency plan.
- Document alternatives for presentation to Incident Commander and Operations and inclusion in the written IAP, using the ICS Form 204, Contingency Plan.

7. Interview Operations personnel coming off duty to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

## Situation Unit Leader Position Checklist

8. Request weather forecasts and spot weather forecasts, as necessary, directly from the National Weather Service.

9. Prepare Incident Status Summary (ICS Form 209) and other status reports, as assigned prior to each Planning Meeting:

- Provide copies to Command and General Staff.
- Forward to agency administrator and to other entities, as directed.

10. Participate in Planning Meetings, as required.

11. Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.

12. Provide briefing to relief on current and unusual situations.

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

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## Staging Area Manager Position Checklist

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



### Task

1. Obtain a briefing from Incident Commander or Operations Section Chief:
  - Determine types and numbers of resources to be maintained in Staging.
  - Confirm process for requesting additional resources for Staging.
  - Confirm process for reporting status changes.

2. Proceed to Staging Area; establish Staging Area layout (apparatus and vehicles in Staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).

3. Ensure efficient check-in and coordinate process with Planning Section Resources Unit Leader.

4. Identify and track resources assigned to staging; report resource status changes to Operations or Command and Resources Unit.

5. Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.

6. Post areas for identification and traffic control.

7. Respond to requests for resources:
  - Organize Task Forces or Strike Teams, as necessary.

8. Request additional tactical resources for Staging through Logistics, according to established staffing levels.

9. Obtain and issue receipts for radio equipment and other supplies distributed and received at the Staging Area.

10. Maintain Staging Area in orderly condition.

11. Demobilize Staging Area in accordance with instructions.

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

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## Strike Team/Task Force Leader Position Checklist

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



### Task

1. Obtain briefing from Division or Group Supervisor:

- Determine/confirm resources assigned to Task Force or Strike Team.
- Confirm internal and external communications.
- Confirm tactical assignment.
- Deliver passport to Supervisor, if indicated.

2. Attend Operations Briefing, as assigned.

3. Review assignments with subordinates and assign tasks.

4. Monitor work progress and make changes, when necessary.

5. Notify Division or Group Supervisor of expedient changes to tactical assignments.

6. Coordinate activities with adjacent Strike Team, Task Forces, and Single Resources.

7. Monitor safety of resources.

8. Submit situation and resource status information and fiscal reports to Division or Group Supervisor.

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

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## Supply Unit Leader Position Checklist

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



### Task

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

- Determine charge code for incident.
- Confirm ordering process.
- Assess need for 24-hour staffing.
- Determine scope of supply process.

2. Organize and staff Unit, as appropriate:

- Consider need for "lead agency" representation in ordering process.
- Consider dividing ordering responsibilities either by discipline or by category (equipment, personnel, supplies).

3. Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observes ordering system and chain of command for ordering:

- Establish clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
- Confirm process for coordinating contract related activities with the Procurement Unit.
- Confirm process for emergency purchase orders with Finance Section.

4. Determine type and amount of supplies and equipment on hand and en route:

- Contact Resources Unit to determine resources on order.

## Supply Unit Leader Position Checklist

5. Receive resource orders from authorized incident staff. Document on Resource Order Form (ICS Form 208):
- Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.).
  - Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
  - Obtain estimated price for resources which expect reimbursement.
  - Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.

6. Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.

7. Order, receive, distribute, and store supplies and equipment:
- Obtain resource name, number, identifiers, etc., along with Estimated Times of Arrival (ETA's).
  - Relay this information to appropriate staff.

8. Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.

9. Alert Section Chief to changes in resource availability which may affect incident operations.

10. Develop and implement safety and security requirements for supply areas.

11. Review Incident Action Plan (IAP) for information affecting Supply Unit.

12. Maintain inventory of supplies and equipment.

13. Service re-usable equipment.

14. Keep and submit copies of all orders and related documentation to the Documentation Unit.

15. Provide briefing to relief on status of outstanding orders, current activities, and unusual situations.

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

## Support Branch Director Position Checklist

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



### Task

1. Obtain briefing from Logistics Section Chief:

- Determine facilities activated in support of the incident.
- Determine ground support and transportation needs.
- Determine resource ordering process.
- Confirm personnel already requested for Branch.

2. Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

3. Confirm facilities in use and determine the potential for additional facilities.

4. Determine need for fuel delivery and vehicle support.

5. Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.

6. Staff Branch appropriately.

7. Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel:

- Provide summary of emergency situation.
- Provide summary of the facility, supply, and ground support needs of the incident.

8. Participate in organizational meetings of Logistics Section personnel.

9. Coordinate activities of Branch Units.

10. Keep Logistics Section Chief apprised of Branch Activities.

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

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## Technical Specialists Position Checklist

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



### Task

1. Obtain briefing from Incident Commander or Planning Section Chief:

- Identify Supervisor in organization.
- Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in Planning Meetings, etc.

2. Obtain copies of Incident Action Plan (IAP), if available, and Unit Log (ICS Form 214).

3. Participate in Planning Meetings, as requested.

4. Provide technical expertise to supervisor in organization according to established format, timelines, etc.

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

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## Time Unit Leader Position Checklist

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



### Task

1. Obtain briefing from Finance/Administration Section Chief:

- Determine incident requirements for time recording.
- Determine required time-lines for reports.
- Determine location of timekeeping activity.
- Determine number of personnel and rental equipment for which time will be kept.

2. Organize and staff Unit, as appropriate.

3. Advise Ground Support Unit, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time.

4. Establish contact with appropriate agency personnel representatives:

- Determine time-keeping constraints of individual agencies.
- Time records should be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.

5. Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

6. Establish files for time records, as appropriate.

7. Provide for records security.

8. Ensure that all records are complete or current prior to demobilization.

9. Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.

10. Brief Finance/Administration Chief on current problems, recommendations, outstanding issues, and follow-up requirements.

## Time Unit Leader Position Checklist

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

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

# D

## Mutual Aid Agreements

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**Appendix D. Mutual Aid Agreements****Mutual Aid Agreements**

The following is a quick reference list of mutual aid agreements entered into by CTWS. **Copies of these mutual aid agreements can be found in the Tribal Emergency Manager's Office.**

- [TO BE DEVELOPED]

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**Maps**

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# F

## References

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## Appendix F. References

**Federal**

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010.  
([http://www.fema.gov/pdf/about/divisions/npd/CPG\\_101\\_V2.pdf](http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf))
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1998.  
(<http://www.fema.gov/plan/prevent/damfailure/fema64.shtm>)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003.  
([http://www.dhs.gov/xabout/laws/gc\\_1214592333605.shtm](http://www.dhs.gov/xabout/laws/gc_1214592333605.shtm))
- National Incident Management System, 2008.  
([http://www.fema.gov/pdf/emergency/nims/NIMS\\_core.pdf](http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf))
- National Response Framework, 2008.  
(<http://www.fema.gov/emergency/nrf/>)
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973. (<http://www.fdic.gov/regulations/laws/rules/6500-3600.html>)
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.  
(<http://www.fema.gov/about/stafact.shtm>)
- Post-Katrina Emergency Management Reform Act (PKEMRA)
- The Code of Federal Regulations (CFR), Title 44, Part 206.  
(<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&viev=text&node=44:1.0.1.4.57&idno=44>)
- Sandy Recovery Improvement Act of 2013.

**State**

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011.  
([http://www.oregon.gov/OSP/SFM/Oregon\\_Mob\\_Plan.shtml](http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml))
- Office of Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2010.  
([http://www.oregon.gov/OMD/OEM/docs/library/decl\\_guide\\_Nov\\_2010.pdf?ga=t](http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t))

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**Appendix F. References**

- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (<http://www.leg.state.or.us/ors/>)

**CTWS**

- Treaty of 1855
- Tribal Constitution and By-Laws

**Other**

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

**G**

## **Acronyms and Glossary**

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## Appendix G. Acronyms and Glossary

**Acronyms**

ARC	American Red Cross
BCC	Board of County Commissioners
CBRNE	chemical, biological, radiological, nuclear, and explosive
COG	Continuity of Government
COOP	Continuity of Operations Plan
ECC	Oregon Emergency Coordination Center
EMAC	Emergency Management Assistance Compact
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
MAA	mutual aid agreement
MAC	Multi-Agency Coordination
NDRF	National Disaster Recovery Framework
NGO	nongovernmental organization
NIMS	National Incident Management System
NRF	National Response Framework
NTSB	National Transportation Safety Board
OEM	Office of Emergency Management
OERS	Oregon Emergency Response System
ORS	Oregon Revised Statutes

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**Appendix G. Acronyms and Glossary**

OTFC	Oregon TITAN Fusion Center
PIO	Public Information Officer
SA	Support Annex
TITAN	Terrorism Information Threat Assessment Network
UC	Unified Command
WMD	Weapons of Mass Destruction

## Appendix G. Acronyms and Glossary

## Glossary of Key Terms

**Actual Event:** A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

**After Action Report:** The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

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

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**All Hazards:** Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

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

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**Appendix G. Acronyms and Glossary**

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

**Audit:** formal examination of an organization's or individual's accounts; a methodical examination and review.

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

**Available Training Facilities:** Available facilities refers to locations that are readily and immediately available to be utilized for NIMS training.

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

**Chain-of-Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for managing the following functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Commander; the special staff positions of Public Information Officer, Safety Officer, Liaison Officer; and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Committed Activities:** Actions that an individual or an agency/department have agreed to see through until completion.

**Common Communications Plan:** An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

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**Appendix G. Acronyms and Glossary**

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Constraints/Impediments** Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:

**Education:** The knowledge or skill obtained or developed by a learning process.

**Equipment:** Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

**Exercise:** Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Federal Standards:** Common rules, conditions, guidelines or characteristics, established by the Federal Government.

**Funding:** Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

**Organization:** Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Personnel:** Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Plans:** Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

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**Appendix G. Acronyms and Glossary**

**Policy:** A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

**Training:** Specialized instruction and practice to improve performance and lead to task proficiency.

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

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Corrective Action Plan:** A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

**Corrective Action:** Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

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

**Director:** Title assigned to someone leading a Branch in ICS.

**Disciplines:** A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HazMat, EMS).

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

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency Incident:** An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

**Emergency Management Assistance Compact:** The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to

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**Appendix G. Acronyms and Glossary**

assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

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

**Emergency Operations Plan:** The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

**Emergency Response Provider:** Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is 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.

**Entry-level First Responder:** Entry-level first responders are defined as any responders who are not a supervisor or manager.

**Equipment Acquisition:** The process of obtaining resources to support operational needs.

**Equipment:** The set of articles or physical resources necessary to perform or complete a task.

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

**Evaluation:** The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

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**Appendix G. Acronyms and Glossary**

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Exercise:** Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

**Federal Preparedness Funding:** Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Flexibility:** A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**Framework:** A conceptual structure that supports or contains set of systems and/or practices.

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

**Funding:** Financial resources available to assist in achievement of tasks associated with NIMS implementation.

**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.

**Grantee:** A person/group that has had monies formally bestowed or transferred.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups,

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**Appendix G. Acronyms and Glossary**

when activated, are located between branches and resources in the Operations Section (See Division).

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

**Homeland Security Exercise and Evaluation Program:** A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. HSEEP also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at <http://www.hseep.dhs.gov>.

**Improvement Plan:** The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

**Incident Command Post:** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System:** A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. For additional information please refer to the NIMS document, page 14 at [http://www.fema.gov/pdf/emergency/nims/nims\\_doc\\_full.pdf](http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf).

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

**Incident Management Team:** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident

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**Appendix G. Acronyms and Glossary**

objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

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

**Incident-Specific Hazards:** Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, earthquake, flood.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Institutionalize ICS:** Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System (ICS) and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it reaches those who need it to perform their missions effectively and safely.

**Interagency:** An organization or committee comprised of multiple agencies.

**Interoperability & Compatibility:** A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

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**Appendix G. Acronyms and Glossary**

**Interstate:** A region comprised of multiple states.

**Intrastate:** A region within a single state.

**Inventory:** An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

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

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

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

**Lessons Learned:** Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit <https://www.llis.dhs.gov/>

**Leverage:** Investing with borrowed money as a way to amplify potential gains.

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

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

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

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**Appendix G. Acronyms and Glossary**

**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Logistics:** Providing resources and other services to support incident management.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Measure:** A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

**Metric:** Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

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**Appendix G. Acronyms and Glossary**

**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems:** A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit <http://www.fema.gov/emergency/nims/rm/ma.shtm>.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Integration Center:** Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

**National Response Framework:** A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing

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**Appendix G. Acronyms and Glossary**

incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

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

**NIMS Adoption:** The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

**NIMS Baseline:** An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

**NIMS Compliance Assistance Tool:** The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

**NIMS Promotion and Encouragement:** Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

**NIMS Standard Curriculum:** A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards.

(<http://www.fema.gov/pdf/emergency/nims/nsctd.pdf>)

**Non-Governmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the American Red Cross.

**No-Notice Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

## Appendix G. Acronyms and Glossary

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to [http://www.fema.gov/pdf/emergency/nims/plain\\_lang.pdf](http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf).

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

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Planning:** A method to developing objectives to be accomplished and incorporated into an EOP.

**Preparedness Assistance Funding Streams:** Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous

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**Appendix G. Acronyms and Glossary**

process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preplanned Event:** A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

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

**Principle Coordinator:** The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

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

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

**Public Information Systems:** The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that

## Appendix G. Acronyms and Glossary

all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery Plan:** A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information, please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm> .

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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**Appendix G. Acronyms and Glossary**

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

**Response Asset Inventory:** An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

**Response Assets:** Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

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

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Scalability:** The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

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

**Self-certification:** Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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**Appendix G. Acronyms and Glossary**

**Standard Equipment List:** A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the InterAgency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

**Standard Operating Procedures:** A complete reference document that details the procedures for performing a single function or a number of independent functions.

**Standardization:** A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**Standardized Terminology:** Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

**State:** When capitalized, refers to the governing body of Oregon.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation, or the general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

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**Appendix G. Acronyms and Glossary**

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

**Technical Assistance:** Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile home park design and hazardous material assessments).

**Territory:** A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States (U.S.) not included within any State but organized with a separate legislature.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

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

**Training Curriculum:** A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

**Training:** Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

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

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional (See Area Command).

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions.

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**Appendix G. Acronyms and Glossary**

Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Source:** <https://nimcast.fema.gov/nimscast/index.jsp>

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# **Emergency Support Function Annexes**



# 1

## ESF 1 – Transportation

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## ESF 1. Transportation

ESF 1 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Utilities Branch
<b>Supporting Agencies</b>	CTWS Health and Human Services Branch CTWS Natural Resources Branch CTWS Police Department Local County Public Works Departments
<b>Primary State Agency</b>	Oregon Department of Transportation
<b>Primary Federal Agency</b>	United States Department of Transportation

## 1 Purpose and Scope

Emergency Support Function (ESF) 1 coordinates the transportation function in support of emergency or disaster activities. In the context of this ESF, “transportation” refers to the means and equipment necessary to move goods and people from one location to another.

Transportation resource support consists primarily of coordinating transportation activities to supplement the efforts of emergency response agencies to protect the public. This ESF establishes priorities for allocating transportation resources, issuing transportation requests, managing traffic, repairing roads and highways, and establishing procedures for coordinating emergency management related to transportation with neighboring jurisdictions and state agencies.

## 2 Policies and Agreements

### 2.1 Policies

The following transportation-related policies are currently in place:

- None at this time.

### 2.2 Agreements

The following transportation-related agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- A significant emergency or disaster may severely damage transportation infrastructure.
- For major natural disasters, normal transportation systems may be disrupted, leaving many people, especially populations with access and functional needs, without transportation.

**ESF 1. Transportation**

- The movement of people, equipment, and supplies may be much less efficient in emergency conditions than under normal circumstances.
- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.
- The Confederated Tribes of Warm Springs (CTWS) Reservation may be designated as a host area for citizens from other high risk areas. Transportation will be needed to support this expanded population and to maintain the continued flow of essential goods and services.

**3.2 Assumptions**

- The local transportation infrastructure will likely sustain damage during an emergency. The damage, depending upon the integrity of the transportation network, will determine the effectiveness and efficiency of response and recovery.
- Operations may require traffic control to divert traffic around damaged, isolated, or evacuated areas.
- The immediate use of transportation systems for emergency operational activities may exceed local capabilities, thus requiring assistance from mutual aid partners, neighboring jurisdictions and/or State and federal government.
- Rapid damage assessments of impacted areas will assist in the determination of response priorities and transportation demands.
- The primary transportation mode for most evacuating persons will be private vehicles; however, transportation must be provided for some persons.

**4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

**4.1 Primary Agencies**

The primary agency for this emergency support function is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing transportation operations during major incidents. The primary agency may not be responsible for all elements of a function, and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

## ESF 1. Transportation

**4.1.1 Public Utilities Branch**

- Plan for and identify high-hazard areas, numbers of potential evacuees, and number of people requiring transportation to reception areas (including access and functional needs populations).
- Coordinate transportation needs for Access and Functional Needs Populations.
- Identify emergency traffic routes.
- Determine optimal traffic flow and movement priority from residences to highways.
- Confirm and manage locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinate transportation services, equipment, and personnel using emergency routes.
- Provide guidance on commuting arrangements for essential workers during the evacuation period.
- Propose locations of roadblocks and patrols for evacuation movement.
- Support the preparation and maintenance of ESF 1 – Transportation, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to transportation operations during major incidents.

**4.2.1 Health and Human Services Branch**

- Provide transportation support for populations with access and functional needs, including medical needs.

**4.2.2 Natural Resources Branch**

- Provide heavy equipment and transportation assets to move people and resources.

**4.2.3 Police Department**

- Provide heavy equipment and transportation assets to move people and resources.
- Provide patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.

## ESF 1. Transportation

**4.2.4 Local Public Works Departments**

- Provide support for CTWS transportation operations via mutual aid agreement, as resources are available.

**4.3 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization in implementation of transportation operations across all phases of emergency management.

**4.3.1 Preparedness**

- Develop and maintaining standard operating procedures (SOPs) dealing with transportation response.
- Maintain current inventories of CTWS transportation and fuel resources available and make this inventory available to the Tribal Emergency Manager and EOC Controller.
- Maintain current resource directories of all commercial and industrial transportation assets, facilities, and supplies, including points of contact and their locations, territories, and operating areas.
- Establish and maintain liaison with State and adjacent county transportation officials.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through emergency management exercises.
- Participate in exercises and training to validate this ESF annex and supporting SOPs.
- Ensure that all transportation personnel are trained in their responsibilities according to departmental SOPs.

**4.3.2 Response**

- Identify transportation needs required by the situation.
- Identify, obtain, prioritize, and allocate available transportation resources.
- Assess damage to transportation infrastructure and communicate this information to the Emergency Operations Center (EOC).
- Plan for transportation support for mobilization sites, staging areas, and distribution points.

## ESF 1. Transportation

**4.3.3 Recovery**

- Continue to render transportation support when and where required as long as emergency conditions exist.
- Prioritize the repair and restoration of transportation infrastructure so that essential services such as fire, emergency medical services, law enforcement, and waste management will be given first priority.
- All agencies involved in the recovery effort will keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.

**4.3.4 Mitigation**

- Regularly inspect CTWS Reservation streets, public roadways, and rights-of-way for deterioration and make necessary repairs to keep them in good condition.
- Keep equipment in operating condition.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Public Utilities Branch is the primary agency responsible for coordinating transportation activities. SOPs developed by the primary agency and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of transportation resources and the identification of emergency transportation routes for the movement of people, equipment, and materials.
- Law enforcement agencies coordinate evacuation and movement during emergencies and disasters. For more information, see ESF Annex 13 – Public Safety and Security.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Utilities Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate transportation activities.

**ESF 1. Transportation**

- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with transportation activities.

**5.3 Access and Functional Needs Populations**

During mass evacuations, CTWS will work with location volunteer organizations to provide transport for persons, including individuals with access and functional needs, provided they meet the following criteria:

- Evacuees can be accommodated at both embarkation points and at destination general population shelters.
- Evacuees can travel on commercial long-haul buses, aircraft, passenger trains, or left-equipped buses.
- Evacuees do not have medical needs indicating that they should be transported by specialized medical transport.

**6 ESF Annex Development and Maintenance**

The Public Utilities Branch, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 1 – Transportation
- Oregon Department of Transportation Emergency Operations Plan

**Federal**

- National Response Framework
  - ESF 1 – Transportation

**8 Appendices**

None at this time.

# 2

## ESF 2 – Communications

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ESF 2 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Safety Branch CTWS Emergency Communications Center CTWS Secretary Treasurer
<b>Supporting Agencies</b>	CTWS Tribal Emergency Manager Eagle-Tech Systems CTWS Fire & Safety CTWS Police Department CTWS Public Utilities Branch
<b>Primary State Agencies</b>	Oregon Office of Emergency Management Oregon Public Utility Commission
<b>Primary Federal Agency</b>	United States Department of Homeland Security

## 1 Purpose and Scope

Emergency Support Function (ESF) 2 organizes, establishes, and maintains the communications capabilities among appropriate agencies and other entities necessary to meet operational requirements in preparing for, responding to, and recovering from emergencies and disasters. This ESF also outlines the structure and operation of the warning systems used to alert key officials and the general public of a potential or occurring emergency or disaster. This function emphasizes the technical considerations of communication functions. Collection, control, and dissemination of emergency public information are covered by ESF 15 – External Affairs.

## 2 Policies and Agreements

### 2.1 Policies

The following agreements are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

A disaster condition may result from a significant natural or human-caused incident that generates extensive damage and/or results in a high volume of requests from all levels of government for services required to save lives and alleviate human suffering. The authorities receiving such requests require

**ESF 2. Communications**

accurate and timely information on which to base decisions and guide response actions. However, at a time when the need to convey information quickly is greatest, the infrastructure needed to facilitate efficient communication may be damaged or overloaded. In such situations, all functioning telecommunications assets of the various levels of government, augmented by extra-regional assets, will be needed immediately to ensure a proper response to aid those in need.

**3.2 Assumptions**

- Local jurisdictions will require accurate and timely information on which to base their decisions and focus their response actions.
- Routine, day-to-day modes of communication will continue to be utilized to the degree that they survive the disaster.
- There are identified frequencies that will be used for primary direction and control.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- The loss of some or all telephone service will reduce or eliminate the effectiveness of the Communications Center and Emergency Operations Center (EOC) public information lines as well as the majority of the Confederated Tribes of Warm Springs (CTWS) departments.
- The management and logistics of communications support is highly situational and requires flexibility and adaptability.
- Significant incidents may require evacuation of significant numbers of affected populations. Such evacuations may require extensive coordination of inter- and intra-Tribal communications and may exceed normal radio communication capabilities.
- In the event of an emergency or disaster that damages CTWS's digital radio system, a backup analog system may be utilized.
- Local amateur radio operators have the ability to set up field communications to support or augment public safety operations, as appropriate. One use of this amateur radio system may be for providing communications between the EOC and American Red Cross shelters.
- At a time when the need for real-time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent due to widespread damage to communications and power systems facilities.

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- If electronic emergency information systems are not available, paper logs may be used to record events, communications and messages, damage assessments, situation reports, resources utilized, staff hours expended, etc.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### **4.1 Primary Agencies**

The primary agencies for this ESF are assigned based on their coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing communications operations during major incidents. The primary agencies may not be responsible for all elements of a function, and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Public Safety Branch**

- Disseminate emergency public information as requested.
- Receive and disseminate warning information to the public and key CTWS officials.
- Support the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

#### **4.1.2 Communications Center**

- Develop and maintain communications resource inventory.
- Ensure that a communications capability exists between the Communications Center, the Police Department, and the CTWS EOC.
- Ensure proper use of equipment, correct message handling procedures, and expedient transmission of all pertinent communications in a reliable and accurate format.
- Provide for proper screening and routing of all incoming telephone calls.

#### **4.1.3 Secretary-Treasurer**

- Establish and maintain emergency communications systems.
- Coordinate use of all public and private communication systems necessary during emergencies.

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- Manage and coordinate all emergency communication operated within the EOC, once activated.
- Support the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to communications operations during major incidents.

**4.2.1 Tribal Emergency Manager**

- Support communications activities from the CTWS EOC.

**4.2.2 Fire & Safety**

- Maintain a redundant communications capability that is interoperable with all CTWS departments.
- Support dissemination of emergency alerts and warnings.

**4.2.3 Police Department**

- Maintain a redundant communications capability that is interoperable with all CTWS departments.
- Support dissemination of emergency alerts and warnings.

**4.2.4 Public Utilities Branch**

- Maintain a redundant communications capability that is interoperable with all CTWS departments.
- Support dissemination of emergency alerts and warnings.

**4.3 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization in implementation of alert and warning and communications operations across all phases of emergency management.

**4.3.1 Preparedness**

- Develop plans, procedures, and protocols for communications in accordance with the National Incident Management System (NIMS), State and local ordinances, and existing agreements.
- Ensure that alternate or backup communications systems are available.
- Coordinate common communications procedures.

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- Develop and test emergency procedures.
- Develop written mutual aid agreements as needed to ensure regional coordination.
- Review departmental plans and procedures and maintain personnel call-up lists.
- Develop and conduct training to improve all-hazard incident management capability for response communications.
- Develop exercises and drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.
- Participate in emergency management training and exercises.
- Develop and maintain a communications resource inventory.

**4.3.2 Response**

- Implement incident communications interoperability plans and protocols.
- Communicate incident response information.
- Use established common response communications language (i.e., plain English) to ensure that information dissemination is timely, clear, acknowledged, and understood by all receivers.
- Request external resources using mutual aid/assistance processes (inter- and intra-State).
- Ensure that all critical communications networks are functioning.
- Establish and maintain response communications systems on site.
- Maintain existing equipment and following established procedures for communicating with organization personnel performing field operations.
- Implement procedures for inspecting and protecting communications equipment.
- Ensure that redundant communications circuits/channels are available for use.
- Make arrangements to ensure that emergency communications equipment can be repaired on a 24-hour basis.

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- Establish and ensure radio connectivity between the Incident Command Post and the EOC. Keep the EOC informed of field operations as much as possible.

**4.3.3 Recovery**

- Phase down operations, as appropriate.
- Continue to perform the tasks necessary to expedite restoration and recovery operations.
- Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document crucial lessons learned and to make necessary changes in this ESF to improve future operations.

**4.3.4 Mitigation**

- Test all communications and warning equipment to ensure its workability.
- Develop and maintaining back-up systems, including back-up power ability.
- Attempt to construct/place new equipment away from possible hazards.
- Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Public Safety Branch is the primary agency responsible for coordinating alert and warning activities, and the Secretary-Treasurer is the primary agency responsible for maintenance and operation of CTWS communications systems. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with communications resources will be generated one of two ways: they will be forwarded to the CTWS EOC,

**ESF 2. Communications**

or they will be issued in accordance with established mutual aid agreements.

- The CTWS EOC will provide guidance for the coordination of communications resources.
- Communications support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Safety Branch, Secretary Treasurer, and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate communications activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with communications activities.

**5.3 Existing Communications Systems**

A complete listing of all CTWS communications equipment and capabilities is maintained by the CTWS Communications Center. CTWS maintains the following communications networks to support emergency operations:

- CTWS Police Department
- CTWS Tribal Network
- Bureau of Indian Affairs/Forestry/Fire Management
- Kah-Nee-Ta Resort
- Teletype Net
- Amateur Radio Operators
- Business/Industry Radio

**5.4 Security**

Due to the vital role of communications during emergency operations, particularly for defense purposes, the Tribal Emergency Manager reserves the right to investigate the personal background of any radio operator assigned to the EOC.

## 5.5 Access and Functional Needs Populations

CTWS emergency communications services will be provided in such a way that populations with access and functional needs receive adequate and timely warning and emergency information.

## 6 ESF Annex Development and Maintenance

The Public Safety Branch and Secretary-Treasurer, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following plans and procedures are currently in place:

### CTWS

- CTWS Emergency Operations Plan
  - ESF 15 – External Affairs

### State of Oregon

- State of Oregon Emergency Operations Plan
  - ESF 2 - Communications
  - ESF 15 – External Affairs

### Federal

- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs

## 8 Appendices

- None at this time.

# 3

## **ESF 3 – Public Works and Engineering**

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## ESF 3. Public Works and Engineering

ESF 3 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Utilities Branch
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Natural Resources Branch
<b>Primary State Agency</b>	Oregon Department of Transportation
<b>Primary Federal Agency</b>	Department of Defense, U.S. Army Corps of Engineers

## 1 Purpose and Scope

Emergency Support Function (ESF) 3 provides and coordinates infrastructure and engineering services during all phases of emergency management. ESF 3 resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the Confederated Tribes of Warm Springs (CTWS) Emergency Operations Center (EOC) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. This support function contains various sub-functions that are outlined below.

Public works and engineering resources, under the authority of ESF 3, will be used to coordinate and/or assist in the following activities associated with emergency response:

- Debris clearance from transportation infrastructure.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, solid waste, and stormwater systems).
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.
- Development and designation of emergency collection, sorting, and debris routes and sites for debris clearance from public and private property.
- Determination of extent of damage to the following systems: transportation, water, solid waste, electrical, natural gas, wastewater, and hazardous materials.
- Prioritization and initiation of recovery efforts to restore, repair, and mitigate city- and CTWS-owned infrastructure.

**ESF 3. Public Works and Engineering**

- Providing technical assistance with respect to flooding, water management, structure integrity assessments, and assessments of impacts to infrastructure.

## **2 Policies and Agreements**

### **2.1 Policies**

The following policies are currently in place:

- None at this time.

### **2.2 Agreements**

The following agreements are currently in place:

- None at this time.

## **3 Situation and Assumptions**

### **3.1 Situation**

Damage to public and private property and infrastructure may be unprecedented in an emergency or disaster and may include weakened or destroyed structures, homes, public and critical facilities, roads, and bridges. Debris may make transportation routes impassible. Equipment used to repair or otherwise reinforce these structures may also be damaged. A large enough event may adversely affect the ability of local responders to perform their emergency duties.

### **3.2 Assumptions**

- A major emergency or disaster may cause extensive damage to property and infrastructure. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassible. Public utilities may be damaged or be partially or fully inoperable.
- Access to disaster areas may depend upon the re-establishment of ground routes. In many locations, debris clearance and emergency road repairs will be given top priority to support immediate lifesaving emergency response activities.
- Damage assessment of the disaster area will be required to determine potential work load.
- Assistance from the State and federal government may be needed to clear debris, perform damage assessments and structural evaluations, make emergency repairs to essential public facilities, reduce hazards

**ESF 3. Public Works and Engineering**

by stabilizing or demolishing structures, and provide emergency water for human health needs and firefighting.

- Debris may include trees, rocks, dirt and sand, building materials, metal, garbage and sewage, damaged vehicles, various hazardous materials, tires, and personal property.
- Hazardous chemical, biological radiological, nuclear, and explosive materials will need special handling from appropriately trained and equipped teams.
- Following disasters that cause significant debris, existing disposal sites may not provide effective debris management solutions because of capacity limitations and their need to provide continuous waste management operations for day-to-day debris generation.
- Emergency environmental waivers and legal clearances may be needed for disposal of materials from debris clearance and demolition activities for the protection of threatened public and private improvements.
- Unattended and long-standing debris may pose safety and health threats to the public.
- Significant numbers of personnel with engineering and construction skills along with construction equipment and materials may be required from outside the disaster area.

## **4 Roles and Responsibilities**

During emergencies, public work activities will be managed by the Public Works Director through the existing divisions, with support provided by the Parks and Recreation Department.

### **4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing public works and engineering operations during major incidents. The primary agency may not be responsible for all elements of a function, and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Public Utilities Branch**

- Barricade hazardous areas.
- Prioritize restoration of streets and bridges.
- Protect and restore waste treatment and disposal systems.

**ESF 3. Public Works and Engineering**

- Augment sanitation services.
- Assess damage to streets, bridges, traffic control devices, waste water treatment systems, and other public works facilities.
- Remove debris.
- Assess damage to CTWS-owned facilities.
- Condemn unsafe structures.
- Directing temporary repair of essential facilities.
- Support the preparation and maintenance of ESF 3 – Public Works and Engineering, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to public works and engineering operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide direction and control of all CTWS departments in support of public works and engineering operations.

**4.2.2 Natural Resources Branch**

- Support infrastructure restoration activities through provision of personnel and equipment.

**4.3 Actions by Phase of Emergency Management****4.3.1 Preparedness**

- Maintain an inventory of available resources, including personnel and training within each department.
- Develop and maintain plans and procedures for emergency and disaster situations.
- Develop and maintain mutual aid agreements with neighboring jurisdictions and the private sector.
- Coordinate emergency planning activities and information with neighboring jurisdictions.
- Maintain and test communication systems.

**ESF 3. Public Works and Engineering**

- Identify vital and essential roadways, bridges and facilities to establish a repair priority in the event that any of these become damaged.
- Ensure that personnel are trained in emergency responsibilities.
- Establish contact with private resources that could provide support during an emergency.

**4.3.2 Response**

- Provide a senior official to operate from the EOC or other command location to ensure coordination with other agencies, as necessary.
- Provide public works and engineering support on a priority basis as determined by the EOC and the Incident Commander(s).
- Inspect damage to streets, bridges, and public buildings.
- Clear roads to facilitate emergency operations.
- Close roads and construct barricades as directed.
- Make recommendations regarding the priority of repairs.
- Request outside assistance from surrounding jurisdictions and the private sector as required.
- Conduct other response actions as dictated by the situation.
- Maintain records and documenting all expenditures during the emergency situation.

**4.3.3 Recovery**

- Continue to repair infrastructure and buildings on a priority basis.
- Continue all activities in coordination with the EOC, based on the requirements of the incident.
- Provide information concerning dangerous areas or other existing problems.
- Provide liaison between local agencies and federal damage assessment activities.
- Establish control measures related to emergency solid waste disposal.
- Participate in after-action reports (AARs) and critiques.
- Document disaster and restoration cost for possible federal reimbursement.

**ESF 3. Public Works and Engineering****4.3.4 Mitigation**

- Identify and seek funds for retrofitting critical facilities and provide auxiliary power.
- Recommend changes in planning, zoning, and building codes to prevent or lessen the effect of future disasters.
- Participate in the hazard identification process and identify and correct vulnerabilities in the public works system.
- Regularly maintain equipment to ensure it is in good running order.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Public Utilities Branch is the primary agency responsible for coordinating public works and engineering activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out these activities.
- Requests for assistance with public works and engineering resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of public works and engineering resources.
- Public works and engineering support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Utilities Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate public works and engineering activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public works and engineering activities.

**5.3 Access and Functional Needs Population**

The CTWS will seek technical assistance to ensure that accessibility standards are addressed during infrastructure restoration and activities. Existing plans and

**ESF 3. Public Works and Engineering**

procedures will be used to reestablish critical human services for children as well as others with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Public Utilities Branch, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

**CTWS**

- CTWS Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 12 – Energy and Utilities
  - ESF 14 – Community Recovery

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 12 – Energy
  - ESF 14 – Long-Term Community Recovery

**Federal**

- National Response Framework
  - ESF 1 - Transportation
  - ESF 3 – Public Works and Engineering
  - ESF 12 – Energy
  - ESF 14 – Long-Term Community Recovery

**8 Appendices**

- None at this time.

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# 4

## ESF 4 – Firefighting

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ESF 4 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Fire & Safety
<b>Supporting Agencies</b>	CTWS Natural Resources Department CTWS Public Safety Branch Mutual Aid Partners
<b>Primary State Agencies</b>	Oregon Office of the State Fire Marshal Oregon Department of Forestry
<b>Primary Federal Agency</b>	United States Department of Agriculture/Forest Service

## 1 Purpose and Scope

Emergency Support Function (ESF) 4 coordinates and manages all fire detection, control, and suppression efforts within the jurisdiction. This support function consists of two distinct components: urban/structural fires and wildland fires.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The Fire Chief (or designee) of each fire district/department within the Confederated Tribes of Warm Springs (CTWS) Reservation assumes the role of Incident Commander for fire incidents impacting his or her jurisdiction. If expansion from the Incident Command System (ICS) to a Unified Command structure is necessary, command is assigned to the next highest authority level. If hazardous material or other specialized response capabilities are needed, all resource requests and coordination of additional personnel, equipment, and services will be carried out through the CTWS Emergency Operations Center (EOC).

All fire personnel are trained in ICS/National Incident Management System (NIMS), and a training roster is maintained and updated by each fire district/department in the CTWS. Information regarding the personnel supporting

**ESF 4. Firefighting**

ESF 4 duties, including their capabilities, is available through each fire district/department during an emergency.

**3.2 Assumptions**

- Urban, rural, and wildland fires will occur in the CTWS. In the event of an earthquake or other significant event, large, damaging fires could be common.
- In a disaster, some firefighting resources may become scarce or damaged. Assistance from mutual aid agreements, neighboring jurisdictions, and State and federal resources may be called upon.
- Wheeled-vehicle access may be hampered by road or bridge failures, landslides, etc., making conventional travel to the fire locations extremely difficult or impossible. Aerial attack by air tankers, helicopters, and smoke jumpers may be needed in these situations.
- Efficient and effective mutual aid among the various CTWS, local, State, and federal fire agencies requires the use of the ICS together with compatible firefighting equipment and communications.

**4 Roles and Responsibilities**

The lead fire agency will establish an Incident Command Post and implement the ICS organization applicable to the situation. Other responsibilities among lead and support agencies include identifying staging areas, establishing safe areas within close proximity to the incident, and evacuating threatened people and animals, as necessary. If a fire occurs within an individual jurisdiction, the local fire agency will manage response activities with support from the State.

**4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing firefighting operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Fire & Safety**

- Provide fire prevention, fire suppression, and emergency medical aid during a fire event to prevent loss of life, loss of property, and damage to the environment.
- Provide hazardous materials spills emergency response planning and coordination.
- Perform specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.

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- Perform life-safety inspections and recommendations for activated emergency shelters.
- Support the preparation and maintenance of ESF 4 – Firefighting, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to firefighting operations during major incidents.

**4.2.1 Natural Resources Department**

- Support CTWS firefighting operations with personnel and equipment as needed.
- Assist in evacuation of impacted populations.

**4.2.2 Public Safety Branch**

- Support CTWS firefighting operations with personnel and equipment as needed.
- Assist in dissemination of emergency alert and warnings related to fire incidents.
- Coordinate evacuations of impacted populations.

**4.2.3 Mutual Aid Partners**

- Provide support for CTWS firefighting operations via mutual aid agreement, as resources are available.

**4.3 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization in implementation of firefighting operations across all phases of emergency management.

**4.3.1 Preparedness**

- Review, revise, and develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide mutual aid response protocols.
- Develop procedures and protocols for coordinating protective action communications with the at-risk population on scene.
- Develop plans, procedures, and protocols for resource management in accordance with NIMS resource typing, including pre-positioning of resources to efficiently and effectively respond to an event.

## ESF 4. Firefighting

- Establish procedures for coordinating all public information releases through the CTWS Public Information Officer (PIO).
- Establish criteria for relocating fire operations in the event that present facilities must be evacuated.
- Establish communication links with law enforcement agencies for coordinating warning and evacuation confirmation functions.
- Appoint a representative to assist in the CTWS EOC.

#### 4.3.2 Response

##### 4.3.2.1 Command and Control

- ICS has been adopted and is used by many first responders and local jurisdictions in the State of Oregon to manage incidents and events. The purpose of ICS is to establish command and control with a system recognized by all responders, using the same organization and nomenclature.
- The ranking member of the first arriving response unit assumes command until relieved. An Incident Command Post is established as the focal point for all emergency operations.
- Upon determination of fire protection responsibility and the need for additional resources, management responsibility may pass from local to State or federal agencies.
- In a disaster, several ICS units may be established to manage the significant areas of need. The Incident Commander should adapt the management structure to reflect the need and complexity of the incident. A Unified Command may be established.
- The Incident Commander may also take other management steps such as requesting activation of the EOC and requesting fire response activities coordination by a Fire Coordinator within the EOC.
- The EOC may provide support to the Incident Commander(s) in evacuation, communications, transportation, shelter, and any other resources required.
- A situation map may be maintained by the EOC Planning Section to illustrate the affected areas and any other pertinent information such as anticipated fire activity and possible evacuation routes.
- Fire agencies may request activation of the Local Incident Support Team or a State or Federal Incident Management Team to assist with managing the incident.

**ESF 4. Firefighting**

- Fire agencies may request activation of other local agency resources such as search and rescue units or law enforcement. These resources may be made available if not otherwise occupied. All non-traditional resource requests should be made to the CTWS EOC.
- Law enforcement may provide traffic control, establish scene security, and assist with movement of people and animals in the case of evacuation.

**4.3.2.2 CTWS Emergency Management Organization**

- Activate the EOC and coordinate emergency warning(s). Coordinate with appropriate agencies, including government, public service, and private and volunteer organizations.

**4.3.2.3 Fire Agencies**

- Notify key staff based on information received from the Communications Center and/or the EOC.
- Activate emergency operating procedures.
- Respond to calls for fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- Provide temporary power and emergency lighting at emergency scenes when needed.
- Assist in warning the public of evacuations, traffic routing, and/or traffic control, when possible.
- Initiate mutual aid contingency plans, when needed.
- Provide for personnel accountability.
- Relocate fire apparatus as conditions warrant.
- Support emergency operations as defined in agency emergency operations procedures or as requested by the EOC, such as damage assessment.

**4.3.3 Recovery****4.3.3.1 CTWS Emergency Management Organization**

- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Update plans and procedures based on critiques and lessons learned during an actual event.

#### 4.3.3.2 Fire Agencies

- Return vehicles and equipment to regularly assigned locations.
- Assist the public in recovery operations as resources allow.
- Support other recovery efforts as requested by the EOC.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.

#### 4.3.4 Mitigation

- Conduct fire code inspections and coordinate with appropriate personnel for building inspections and compliance strategies.
- Conduct fire education and life safety training and education programs.
- Conduct building plan reviews to reduce or eliminate hazards.

## 5 Concept of Operations

### 5.1 General

- In accordance with the Basic Plan and this ESF Annex, Fire & Safety is the primary agency responsible for coordinating firefighting activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with firefighting resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of firefighting resources.
- Firefighting support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Tribal Emergency Manager will notify Fire & Safety and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate firefighting activities.

**ESF 4. Firefighting**

- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with firefighting activities.

**5.3 Access and Functional Needs Populations**

Firefighting operations that require dissemination of emergency public information or evacuation operations will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

Fire & Safety, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Fire Mobilization Plan
- State of Oregon Emergency Operations Plan
  - ESF 4 – Firefighting

**Federal**

- National Response Framework
  - ESF 4 – Firefighting

**8 Appendices**

None at this time.

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# 5

## ESF 5 – Emergency Management

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## ESF 5. Emergency Management

ESF 5 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Tribal Emergency Manager Public Safety Branch
<b>Supporting Agencies</b>	Tribal Council Chief Operations Officer Secretary-Treasurer Fire & Safety Health & Human Services Branch Natural Resources Branch Police Department Public Utilities Branch Social Services Department
<b>Primary State Agency</b>	Oregon Office of Emergency Management
<b>Primary Federal Agency</b>	United States Department of Homeland Security

## 1 Purpose and Scope

Emergency Support Function (ESF) 5 provides for direction, control, and management of Confederated Tribes of Warm Springs (CTWS) emergency operations, as well as allocation and coordination of resources to support local response and recovery activities. ESF 5 also includes a detailed description of the incident management system and command structure in place for the jurisdiction (including all types of hazards), as well as designation of primary and alternate CTWS Emergency Operations Centers (EOCs).

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The administration of and logistics for CTWS emergency response and recovery operations under a declared state of emergency will be provided by emergency services and support agencies that routinely manage these procedures during normal operations. The Tribal Emergency Manager will coordinate all resource

**ESF 5. Emergency Management**

requests with the State using established procedures. All CTWS officials will expedite requests for administrative assistance and logistic support required during emergency operations. Additional information on the coordination and management of resources during an emergency situation is presented in ESF 7 – Logistics Management and Resource Support.

**3.2 Assumptions**

- There will be an immediate and continuing need to collect, process, and disseminate situational information; identify urgent response requirements during a disaster (or the threat of one); and plan for continuing response, recovery, and mitigation activities.
- Assessment of damage impacts and EOC operations may be delayed due to minimal staffing. Local governments impacted the most will be given priority for assistance and support as needed and available.
- During the early stages of an event, little information will be available, and it may be vague and inaccurate; the need to verify this information can delay response to inquiries.
- Reporting from the local government to the EOC will improve as the event matures.
- Reporting of information may be delayed due to damaged telecommunications infrastructure.

**4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

**4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing emergency management operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Tribal Emergency Manager**

The Tribal Emergency Manager is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. CTWS departments will be requested to designate personnel who can be made available to be trained to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

**ESF 5. Emergency Management**

The following tasks are necessary for CTWS to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions and the CTWS EOC.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.
- Supporting the preparation and maintenance of ESF 5 – Emergency Management, as well as supporting plans, procedures, and annexes.

**4.1.2 Public Safety Branch**

- Coordinate emergency communications through the CTWS Communications Center.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to emergency management operations during major incidents.

**4.2.1 Tribal Council**

- Declare a disaster on the advice of the Tribal Emergency Manager.

**4.2.2 Chief Operations Officer**

- Direct CTWS department operations during an emergency.
- Serve as EOC Controller, unless otherwise delegated.

**4.2.3 Secretary-Treasurer**

- Coordinate maintenance and repair of CTWS communications infrastructure.

**4.2.4 Fire & Safety**

- Coordinate fire suppression activities during an emergency.

**ESF 5. Emergency Management**

- Coordinate hazardous materials response activities during an emergency.

**4.2.5 Health and Human Services Branch**

- Coordinate public health activities during an emergency.

**4.2.6 Natural Resources Branch**

- Coordinate wildland fire response operations.

**4.2.7 Police Department**

- Coordinate law enforcement and security activities during an emergency.

**4.2.8 Public Utilities Branch**

- Coordinate transportation operations.
- Coordinate public works and engineering activities during an emergency.

**4.2.9 Social Services Department**

- Coordinate human services activities during an emergency.
- Coordinate volunteer management activities.

**4.3 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization (EMO) in implementation of emergency management operations across all phases of emergency management.

**4.3.1 Preparedness**

- Prepare a standard template for declarations of emergency or disaster.
- Prepare standardized reporting formats and forms, and establish reporting procedures that include development of display boards.
- Maintain the CTWS's Emergency Operations Plan (EOP) and emergency management program.
- Annually review the plans and make necessary corrections, changes, and additions.
- Advise and assist other agencies and local governments in the development of emergency or disaster plans and programs in compliance with applicable CTWS, State, or federal laws, rules, regulations, and executive orders.

**ESF 5. Emergency Management**

- Coordinate emergency- and disaster-related training and orientation to CTWS to meet the NIMS/ICS requirements and familiarize them with emergency- or disaster-related responsibilities, operational concepts, and procedures.
- Establish and maintain procedures to disseminate information to the public and the news media regarding personal safety or survival, emergency response actions, and details of disaster assistance programs. After an emergency or major disaster declaration, local information programs should be coordinated with those of State or federal government.
- Establish and maintain a CTWS-wide capability to provide warning to the public through available warning systems such as the Emergency Alert System (EAS), radio/television, sirens, and telephone notification systems.
- Ensure that emergency preparedness information and presentations are available to the public.

**4.3.2 Response**

- Collect, display, and document the information provided to the EOC staff; this documentation is necessary for the recovery process.
- Assess the information provided and share it with the appropriate EOC representative or the State, as needed.
- Assess the information provided and develop and recommend action strategies.
- Coordinate and prepare periodic situation reports and distribute them as required.
- Request special information from local governments and volunteer organizations, as necessary.
- Review Public Information Officer (PIO) statements for accuracy.
- Prepare the declaration of emergency and any needed amendments.
- Receive and process requests from local responders and the CTWS EMO for specific State and federal emergency- and disaster-related assets and services.
- Coordinate CTWS assets to support local government and agencies in need of supplemental emergency or disaster assistance.

**ESF 5. Emergency Management****4.3.3 Recovery**

- Continue to gather information and prepare and distribute situation reports, as needed. Review the PIO's statements for accuracy.
- Prepare the elected official's declaration terminating the declaration of emergency.
- Create and coordinate an ad hoc Recovery Task Force from local representatives to assist with recovery phase operations and Continuity of Operations Plans.
- Coordinate Public and Individual Assistance programs with local, State, and federal government as needed.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, and reporting procedures and formats to document any crucial lessons learned and to revise plans as needed for future events.
- Procure all available documentation of event for archiving.

**4.3.4 Mitigation**

- Mitigation activities may be conducted in the response and recovery phases, as well as in the planning process for emergencies and disasters. Mitigation activities may include surveys, mapping, prevention, property protection, public education and awareness, natural resource protection, emergency services, and structural projects.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Tribal Emergency Manager is the primary entity responsible for coordinating emergency management activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with emergency management resources will be generated one of two ways: requests will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of emergency management resources.

**ESF 5. Emergency Management**

- Emergency management support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will coordinate EOC activations and request that representatives report to the EOC to coordinate emergency management activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with emergency management activities.

**5.3 Access and Functional Needs Populations**

Provision of emergency management services in the CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Tribal Emergency Manager, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

A list of current and future intergovernmental and mutual aid agreements for the CTWS is provided in ESF 7, Logistics Management and Resource Support.

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 5 – Emergency Management

**Federal**

- National Response Framework
  - ESF 5 – Emergency Management

**8 Appendices**

- None at this time.

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# 6

## **ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services**

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**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

<b>ESF 6 Tasked Agencies</b>	
<b>Primary Agencies</b>	CTWS Tribal Emergency Manager
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Secretary-Treasurer CTWS Education Branch CTWS Family Services Department CTWS Fire & Safety CTWS Health & Human Services Department CTWS Housing Department CTWS Police Department CTWS Social Services Department American Red Cross Community- and Faith-Based Organizations
<b>Primary State Agencies</b>	Oregon Department of Human Services Oregon Health Authority
<b>Primary Federal Agency</b>	United States Department of Homeland Security

## 1 Purpose and Scope

Emergency Support Function (ESF) 6 provides mass care/sheltering, housing, and human services support for victims of natural and technological emergencies and disasters. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary. Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as food, water, and ice, is managed and coordinated via established sites within the Confederated Tribes of Warm Springs (CTWS) Reservation. If applicable to the situation, coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Additional functions of ESF 6 include:

- Providing assistance for victims’ short- and long-term housing needs.
- Supporting and coordinating resources required for crisis counseling and other mental health–related services immediately following an emergency, particularly as services are needed at shelters.
- Coordinating and identifying individuals with access and functional needs within the impacted area.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services****2 Policies and Agreements****2.1 Policies**

The following policies are currently in place:

- Effective October 2006, the U.S. House and the Senate approved the Pets Evacuation and Transportation Standards Act of 2005 (H.R. 3858). The bill amends the Robert T. Stafford Disaster Relief and Emergency Assistance Act to require the Director of the Federal Emergency Management Agency (FEMA) to ensure that State and local emergency preparedness operational plans address the needs of individuals with household pets and service animals following a major disaster or emergency. Currently, no funding has been provided to state and local governments to produce these plans. CTWS has not formally addressed pets and service animals in evacuation or sheltering plans to date, but future planning initiatives will incorporate this new bill and the associated critical tasks and resources needed to support it.

**2.2 Agreements**

The following agreements are currently in place:

- None at this time.

**3 Situation and Assumptions****3.1 Situation**

- Hazards most likely to cause a need for mass care operations in the CTWS include, but are not limited to, earthquake, fire, flood, and hazardous materials emergencies. Such emergencies in neighboring jurisdictions could prompt evacuations into the community as well.
- The CTWS recognizes that it has ultimate responsibility for providing shelter and other mass care services to protect local residents displaced from their homes and others who evacuate into the jurisdiction due to emergency situations.
- Mass care needs may range from very short-term operations for a limited number of people, for which the primary objective is to provide protection from the weather, comfortable seating, and access to rest rooms, to more lengthy operations for large numbers of evacuees, for which feeding, sleeping, and shower facilities are desirable and a variety of assistance must be provided to evacuees.
- The American Red Cross (Red Cross) independently provides mass care to disaster victims as part of a broad program of disaster relief, as

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

outlined in charter provisions enacted by the United States Congress Act of January 5, 1905, and the Disaster Relief Act of 1974. The Red Cross also assumes primary agency responsibility under the National Response Framework (NRF) to coordinate federal response assistance to the mass care response of state and local governments, and the efforts of other voluntary agencies, including Red Cross relief operations.

- The Red Cross signs agreements with local governments, school districts, churches, and other organizations to use their facilities for shelter and mass care operations. The Red Cross identifies suitable shelter facilities based on a set of standards, maintains a list of potential shelters, maintains shelter kits, and trains shelter management personnel.
- Disaster conditions are likely to require that domestic animals and livestock be evacuated and cared for. Animals (with the exception of service animals) are not allowed in public shelters. Sheltering for animals is addressed in ESF 11 – Agriculture and Natural Resources.
- The CTWS’s response during incidents, emergencies, or disasters is based on the availability of resources. If the response requirements exceed local capabilities, mutual aid, State, and/or federal assistance should be requested.

**3.2 Assumptions**

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- Widespread damages may necessitate the relocation of victims and the need for mass care operations.
- Some victims will go to shelters, while others will find shelter with friends and relatives. Some may stay in or near their damaged homes.
- Shelters may have to be opened with little notice. Until Red Cross personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.
- The demand for shelters may prove to be higher than what is available.
- If Red Cross services are not available, other volunteer organizations and religious groups may open shelters. Some of these organizations and groups coordinate their efforts with the Red Cross, while others may operate these facilities themselves and assume full responsibility for them.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters may have to be curtailed.
- Volunteer organizations that normally respond to emergency situations will assist in mass care operations.
- Large numbers of spontaneous volunteers may emerge, who will require planning and training before they can be released to field operations.
- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, special medical needs, and access and functional needs populations) will be an extension of normal programs and services.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### **4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing mass care, emergency assistance, housing, and human services operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Tribal Emergency Manager**

- Maintain the procedures for mass care and shelter and care of animals in disaster.
- Supervise the shelter management program (stocking, marking and equipping, etc.) for natural disaster.
- Activate the CTWS Emergency Operations Center (EOC), as needed, to support mass care and shelter operations.
- Coordinate support with CTWS departments, relief agencies, and volunteer groups.
- Coordinate with faith-based organizations and other volunteer agencies.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Identify resources to support emergency feeding operations.
- Identify sources of clothing for disaster victims.
- Coordinate operations of shelter facilities operated by CTWS, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinate special care requirements for populations with access and functional needs.
- Support the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to mass care, emergency assistance, housing, and human services operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide overall direction and control for CTWS departments supporting mass care and shelter operations.

**4.2.2 Education Branch**

- Provide shelter locations, as available.
- Coordinate care and shelter of school children during school hours.

**4.2.3 Family Services Department**

- Provide emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.

**4.2.4 Fire & Safety**

- Assist in evacuation operations and shelter set-up.
- Provide fire safety inspections for identified shelters.

**4.2.5 Health and Human Services Branch**

- Provide public health support to mass care and shelter operations.
- Provide transportation to shelters for populations with access and functional needs.
- Coordinate care and shelter needs for pets and service animals.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services****4.2.6 Police Department**

- Provide security and law enforcement at shelter facilities, as resources are available.
- Support back-up shelter communications.

**4.2.7 Social Services Department**

- Coordinate volunteer and donations management activities.

**4.2.8 American Red Cross**

- Staff and operate shelter and mass care facilities.
- Register evacuees.
- Provide emergency feeding support.
- Process inquiries from concerned family members outside the disaster area.

**4.2.9 Community- and Faith-Based Organizations**

- Support CTWS care and shelter operations as requested, and as resources are available.
- Provide volunteers and supporting donations management operations.

**4.3 ESF 6 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS EMO in implementation of mass care, emergency assistance, housing, and human services operations across all phases of emergency management.

**4.3.1 Preparedness**

- Identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters.
- Obtain the cooperation of facility owners for use as mass care facilities and protective shelters.
- Develop facility setup plans for potential shelters.
- Identify emergency feeding supplies.
- Recruit and training volunteers for mass care operations.
- Develop a liaison with other community service organizations for providing mass care to the public.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, those with access and functional needs, etc.) and ensure that preparations are made to provide assistance.
- Appoint a representative to assist in the CTWS EOC.
- Implement a public education campaign regarding the importance family disaster plans and 72-hour preparedness kits.
- Develop and testing emergency plans and procedures.
- Participate in emergency management training and exercises.

**4.3.2 Response**

The following actions should be taken by the Red Cross and the appropriate State, CTWS, and local agencies to support reception, sheltering, and mass care activities during a period of potential or imminent threat of disaster or emergency:

- Notify key personnel to allow immediate review and implementation of plans and checklists.
- Partially or fully activate the CTWS EOC, if necessary.
- Open designated mass care shelters and stocking them with food, water, medical supplies, cots, blankets, and administrative supplies.
- Notify appropriate CTWS departments of potential staff needs to assist Red Cross personnel at mass care shelters.
- Coordinate with the CTWS Police Department for security at the shelter locations.
- Provide trained staff at appropriate at reception centers and shelter(s).
- Establish primary and back-up communications between the mass care shelters and the Red Cross District Office. Communications should be established with the EOC if the Red Cross District Office is affected by the emergency.
- Establish and coordinate appropriate traffic control measures on evacuation routes to reception centers and mass care shelters.
- Coordinate the release of public information announcements and advisories regarding the need to evacuate, evacuation routes, reception center locations, and personal items to be brought to the shelters (pets are excluded from Red Cross shelters).

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Arrange transportation to shelters for those experiencing access and functional needs and for those without transportation.
- Alert hotels and motels in neighboring unaffected jurisdictions so that those facilities can prepare for an influx of evacuees not wishing to utilize public mass care shelters.

The following actions should be taken after the onset of a disaster or emergency:

- Take the actions listed above, if they have not yet been accomplished.
- Maintain communications between reception centers, mass care shelters, and the Red Cross District Office.
- Advise the EOC of the number and condition of the evacuees housed in each shelter.
- Provide the following for those in the affected area who are not housed in mass care shelters:
  - Emergency supplies of food, water, clothing, and first aid
  - Temporary congregate feeding facilities, if necessary
- Provide food and water for emergency workers.
- Coordinate the release of public announcements concerning:
  - The condition and whereabouts of persons in or evacuated from disaster areas
  - The availability of emergency supplies of food, water, and clothing
  - The locations of reception centers and mass care shelters.
- Assist with registration of evacuees and victims.

**4.3.3 Recovery**

- Activate family reunification systems, such as the Red Cross Safe and Well Website or FEMA's National Emergency Family Registration and Locator System, as soon as possible.
- Continue to utilize multiple means of communicating public information and education.
- Ensure the availability of mental and behavioral health professionals.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Provide public information regarding safe re-entry to damaged areas; assist evacuees in returning to their homes if necessary.
- Help provide temporary housing for those who cannot return to their homes.
- Deactivate shelters and mass care facilities and return them to normal use.
- Clean and return shelters to their original condition; keep detailed records of any damages.
- Consolidate mass care shelter(s) costs and submit these statements to the appropriate authorities for possible reimbursement.
- Coordinate Individual Assistance.
- Inform Tribal members of any follow-up recovery programs that may be available.
- Form a long-term recovery assistance team to help ensure that individuals and families affected by a disaster continue to receive assistance for serious needs and necessary expenses.
- Return staff, clients, and equipment to regularly assigned locations.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after-action critiques and reports.
- Update plans and procedures based on critiques and lessons learned during an actual event.

**4.3.4 Mitigation**

- Participate in the hazard identification process and taking steps to correct any deficiencies in the mass care, housing, and human services function.
- Implement a public education campaign regarding the importance of having adequate homeowners and renters insurance.
- Encourage shelter considerations in architectural design.
- Conduct training and education.
- Conduct practice drills.
- Convey public information in multiple formats and languages.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Identify volunteer organizations that could assist in shelter and mass care operations and develop cooperative agreements.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Tribal Emergency Manager is the primary entity responsible for coordinating mass care, emergency assistance, housing, and human services activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with mass care, emergency assistance, housing, and human services resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of mass care, emergency assistance, housing, and human services resources.
- Mass care, emergency assistance, housing, and human services support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the identified supporting agencies of EOC activations and request that representatives report to the EOC to coordinate mass care, emergency assistance, housing, and human services activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with mass care, emergency assistance, housing, and human services activities.

**5.3 Mass Care**

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The Red Cross will assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in Red Cross shelters.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services****5.3.1 Shelter**

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities in local Red Cross sheltering plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. CTWS school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to preclude the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the Red Cross. The Tribal Emergency Manager will obtain permission from owners to use other facilities as required. When Red Cross facilities are opened, the Red Cross will be responsible for maintaining all functions and staffing according to Red Cross policy. The Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to CTWS during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through the Red Cross.
- General purpose tents available through the Oregon National Guard and requested by the CTWS EOC through the Oregon Office of Emergency Management (OEM).
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the CTWS EOC staff may serve as the Tribal Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include meeting dietary requirements of victims with special dietary needs. The Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The Red Cross will coordinate all mass

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

feeding and other services needed at open shelters within CTWS jurisdiction with via the CTWS EOC.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and cellular telephones. If telephones cannot be used or are overloaded, law enforcement personnel may provide radio assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

**5.3.2 Sheltering Service and Companion Animals**

CTWS, the Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, within the facility owners' limitations, and applicable health codes.

Pets, however, are not allowed in Red Cross shelters. Depending on 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 a pet care facility at their own direction and expense.

**5.3.3 Bulk Distribution**

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through federal, State, and local governmental entities and non-governmental organizations is coordinated at these sites. The Red Cross will coordinate all bulk distribution activities needed within CTWS jurisdiction via the CTWS EOC.

**5.4 Emergency Assistance****5.4.1 Disaster Welfare Information**

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. Local Amateur Radio Emergency Services provides support to the Red Cross and CTWS Emergency Management in gathering, disseminating, and managing disaster welfare information.

**5.4.2 Disaster Resource Center(s)**

Upon a Presidential disaster declaration, a Disaster Resource Center may be established. In addition to numerous grant and assistance programs available

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

through the Disaster Resource Center, the Individual and Family Grant Program provides grants to meet disaster-related necessary expenses or serious needs for which assistance by other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a Disaster Recovery Center. FEMA is responsible for operating Disaster Recovery Centers, which are often located in facilities such as schools, churches, and community centers. A Disaster Recovery Center provides a location where citizens can meet with local, state, federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer (PIO) through the Joint Information Center (JIC), located in the federal/state disaster field office. Federal, state, local, and volunteer agencies may provide or accept applications for the following services through the Disaster Recovery Center:

- Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.
- Other specific programs and services appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, etc. for State and federal damage assessment teams.

If federal mobile homes are to be supplied for use as emergency shelters, the Logistics Section may assist in site choice and preparation consistent with the CTWS local land use plans.

**5.5 Long-Term Housing**

All housing needs identified during and following emergency incidents or disasters impacting CTWS will be coordinated through the Housing Department via the CTWS EOC. In some disaster situations, the federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends, or in commercial facilities. To the greatest extent possible, CTWS government will coordinate post-disaster housing needs for the homeless population.

**5.6 Human Services****5.6.1 Behavioral Health**

The Tribe relies on the Family Services Department for behavioral health services during a disaster.

Additional agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and Access and Functional Needs Populations include:

- Area hospitals.
- County and regional volunteer organizations.
- Local nursing homes and care facilities.

**5.6.2 Access and Functional Needs Populations**

The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance. The Tribal Social Services Department and Health and Wellness Department will assist in coordinating the emergency housing, sheltering, and feeding of Access and Functional Needs Populations. The following is a detailed

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

description of the types of support individuals within each functional need category may require:

- **Maintaining Independence.** Individuals requiring support to be independent in daily activities may lose this support during an emergency or a disaster. Such support may include consumable medical supplies (diapers, formula, bandages, ostomy supplies, etc.); durable medical equipment (wheelchairs, walkers, scooters, etc.); service animals; and/or attendants or caregivers. Supplying needed support to these individuals will enable them to maintain their pre-disaster level of independence.
- **Communication.** Individuals who have limitations that interfere with the receipt of and response to information will need that information provided in methods they can understand and use. They may not be able to hear verbal announcements, see directional signs, or understand how to get assistance due to hearing, vision, speech, cognitive, or intellectual limitations, and/or limited English proficiency.
- **Transportation.** Individuals who cannot drive or who do not have vehicles may require transportation support for successful evacuation. This support may include accessible vehicles (e.g., vehicles with lift equipment or oxygen facilities) or information about how and where to access mass transportation during an evacuation.
- **Supervision.** Before, during, and after an emergency, individuals may lose the support of caregivers, family, or friends or may be unable to cope in a new environment (particularly if they have dementia, Alzheimer's disease, or psychiatric conditions such as schizophrenia or intense anxiety). Young children may be unable to identify themselves if separated from their caregivers, and when in danger, they may lack the cognitive ability to assess the situation and react appropriately.
- **Medical Care.** Individuals who are not self-sufficient or who do not have adequate support from caregivers, family, or friends may need assistance with managing unstable, terminal, or contagious conditions that require observation and ongoing treatment; managing intravenous therapy, tube feeding, and vital signs; receiving dialysis, oxygen, and suction administration; managing wounds; and operating power-dependent equipment to sustain life. These individuals require the support of trained medical professionals.

**5.6.2.1 Children and Disasters**

Planning and preparing for the unique needs of children is of utmost concern to CTWS. In particular, these issues may include:

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

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

**5.6.2.2 Household Pets and Service Animals**

Whenever possible, CTWS will consider issues particular to household pets and service animals. These issues may include:

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

**5.6.2.3 Managing, Transportation and Communicating**

Agencies and organizations involved in managing, transporting, and communicating with Access and Functional Needs Populations during an emergency and pertaining to mass care include:

- Area hospitals
- Private clinics and care facilities
- Red Cross and other volunteer agencies
- School districts
- Local radio stations serving CTWS

Nursing homes and residential care facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services****6 ESF Annex Development and Maintenance**

The Tribal Emergency Manager, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services

**Federal**

- National Response Framework
  - ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services

**8 Appendices**

None at this time.

**ESF 6. Mass Care, Emergency Assistance, Housing, and Human Services**

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# 7

## **ESF 7 – Logistics Management and Resource Support**

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## ESF 7. Logistics Management and Resource Support

ESF 7 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Secretary-Treasurer CTWS Tribal Emergency Manager
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Legal Services Department
<b>Primary State Agency</b>	Oregon Department of Administrative Services
<b>Primary Federal Agencies</b>	United States Department of Homeland Security United States General Services Administration

### 1 Purpose and Scope

Emergency Support Function (ESF) 7 focuses on procedures for activating, dispatching, distributing, allocating, and deactivating resources needed for emergency and disaster operations from government, private, or volunteer sources. In addition, ESF 7 describes available resource tracking systems, including databases or basic equipment/supply lists for personnel, facilities, equipment, and supplies, available to the Confederated Tribes of Warm Springs (CTWS). Formal pre-incident agreements (i.e., mutual aid agreements (MAAs) or memoranda of understanding [MOUs]) between government agencies, the private sector, and/or other nongovernmental entities may be necessary to support ESF 7 to facilitate acquisition of resources, pre-purchasing agreements (such as implementation of pre-disaster pricing when applicable), and the adoption of standardized interoperable equipment during emergency response activities.

Procedures outlined in this support function include both medical and non-medical resources.

### 2 Policies and Agreements

#### 2.1 Policies

The following policies are currently in place:

- None at this time.

#### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

### 3 Situation and Assumptions

#### 3.1 Situation

- Upon request, ESF 7 provides the operational support needed to establish the response capacity of local government. Resource

**ESF 7. Logistics Management and Resource Support**

management consists of local government departments providing assistance to each other as well as nongovernmental and private-sector response efforts in the form of:

- Emergency relief supplies.
- Facility space.
- Office equipment and supplies.
- Telecommunications support.
- Contracting assistance.
- Transportation services.
- Personnel required to support immediate response activities.
- Support for requirements not specifically identified in other ESFs, including excess and surplus property.
- Equipment and supplies, which are provided from current stocks or, if necessary, from commercial sources, using locally available sources when possible. ESF 7 does not stockpile supplies.
- During response operations, acquisition of these resources should be supported by preexisting MOUs, MAAs, and interagency agreements.

**3.2 Assumptions**

- Agencies' support of the response to the emergency or disaster event will be severely impacted.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.
- If donated goods and services are provided, the Social Services Department should be responsible for managing these as part of ESF 7.
- The management and logistics of resource support is highly situational and requires flexibility and adaptability.
- CTWS's support of the response to the emergency or disaster will be severely impacted. Local governments will expend resources and implement MAAs under their own authorities

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**ESF 7. Logistics Management and Resource Support****4 Roles and Responsibilities****4.1 Primary Agencies**

The primary agencies for this ESF are assigned based on their coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing logistics and resource support operations during major incidents. The primary agencies may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Secretary-Treasurer**

- Coordinate administrative, financial, and legal support for logistics management and resource support operations.
- Establish emergency purchasing procedures and/or a disaster contingency fund.
- Establish procedures for employing temporary personnel for disaster operations.
- Develop agreements with outside sources for use of resources.

**4.1.2 Tribal Emergency Manager**

- During a disaster or emergency, coordinate use of all physical resources within the boundaries of the CTWS Reservation, whether publicly or privately owned.
- Ensure that procedures are in place for tracking, prioritization, allocation and demobilization of Tribal resources during an emergency.
- In cooperation with law enforcement, establish and maintain a staffing reserve.
- Coordinate deployment of reserve personnel to CTWS departments requiring augmentation.
- Maintain records of emergency-related expenditures for purchases and personnel.
- Support the preparation and maintenance of ESF 7 – Logistics Management and Resource Support, as well as supporting plans, procedures, and annexes.

**ESF 7. Logistics Management and Resource Support****4.2 Supporting Agencies**

The supporting agencies for this ESP are identified because they provide substantial support to logistics management and resource support operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide overall direction and control for CTWS departments, personnel, and resources.
- Delegate responsibilities for logistics management and resource support to the Tribal Emergency Manager, as appropriate.

**4.2.2 Legal Services Department**

- Review and advise on contracts for emergency support, mutual aid, and other legal documents.

**4.2.3 Individual Department Heads**

- Develop and maintain appropriate resources lists of personnel, equipment, and supplies.
- Coordinate emergency utilization of resources.
- Prepare records of emergency expenditures and submitting them to the Tribal Budget Officer or Emergency Operations Center (EOC) Finance Section.
- Identify resource needs for special or critical facilities and submit them to the Purchasing Director or EOC Logistics Section.
- Develop procedures for the movement of equipment and critical supplies for various emergency situations.
- Identify additional emergency resource requirements for personnel, equipment, and supplies as necessitated by the emergency.

**4.3 ESF 7 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization in implementation of logistics management and resource support operations across all phases of emergency management.

**4.3.1 Preparedness**

- Develop plans, procedures, and protocols for resource management in accordance with the National Incident Management System (NIMS), including pre-positioning of resources to efficiently and effectively respond to an event.

**ESF 7. Logistics Management and Resource Support**

- Establish plans and systems for resource identification, typing, and inventorying.
- Establish plans and systems for acquiring and ordering resources.
- Establish plans and systems for mobilizing and allocating resources.
- Establish plans and systems for resource recovery and reimbursement.
- Establish plans and procedures for coordinating with nongovernmental and private-sector organizations to obtain resources.
- Develop plans for the establishment of logistic staging areas for internal and external response personnel, equipment, and supplies.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- Participate in exercises and training to validate this annex and supporting plans and procedures.
- Ensure that all ESF 7 personnel are trained in their responsibilities according to departmental plans and procedures.

**4.3.2 Response**

- Establish communication between the EOC and Incident Management Team to determine the resources needed to support incident response and operations.
- Identify internal, jurisdiction-specific resources available to support response and recovery operations.
- Determine the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- Provide logistical support for the operation and requests of the on-scene Incident Commander and EOC.
- Coordinate distribution of stockpile assets.
- Coordinate the handling and transporting of affected persons requiring assistance.
- Provide and coordinate the use of emergency power generation services at critical facilities.

**ESF 7. Logistics Management and Resource Support****4.3.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Recover all deployed resources that are salvageable.
- Return resources to their issuing locations.
- Account for all resource use and expenditures.
- Use established regulations and policies to deal with resources that require special handling and disposition, such as biological waste, contaminated supplies, debris, and equipment.
- Prioritize the repair and restoration of infrastructure so that essential services may be given first priority.
- Ensure that all agencies involved in the recovery effort perform detailed cost accounting in the event of a declared disaster and that there is a potential for federal and State assistance.
- Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures/guidelines and formats to document any crucial lessons learned and to revise plans as needed for future events.

**4.3.4 Mitigation**

- Develop internal Continuity of Operations (COOP) plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.
- A COOP plan for internal and external resources should include, but is not limited to, the following elements:
  - Identifying essential personnel and staffing for internal and external support requirements.
  - Identifying emergency supplies needed for personnel.
  - Identifying essential records, equipment, and office supply needs.
  - Identifying essential office space requirements.
  - Identifying additional transportation requirements in support of an emergency or disaster.

**ESF 7. Logistics Management and Resource Support****5 Concept of Operations****5.1 General**

- In accordance with the CTWS Emergency Operations Plan (EOP) and this ESF Annex, the Secretary-Treasurer and Tribal Emergency Manager are the primary agencies responsible for coordinating logistics management and resource support activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with logistics management and resource support will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established MAAs.
- The CTWS EOC will provide guidance for the coordination of logistics management and resource support resources.
- Logistics management and resource support requirements that cannot be met at the Tribal level should be forwarded to the State for assistance or may be submitted directly to FEMA Region X.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Secretary-Treasurer and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate logistics management and resource support activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with logistics management and resource support activities.

**5.3 Access and Functional Needs Populations**

Provision of logistics management and resource support for CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Tribal Emergency Manager, in coordination with the Secretary-Treasurer and identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

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**ESF 7. Logistics Management and Resource Support****CTWS**

- CTWS Emergency Operations Plan
  - ESF 8 – Public Health and Medical Services

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 7 – Logistics Management and Resource Support
  - ESF 8 – Public Health and Medical Services

**Federal**

- National Response Framework
  - ESF 7 – Logistics Management and Resource Support
  - ESF 8 – Public Health and Medical Services
- FEMA Guide
  - National NIMS Resource Typing Criteria

**8 Appendices**

- Appendix A – Local Resources
- Appendix B – Outside Agency/Organization Resources

# 8

## **ESF 8 – Public Health and Medical Services**

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## ESF 8. Public Health and Medical Services

ESF 8 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Fire & Safety (EMS) CTWS Health and Human Services Branch (Public Health)
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Social Services Department American Red Cross Area EMS Agencies Area Medical Facilities Medical Examiner
<b>Primary State Agency</b>	Oregon Health Authority
<b>Primary Federal Agency</b>	United States Department of Health and Human Services

## 1 Purpose and Scope

Emergency Support Function (ESF) 8 ensures that the following services are provided to disaster victims and emergency response workers to supplement disrupted or overburdened local medical personnel and facilities:

- Public health and sanitation.
- Emergency medical, dental, and hospital services.
- Crisis counseling and mental health services.
- Animal and vector control.
- Mortuary services.

ESF 8 also refers to services, equipment, and personnel needed to protect the health of the public from communicable disease, contamination, and epidemics, including health and symptomatic monitoring, food and water inspections, immunization and mass prophylaxis delivery, laboratory testing, and animal health/disease management (as it pertains to potential or actual impacts on public health). Other essential tasks associated with this support function include providing professional personnel, services, and facilities to relieve victims and their families, first responders, and/or access and functional needs populations of trauma and mental health conditions caused or aggravated by an emergency/disaster or its aftermath. Depending on the nature and severity of an incident, services and resources may be needed for prolonged periods of time.

*See ESF Annex 11 – Agriculture and Natural Resources for information regarding incidents/disasters potentially or actually impacting the health of livestock, wildlife, and other animals.*

## ESF 8. Public Health and Medical Services

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Local hazards could result in mass casualties or fatalities, disruption of food and/or water distribution and utility services; loss of water supply, wastewater, and solid waste disposal services; and other situations that could create potential health hazards or serious health risks.
- One of the primary concerns of public health officials is disease control. This involves the prevention, detection, and control of disease-causing agents; maintaining safe water and food sources; and continuation of wastewater disposal under disaster conditions.
- Disaster and mass-casualty incidents take many forms. Proper emergency medical response must be structured to provide optimum resource application without total abandonment of day-to-day responsibilities.
- The Confederated Tribes of Warm Springs (CTWS) do not have large-scale morgue storage capabilities.

### 3.2 Assumptions

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- Use of nuclear, chemical, or biological weapons of mass destruction could produce a large number of injuries requiring specialized treatment that could overwhelm the local and state health and medical system.
- Emergency health and medical services should be an extension of normal duties. Health/medical care will be adjusted to the size and type of disaster.

**ESF 8. Public Health and Medical Services**

- Public and private medical, health, and mortuary services resources located on the CTWS Reservation will be available for use during emergency situations; however, these resources may be adversely impacted by the emergency.
- Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and Access and Functional Needs Populations may be damaged or destroyed in major emergency situations.
- If hospitals and nursing homes are damaged, it may be necessary to relocate significant numbers of patients to other comparable facilities elsewhere.
- Health and medical facilities that survive emergency situations with little or no damage may be unable to operate normally because of a lack of utilities or because staff are unable to report for duty as a result of personal injuries or damage to communications and transportation systems.
- Medical and health care facilities that remain in operation and have the necessary utilities and staff could be overwhelmed by the “walking wounded” and seriously injured victims transported to facilities in the aftermath of a disaster.
- Uninjured persons who require frequent medications such as insulin and anti-hypertensive drugs, or regular medical treatment such as dialysis, may have difficulty obtaining these medications and treatments in the aftermath of an emergency situation due to damage to pharmacies and treatment facilities and disruptions caused by loss of utilities and damage to transportation systems.
- In a major catastrophic event (including, but not limited to, epidemics, pandemics, and bioterrorism attacks), medical resources may be insufficient to meet demand, specialized equipment and/or treatment materials may be unavailable, and transportation assets may also be restricted due to contamination. No emergency plan can ensure the provision of adequate resources in such circumstances.
- Disruption of sanitation services and facilities, loss of power, and the concentration of people in shelters may increase the potential for disease and injury.
- Damage to chemical plants, sewer lines and water distribution systems, and secondary hazards such as fires could result in toxic environmental and public health hazards that pose a threat to response personnel and the general public. This includes exposure to hazardous

**ESF 8. Public Health and Medical Services**

chemicals, biological and/or radiological substances, contaminated water supplies, crops, livestock, and food products.

- The public may require guidance on how to avoid health hazards caused by the disaster or arising from its effects.
- Some types of emergency situations, such as earthquakes, hurricanes, and floods, may affect a large proportion of the Reservation, making it difficult to obtain mutual aid from the usual sources.
- The damage and destruction caused by a natural or technological event may produce urgent needs for mental health crisis counseling for victims and emergency responders.
- Emergency responders, victims, and others affected by emergency situations may experience stress, anxiety, and other physical and psychological symptoms that may adversely affect their daily lives. In some cases, disaster mental health services may be needed during response operations.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### **4.1 Primary Agencies**

The primary agencies for this ESF are assigned based on their coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing public health and medical operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Fire & Safety**

- Provide emergency medical care and transport.
- Coordinate Emergency Medical Services (EMS) resources.
- Request additional EMS assets as necessary.
- Support the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

**ESF 8. Public Health and Medical Services****4.1.2 Health and Human Services Branch**

- Coordinate with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for Access and Functional Needs Populations.
- Coordinate public health surveillance.
- Coordinate mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinate mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- Coordinate isolation and/or quarantine actions, as needed and permitted.
- Coordinate dissemination of public health information.
- Designate a coordinator/liaison to participate in all phases of the CTWS emergency management program, when necessary or as requested.
- Support the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to public health and medical operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide direction and control for all CTWS departments supporting public health and medical operations.

**4.2.2 Social Services Department**

- Provide direction and control for all CTWS departments supporting public health and medical operations.

**4.2.3 American Red Cross**

- Provide emergency first aid support during an emergency.

**4.2.4 Area Emergency Medical Services Agencies**

- Support CTWS emergency medical services capabilities, through mutual aid, as resources are available.

**ESF 8. Public Health and Medical Services****4.2.5 Area Medical Facilities**

- Support CTWS in the event of a mass casualty incident that requires triage and care of injured victims of an emergency beyond CTWS's capacity to respond.

**4.2.6 Medical Examiner**

- Support CTWS in the event of a mass fatality incident that requires management of deceased victims of an emergency beyond CTWS's capacity to respond.

**4.3 ESF 8 Actions by Phase of Emergency Management****4.3.1 Preparedness**

- Conduct planning with support agencies.
- Ensure that lead agency personnel are trained in their responsibilities and duties.
- Develop and implement emergency response and health and medical strategies.
- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, special needs, etc.) and ensure that preparations are made to provide assistance for them.
- Maintain adequate medical supplies.
- Pre-position response resources when it is apparent that health and medical resources will be necessary.
- Relocate health and medical resources when it is apparent that they are endangered by the likely impacts of the emergency situation.
- Appoint a representative to assist in the CTWS Emergency Operations Center (EOC).
- Participate in emergency management training and exercises.

**4.3.2 Response**

- Activate emergency plans and mobilize emergency health personnel.
- Conduct rapid assessments for immediate response objectives.
- Determine the number and type of casualties, request additional assistance, establish staging areas, and initiate triage procedures.
- Identify hospital and nursing home bed vacancies.

**ESF 8. Public Health and Medical Services**

- Determine which normal activities and facility accommodations can be curtailed or shifted to allow for increased emergency capacity.
- Arrange for the provision of medical personnel, equipment, and supplies to health and medical facilities, as needed.
- Coordinate morgue operations as required and appropriate.
- Provide staff and services for monitoring public health conditions.
- Determine needs for health surveillance programs.
- Implement disease control and prevention measures.
- Coordinate lab testing and evaluations of community environmental health conditions and provide health advisories as required or appropriate.
- Coordinate prescription drug access for healthcare facilities and individuals needing medication refills.
- Partially or fully activating the EOC, if necessary.
- Assist with patient evacuation and post-event relocation.
- Provide nursing staff for medical needs shelters.
- Initiate on-site public education programs on the health problems associated with the emergency or disaster.
- Provide emergency public information on the health aspects of the situation in conjunction with EOC/Joint Information Center (JIC).
- Coordinate the release of public health information with CTWS and State Public Information Officers (PIOs).
- Monitor food and drug safety, as well as radiological, chemical, and biological hazards.
- Coordinate and monitor the potability of water, wastewater disposal, solid waste disposal, and vector control monitoring.
- Coordinate victim identification and mortuary services with the coroner.
- Coordinate mental health services as appropriate for victims and/or first responders.

**ESF 8. Public Health and Medical Services****4.3.3 Recovery**

- Determine if a continuing health problem exists that requires an ongoing commitment of resources or if there is a potential for new problems to develop.
- Restore essential health and medical components of delivery systems and permanent medical facilities to operational status.
- Monitor environmental and epidemiological systems.
- Assist the Oregon Department of Environmental Quality in determining suitable sites and acceptable procedures for the disposal of hazardous materials.
- Monitor public and private food supplies, water, sewage, and solid waste disposal systems.
- Continue to provide public information on sewage and waste control, food and water supplies, and control of insects, rodents, and diseases.
- Continue to utilize multiple means of communicating public information and education.
- Support emergency services staff and operations until the local system is self-sustaining; maintain provision of long-term emergency environmental activities.
- Ensure the availability of mental and behavioral health professionals
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Restore pharmacy services to operational status.
- Inform the public of any follow-up recovery programs that may be available.
- Form a long-term recovery assistance team to help ensure that individuals and families affected by the disaster continue to receive assistance for serious needs and necessary expenses.
- Identify populations requiring event-driven health, medical, or social services after the event.
- Return staff, clients, and equipment to regularly assigned locations.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.

**ESF 8. Public Health and Medical Services**

- Participate in after-action critiques and reports.
- Update plans and procedures based on critiques and lessons learned during an actual event.
- Initiate financial reimbursement process for support services.

**4.3.4 Mitigation**

- Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- Survey and map all emergency medical services available to CTWS.
- Increase the use of geographical information systems to identify the location of all vulnerable sites or populations.
- Gather and evaluate intelligence regarding epidemics and assist in detection of communicable diseases.
- Administer immunizations.
- Conduct continuous health inspections.
- Promote and encourage the use of the blood donation program.
- Conduct normal public health awareness programs.
- Conduct training and education.
- Conduct practice drills.
- Convey public information in multiple formats and languages.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, Fire & Safety and the Health and Human Services Branch are the primary agencies responsible for coordinating public health and medical services activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.

**ESF 8. Public Health and Medical Services**

- Requests for assistance with public health and medical services resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of public health and medical services resources.
- Public health and medical services support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Fire & Safety, the Health and Human Services Branch, and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate public health and medical services.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public health and medical services.

**5.3 Access and Functional Needs Populations**

Provision of public health and medical services by CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

Fire & Safety, in coordination with the Health and Human Services Branch and identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

**CTWS**

- CTWS Public Health Preparedness Response Plan

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 8 – Public Health and Medical Services

**ESF 8. Public Health and Medical Services**

**Federal**

- National Response Framework
  - ESF 8 – Public Health and Medical Services

**8 Appendices**

None at this time.

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# 9

## ESF 9 – Search and Rescue

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## ESF 9. Search and Rescue

ESF 9 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Safety Branch
<b>Supporting Agencies</b>	CTWS Tribal Emergency Manager CTWS Police Department CTWS Public Utilities Branch Area Law Enforcement Agencies
<b>Primary State Agencies</b>	Oregon Office of the State Fire Marshal Oregon Office of Emergency Management
<b>Primary Federal Agencies</b>	United States Department of Defense United States Department of Homeland Security United States Department of Interior

## 1 Purpose and Scope

The purpose of Emergency Support Function (ESF) 9 is to coordinate search and rescue operations and resources during emergency response and recovery. The ESF 9 Annex describes the use of resources in support of both urban and wilderness search and rescue during actual or potential emergencies. The scope of this function includes urban search and rescue challenges generated as the result of an earthquake or building collapse, the search for persons lost in wilderness or other recreational or natural environments, the search for escaped prisoners and detainees, the search for downed aircraft, and/or the extrication of accident victims.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

All search and rescue volunteers are trained in their specialties, are familiar with Incident Command System (ICS)/National Incident Management System (NIMS) organization, and have complete ICS/NIMS basic training.

**ESF 9. Search and Rescue**

Plans and procedures will be developed for each type of mission performance that may require field operations. These procedures fall under the authority and responsibility of the Search and Rescue Coordinator.

The following circumstances may initiate a search and rescue mission requiring field operations:

- Person(s) participating in recreational activity become victims of an accident, suffer a health problem, or become disoriented regarding direction.
- Persons have wandered from a facility or a group organization activity designed to house, feed, care, and provide guidance for them.
- Passengers in a moving vehicle become submerged in water;
- Persons fall victim to drowning.
- Transitory persons are involved in a transportation-related accident.
- An aircraft has crashed or landed in an obscure region not normally or officially provided for landings.

**3.2 Assumptions**

- Search and rescue operations will continue to increase as population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local search and rescue efforts may require technical assistance from other agencies, counties, and the State.
- Access to impacted locations may be limited due to steep or rocky terrain, water, or structural barriers. Some areas may only be accessible by aircraft or boat.
- Rapid assessment of impacted areas and lost individuals will assist in the determination of response priorities.
- Local residents and unaffiliated volunteers may initiate activities to assist in search and rescue operations and will require coordination and direction.

**4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

**ESF 9. Search and Rescue****4.1 Primary Agencies**

The primary agency for this emergency support function is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources and capabilities in managing search and rescue operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Public Safety Branch**

- Coordinate available resources to search for and rescue persons lost outdoors.
- Cooperate with and extending assistance to surrounding jurisdictions on request and as resources allow.
- Establish and monitor training standards for certification of Search and Rescue personnel.
- Support the preparation and maintenance of ESF 9 – Search and Rescue, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this ESF are identified because they provide substantial support to search and rescue operations during major incidents.

**4.2.1 Tribal Emergency Manager**

- Support Confederated Tribes of Warm Springs (CTWS) search and rescue operations from the Emergency Operations Center (EOC).
- Coordinate resource support for search and rescue operations.
- Coordinate public information activities related to search and rescue operations.

**4.2.2 Police Department**

- Provide personnel to support CTWS search and rescue operations.

**4.2.3 Public Utilities Branch**

- Provide resource support and personnel to support CTWS search and rescue operations.

**4.2.4 Area Law Enforcement Agencies**

- Support CTWS search and rescue operations, through mutual aid, as resources are available.

## ESF 9. Search and Rescue

**4.3 ESF 9 Actions by Phase of Emergency Management****4.3.1 Preparedness**

- Encourage active participation of inter-agency preparedness organizations, which collaborate in search and rescue activities on a regular basis.
- Identify response zones, potential staging areas, and potential medical facilities with local and regional search and rescue teams and establish specialized teams.
- Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary to implement search and rescue operations.
- Ensure that mutual aid agreements are in place with surrounding jurisdictions.
- Coordinate and participate in the development and presentation of training courses and exercises for search and rescue personnel.
- Maintain liaison with support agencies.
- Pre-identify typed search and rescue resources, identify resources from other agencies or capabilities that may assist with search and rescue, and plan to integrate such additional resources as necessary.
- Develop a management plan to manage uncertified volunteers.

**4.3.2 Response**

- Initiate mobilization procedures.
- Assemble personnel and equipment at a designated location.
- Transport the team, including personnel and equipment, to the incident scene.
- Collect and analyze incident information to help determine the need to deploy search and rescue operations.
- Plan and coordinate search and rescue operations at the incident site.
- Direct search and rescue resources according to NIMS, ICS, and team policies and procedures/guidelines.
- Deploy search and rescue representatives to the EOC.

**ESF 9. Search and Rescue**

- Establish communication between the EOC and Incident Management Team to determine the resources needed to support incident response and operations.

**4.3.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Participate in after-action briefings and developing after-action reports.
- Make necessary changes to this ESF Annex and supporting plans and procedures.
- Initiate a financial reimbursement process for search and rescue activities when such support is available.

**4.3.4 Mitigation**

- Review the hazards most likely to affect CTWS and identify potential vulnerabilities in the search and rescue function.
- Develop plans to overcome identified vulnerabilities (e.g., new equipment, training, and mutual aid procedures).
- Ensure that all equipment is regularly checked and maintained for instant deployment.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Public Safety Branch is the primary agency responsible for coordinating search and rescue activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with search and rescue resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of search and rescue resources.
- Search and rescue support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**ESF 9. Search and Rescue****5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Safety Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate search and rescue activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with search and rescue activities.

**5.3 Access and Functional Needs Populations**

Provision of search and rescue by CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Public Safety Branch, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Plans and Procedures**

The following plans and procedures are currently in place:

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 9 – Search and Rescue

**Federal**

- National Response Framework
  - ESF 9 – Search and Rescue

**8 Appendices**

None at this time.

# 10

## **ESF 10 – Oil and Hazardous Materials**

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ESF 10 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Fire & Safety
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Natural Resources Branch CTWS Police Department CTWS Public Utilities Branch
<b>Primary State Agencies</b>	Oregon Office of the State Fire Marshal Oregon Department of Environmental Quality
<b>Primary Federal Agency</b>	United States Department of Homeland Security United States Environmental Protection Agency

## 1 Purpose and Scope

Emergency Support Function (ESF) 10 provides for response to and recovery from hazardous material releases, including oil spills. This support function is applicable to all types and sizes of hazardous materials incidents potentially involving transportation corridors (railway, highway, marine); abandoned waste sites; pipelines; tank farms; and fixed facilities (chemical plants, laboratories, operating hazardous waste sites, hospitals, etc.).

*Note: Response and recovery involving release of radiological materials is covered in an Incident-Specific Annex to this Emergency Operations Plan and will not be included in the scope of ESF 10.*

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Hazardous materials are transported through the Confederated Tribes of Warm Springs (CTWS) Reservation, creating a relatively high risk of potential hazardous materials incidents. An incident could occur anywhere and at any time throughout the Reservation.

**ESF 10. Oil and Hazardous Materials**

- Hazardous material incidents can threaten public health and safety, as well as the environment. While most hazardous material incidents involve smaller volumes of material, they require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.
- The commencement of emergency response operations for hazardous material incidents may require multiagency and multidisciplinary responses. Disciplines involved may include fire response, law enforcement, environmental containment and cleanup, fish and wildlife, emergency medical services, and environmental health, and others if needed.
- Some incidents may not have immediately obvious impacts on life, property, and the environment but may still have subtle long-term consequences for human health and the environment that will require further remediation.
- The Oregon Department of Environmental Quality has overall responsibility for 24-hour environmental pollution prevention, preparedness, and response within the State.
- The emergency field response to incidents involving hazardous materials spills and releases is the responsibility of the fire services or, in the case of State highways, the Oregon Department of Transportation and/or Oregon State Police.

**3.2 Assumptions**

- A natural or technological disaster could result in one or more situations in which hazardous materials are released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites that produce, generate, use, store, or dispose of hazardous materials) could be damaged so that existing spill control apparatus and containment measures are not effective.
- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, or airline incidents.
- Damage to, or rupture of, pipelines transporting materials that are hazardous if improperly released will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated materials.

**ESF 10. Oil and Hazardous Materials**

- Laboratories responsible for analyzing hazardous material samples may be damaged or destroyed in a disaster.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, length of the warning period, and duration of the incident.

### **4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources and capabilities in managing hazardous materials operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Fire & Safety**

- Conduct oil and hazardous materials response (chemical, biological, etc.).
- Provide remote consultation, as needed.
- Assess the potential health effects of a hazardous materials release.
- Identify the needs for hazardous materials incident support from regional and State agencies.
- Recommend protective actions related to hazardous materials.
- Conduct environmental short- and long-term cleanup.
- Support the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as well as supporting plans, procedures, and annexes.

### **4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to hazardous materials operations during major incidents.

#### **4.2.1 Chief Operations Officer**

- Provide direction and control of all CTWS departments in support of hazardous materials operations.

**ESF 10. Oil and Hazardous Materials****4.2.2 Natural Resources Branch**

- Support hazardous materials operations with resources and personnel, as available.
- Provide heavy equipment, as necessary.

**4.2.3 Police Department**

- Assist in site isolation and security.
- Support traffic and crowd control, including evacuation operations.

**4.2.4 Public Utilities Branch**

- Assist in site isolation and security.
- Provide barriers and equipment to support hazardous materials operations.

**4.3 ESF 10 Actions by Phase of Emergency Management****4.3.1 Preparedness**

- Develop and refine procedures to be used in hazardous materials assessments.
- Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary for implementation of the responsibilities of the lead agency.
- Maintain liaison relationships with support agencies.
- Ensure that personnel are appropriately trained and equipped to deal with hazardous materials incidents.
- Conduct vulnerability analysis at critical facilities and making recommendations to improve the hazardous material storage.
- Pre-position response resources when it is apparent that hazardous materials response resources will be necessary.
- Conduct, coordinate, and participate in all exercises involving hazardous materials operations.
- Develop mutual aid procedures to support response to a hazardous substance incident.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.

**ESF 10. Oil and Hazardous Materials**

- Participate in exercises and training to validate this annex and supporting plans and procedures.
- Ensure that all hazardous materials personnel are trained in their responsibilities according to the departmental plans and procedures.

**4.3.2 Response**

- Establish an isolation area and move all people out of that area.
- Establish perimeter control/area security.
- Establish and identifying command post and staging locations.
- Establish a command structure utilizing the Incident Command System (ICS).
- Take measures to protect the public and the safety of responders.
- Deploy appropriately trained personnel to the incident area.
- Seek assistance, when necessary, from mutual aid jurisdictions, the U.S. Environmental Protection Agency, the Oregon Office of the State Fire Marshal, and/or the Oregon Department of Environmental Quality.
- Ensure that public health departments are advised and incorporated into the command system.
- Establish adequate zones for decontamination.
- Ensure that personnel are adequately protected and equipped to handle hazardous material incidents.
- Monitor and direct hazardous materials resources and response activities.
- Participate in EOC briefings, Incident Action Plans, Situation Reports, and meetings.
- Coordinate with support agencies, as needed, to support emergency activities.
- Coordinate with other agencies to obtain resources and to facilitate an effective emergency response among all participating agencies.
- Once all local resources have been utilized and expended, coordinate with the Logistic Section to assist in locating additional support resources.

**ESF 10. Oil and Hazardous Materials**

- Work with appropriate agencies to determine site safety and when to declare the incident over and allow people back into the affected area.

**4.3.3 Recovery**

- Continue to provide support as required for the recovery phase of the incident through the appropriate Incident Commander.
- Continue to monitor personnel and the affected area for contamination.
- Support community recovery activities.
- Participate in after-action briefings and develop after-action reports (AARs).
- Initiate the financial reimbursement process for these activities when such support is available.
- Make necessary changes to this ESF Annex and supporting plans and procedures to improve future operations.

**4.3.4 Mitigation**

- Maintain an accurate and current listing of all fixed facilities that produce or store hazardous materials.
- Prepare site-specific plans for each facility that produces or stores extremely hazardous substances and update these plans annually or as necessary throughout the year.
- Participate in the hazard identification process.
- Continue to train personnel for hazardous material incidents.
- Develop radiological awareness programs for responders, the public, and industry.
- Develop emergency preparedness programs for hazardous materials incidents.
- Identify deficiencies or areas to be improved and seeking funds to enhance protective measures to lessen the impact on Access and Functional Needs Populations and/or minimize damage to critical facilities.

## 5 Concept of Operations

### 5.1 General

- In accordance with the Basic Plan and this ESF Annex, Fire & Safety is the primary agency responsible for coordinating oil and hazardous materials activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with oil and hazardous materials resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of oil and hazardous materials resources.
- Oil and hazardous materials support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Tribal Emergency Manager will notify Fire & Safety and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate activities related to oil and hazardous materials response.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with activities related to oil and hazardous materials response.

### 5.3 Access and Functional Needs Populations

Provision of oil and hazardous materials services by CTWS will take into account populations with access and functional needs.

## 6 ESF Annex Development and Maintenance

Fire & Safety, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following documents are currently in place:

### CTWS

- None at this time.

### State of Oregon

- State of Oregon Emergency Operations Plan
  - ESF 10 – Oil and Hazardous Materials

### Federal

- National Response Framework
  - ESF 10 – Oil and Hazardous Materials

## 8 Appendices

None at this time.

# 11

## **ESF 11 – Agriculture and Natural Resources**

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## ESF 11. Agriculture and Natural Resources

ESF 11 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Natural Resources Branch
<b>Supporting Agencies</b>	CTWS Tribal Emergency Manager CTWS Health and Human Services Branch
<b>Primary State Agency</b>	Oregon Department of Agriculture
<b>Primary Federal Agency</b>	United States Department of Agriculture

## 1 Purpose and Scope

Emergency Support Function (ESF) 11 focuses on the protection of the food supply and ensures that victims of emergencies and disasters are provided with adequate nutrition. This support function also outlines procedures for control and eradication of disease or infestation potentially impacting plant and animal health while also introducing significant risk to the local economy (dairy and poultry operations, feedlots, auction yards, Christmas tree farms, timber/logging operations, agricultural crops, wildlife, etc.). ESF Annex 11 includes information regarding emergency animal sheltering and evacuation specific to livestock, such as dairy cattle, poultry, sheep, goats, horses, and other production species.

*See ESF Annex 6 for procedures for evacuating and sheltering household pets and service animals.*

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Numerous plant and animal diseases exist that could impact Confederated Tribes of Warm Springs (CTWS) through natural, accidental, or intentional introduction.
- CTWS has significant numbers of animals, ranging from household pets to commercial livestock operations. The vulnerability of these animals in the event of a disaster or emergency can have impacts at

**ESF 11. Agriculture and Natural Resources**

both the individual and commercial levels, with the potential for long-range effects on the local economy.

- A significant emergency may deprive substantial numbers of local residents of access to safe and reliable supplies of food and water.
- An emergency may cause or be caused by the spread of a contagious disease through the food and water supply systems or from animals to people.
- Some animal diseases are very contagious (such as foot and mouth disease) and would be very difficult to identify, isolate, control, and eradicate. In addition, many agents are zoonotic, affecting both animals and people.
- Some plant diseases are highly infectious to other plants and can be very difficult to identify, isolate, control, and eradicate.
- Any displacement or evacuation of people from their homes may cause household pets and livestock to be placed at risk for food, shelter, and care.

**3.2 Assumptions**

- Livestock, wildlife, birds, plants, and crops may be affected by a disease or insect outbreak. Plants and animals may die of such an outbreak or need to be destroyed/depopulated.
- Production capability and/or value may become severely limited. Such an event could greatly impact the economic stability and viability of CTWS, the State, and, possibly, the nation.
- The time between the reporting of a disease and its identification as an emergency is critical. A highly contagious disease could spread rapidly via markets, product movement, and fomites (people, vehicles, etc.).
- CTWS resources would be rapidly depleted if the outbreak involved multiple facilities or large areas.
- Positive and prompt actions by local, state, and (possibly) federal authorities will be required in order to stop a highly contagious disease. Control and eradication of such a disease will involve many Tribal, local, State, and federal agencies, not just those involved with agricultural activities.
- Some land owners, individuals, or groups may strenuously object to depopulation of animals or destruction of plants. Some people may

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not consider the threat of the disease spread valid and may take actions counterproductive to control and eradication efforts.

- First responders may not be familiar with the special conditions of an animal or plant health emergency. These include quarantine, bio-security precautions, personal protection equipment, decontamination, etc.
- Any prolonged power outage will place fresh or frozen food at immediate risk or render it unsafe.
- An earthquake may break water distribution pipes, contaminating potable water systems.
- Displaced persons will be cared for in emergency shelters. Food and water inventories of these shelters will be quickly depleted. Food banks and other charitable food sources will not have sufficient inventories to meet other food needs.
- Truck delivery of bulk supplies may be cut off. Distribution of non-local donated goods may not be possible.
- Emergency shelters will not have the facilities to care for household pets.
- Volunteers will want to help and can make a significant contribution to the effort.

## **4 Roles and Responsibilities**

### **4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing agriculture and natural resources operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Natural Resources Branch**

- Coordinate natural and cultural resources and historic properties protection and restoration.
- Support the preparation and maintenance of ESF 11 – Agriculture and Natural Resources, as well as supporting plans, procedures, and annexes.

**ESF 11. Agriculture and Natural Resources****4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to agriculture and natural resources operations during major incidents.

**4.2.1 Tribal Emergency Manager**

- Support agriculture and natural resources support from the Emergency Operations Center (EOC), as needed.

**4.2.2 Health and Human Services Branch**

- Provide nutrition assistance.
- Conduct animal and plant disease and pest response.
- Monitor food safety and security.
- Coordinate with pet-owners in protecting the safety and well-being of household pets.

**4.3 ESF 11 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS emergency management organization in implementation of agriculture and natural resources operations across all phases of emergency management.

**4.3.1 Preparedness**

- Develop plans, procedures, and checklists to support agriculture and natural resources activities.
- Maintain an accurate roster and activation procedures of personnel assigned to perform agriculture and natural resources duties during a disaster.
- Maintain current food resource directories, including points of contact.
- Identify likely transportation needs and coordinate with appropriate agencies to meet these needs.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.
- Identify local agribusiness operators with equipment and personnel to assist with animal stop movement and quarantine activities.
- Establish an Animal/Agriculture Working Group and conducting meetings of this group as appropriate.

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- Develop mutual aid agreements with government agencies, professional associations, and private agencies and organizations with personnel and equipment to support agriculture and natural resources response.
- Identify and scheduling disaster response training for agriculture and natural resources personnel. Areas to be covered should include, but not be limited to, response protocol, Incident Command System (ICS), bio-security, personal protection, quarantine, access control, depopulation, disposal, decontamination, and potential human impacts.
- Ensure that all agriculture and natural resources personnel are trained in their responsibilities according to departmental plans and procedures.
- Participate in exercises and training to validate this annex and supporting plans and procedures.

**4.3.2 Response**

- Activate plans to support agriculture and natural resources response operations.
- Establish an Incident Command Post and activate the local EOC.
- Establish communication between the EOC and on-scene Incident Commander to determine the resources needed to support incident response and operations.
- Request appropriate declarations of emergency.
- Issue quarantines and establishing movement control procedures.
- Initiate bio-security measures.
- Develop an incident-specific communications plan.
- Establish response personnel support needs and coordinate local support capabilities.
- Identify existing internal, jurisdiction-specific resources available to support response and recovery operations.
- Contact key collaborating agencies.
- Obtain equipment and supplies needed for operations.
- Complete notifications of response personnel and agency directors.

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- Develop an Incident Action Plan that includes at least the following functions: bio-security and decontamination, movement control and quarantine, depopulation and disposal, surveillance and epidemiology, personnel safety, demobilization and recovery, and inter/intra-agency communications. Develop public service announcements for release to the media.
- Identify appropriate locations for disposal and obtain appropriate permits for animal depopulation and crop operations.
- With the help of local public works services, identify the locations of public disinfection sites and roadblocks.
- Conduct on-site operations.
- Provide assistance to established pet shelters.
- Move, detain, or restrict the movement of animals, equipment, products, and personnel as necessary to control and eradicate animal or plant disease.
- Manage and direct the evacuation of animals from risk areas and provide technical assistance to prevent animal injury and the spread of disease.
- Provide and/or receive appropriate mutual aid.
- Provide situation reports to the command structure on the status of operations.
- Coordinate donations and volunteers wishing to assist in operations.
- Respond to protestors who desire to interfere with or stop operations.
- Maintain records of all activities conducted, costs, and hours worked by paid and volunteer personnel.
- Ensure that communications lines are established and participants are clear on what actions need to be taken if a highly contagious disease or insect is suspected or confirmed.

**4.3.3 Recovery**

- Provide immediate assistance as needed to land owners affected by an animal/plant health emergency.
- Assist in decontamination efforts and ensure that cleanup is completed.
- Help maintain movement restrictions, as required by local, State, and federal authority.

**ESF 11. Agriculture and Natural Resources**

- Assist in issue and tracking special permits and licenses.
- Working with producer groups to assist in recovery efforts.
- Submit necessary records and paperwork to local and State officials for tracking and reimbursing costs incurred by CTWS in handling the emergency.
- Participate in follow-up reports and critiques of the portion of the Emergency Operations Plan (EOP) related to animal/plant health emergencies, and make any necessary changes and improvements to the plan.
- Continue to render support when and where required as long as emergency conditions exist.
- Restore equipment and restock supplies to their normal state of readiness.
- Participate in After-Action Reports (AARs) and meetings.
- Make changes to plans and procedures based on lessons learned.

**4.3.4 Mitigation**

- Provide surveillance for a foreign animal disease or an animal-borne poison or toxin that may pose a threat to animal-based industries, the economy, or public health.
- Provide for surveillance of plant pests of unknown or questionable origin that may pose a potential threat to agriculture, horticulture, the economy, or public health.
- Organizations that will be operating shelters and providing food for the public during an emergency operation need to make agreements with the owners of the facilities from which they intend to operate and possibly pre-stock some supplies.
- Conduct training and awareness campaigns to inform local veterinarians, game wardens, game biologists, and other animal professionals of the basic clinical signs of a highly contagious disease or other diseases or insects of concern.
- Develop a program to ensure that all personnel who may be involved in an animal/plant health emergency understand their responsibilities and expected actions.
- Provide training in bio-security for those involved in livestock and crop enterprises.

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- Enhance and expand bio-security measures on farms, ranches, feedlots, markets, mills, etc.
- Develop or enhance public information regarding highly contagious diseases or insects and other diseases of concern for producers, brokers, transporters, and other parties who may be involved in raising, selling, buying, or transporting livestock, poultry/birds, wildlife, or agricultural products.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the CTWS Natural Resources Branch is the primary agency responsible for coordinating agriculture and natural resources activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with agriculture and natural resources will be generated one of two ways: they will be forwarded to the CTWS EOC or will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of agriculture and natural resources.
- Agriculture and natural resources support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the CTWS Natural Resources Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate agriculture and natural resources response.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with agriculture and natural resources response.

**5.3 Access and Functional Needs Populations**

Provision of agriculture and natural resources services by CTWS will take into account populations with access and functional needs.

## ESF 11. Agriculture and Natural Resources

## 6 ESF Annex Development and Maintenance

The CTWS Natural Resources Branch will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following supporting documents are currently in place:

### CTWS

- None at this time.

### State of Oregon

- Oregon Animal Disease Emergency Management Plan. Oregon Department of Agriculture, Animal Health and Identification Division. 2005. [http://www.oregon.gov/ODA/AHID/oadem\\_plan.shtml](http://www.oregon.gov/ODA/AHID/oadem_plan.shtml)
- Oregon Plant Health Emergency Response Plan. Oregon Department of Agriculture. 2006. [http://www.oregon.gov/ODA/PLANT/docs/pdf/plant\\_emergencyplan.pdf?ga=t](http://www.oregon.gov/ODA/PLANT/docs/pdf/plant_emergencyplan.pdf?ga=t).
- Oregon Avian Influenza Plan, Oregon Department of Agriculture. [http://www.oregon.gov/ODA/AHID/ai\\_plan.shtml](http://www.oregon.gov/ODA/AHID/ai_plan.shtml)
- State of Oregon Animals in Disaster Plan, Oregon Department of Agriculture. 2008. [http://www.oregon.gov/ODA/AHID/docs/pdf/animal\\_disaster\\_plan.pdf](http://www.oregon.gov/ODA/AHID/docs/pdf/animal_disaster_plan.pdf)
- State of Oregon Emergency Operations Plan
  - ESF 11 – Agriculture and Natural Resources

### Federal

- National Response Framework
  - ESF 11 – Agriculture and Natural Resources

## 8 Appendices

None at this time.

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# 12

## ESF 12 – Energy and Utilities

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## ESF 12. Energy and Utilities

ESF 12 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Utilities Branch
<b>Supporting Agencies</b>	CTWS Chief Operations Officer Area Utilities
<b>Primary State Agencies</b>	Oregon Department of Energy Oregon Public Utility Commission
<b>Primary Federal Agency</b>	United States Department of Energy

## 1 Purpose and Scope

Emergency Support Function (ESF) 12 is responsible for the restoration of damaged Confederated Tribes of Warm Springs (CTWS) energy and utility infrastructure and accompanying systems following a disaster. This ESF Annex also considers the provision of temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. This function includes all forms of energy production and transmission and their associated infrastructure, as well as utilities such as water, sewer, and telephone services. Critical facilities may include primary and alternate Emergency Operations Centers (EOCs), hospitals/critical care facilities, designated shelters, agency operating centers (if applicable), government offices/facilities, water/sewage systems, and other essential community services.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

- Emergencies, both natural and human-caused, can have profound effects on public and privately owned utilities on the CTWS Reservation. The ability to quickly restore damaged water, power, natural gas, telephone, and sewer systems is essential to maximizing the life safety, health, and minimizing the economic impact of a disaster.

**ESF 12. Energy and Utilities**

- The electrical power industry is organized into a network of public and private generation and distribution facilities. Through such networks, the electrical power industry has developed a capability to provide, reroute, and restore power under even the most extreme circumstances.
- The occurrence of a major disaster could destroy or disrupt all or a portion of CTWS energy and utility systems.

**3.2 Assumptions**

- The occurrence of a major disaster could destroy or damage portions of CTWS energy and utility systems and disrupt petroleum supplies.
- Widespread and possibly prolonged electric power failures could occur in a major disaster.
- The transportation, media, and telecommunications infrastructures will be affected.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure problems and loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break, causing fire, danger of explosion, or health hazards such as inhalation to toxic substances.
- Water pressure may be low, hampering firefighting and impairing sewer system function.
- CTWS departments, under an emergency proclamation, will require the authority to enter private property to evaluate and shut off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

**4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

**ESF 12. Energy and Utilities****4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing energy and utility restoration operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Public Utilities Branch**

- Work with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
- Coordinate temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.
- Support the preparation and maintenance of ESF 12 – Energy and Utilities, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this ESF are identified because they provide substantial support to energy and utility restoration operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide direction and control of all CTWS departments in support of energy and utility restoration operations.

**4.2.2 Area Utilities**

- Ensure prompt restoration of service after a disruption.
- Identify restoration priorities in coordination with the CTWS emergency management organization.
- Provide a representative to the CTWS EOC, as needed.

**4.3 ESF 12 Actions by Phase of Emergency Management****4.3.1 Preparedness**

- Develop and maintain a complete directory of all utility services and products associated with this ESF.

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- Ensure the availability of necessary equipment to support energy and utilities activities.
- Coordinate the establishment of priorities to repair damaged utility services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- Promote mutual assistance agreements with the vendors of all utility services.
- Develop and maintain alert rosters, plans, policies, and procedures necessary to support the implementation of this annex.
- Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.
- Participate in an exercise at least annually to validate this annex and supporting annexes.

**4.3.2 Response**

- Establish communication between the EOC and on-scene Incident Commander to determine resource needs to support incident response and operations.
- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Prioritize utility rebuilding processes if necessary to restore utilities in the affected areas.
- Administer statutory authorities for utility priorities, as needed.
- Apply local, State, and federal resources as necessary, in accordance with established priorities to restore utility services.
- Provide emergency information, education, and conservation guidance to the public in coordination with the Public Information Officer (PIO).
- Assist local, State, and federal agencies and departments with obtaining fuel for transportation and communications in support of emergency operations.
- Coordinate with the Office of the Sheriff for security and protection of supplies.

**ESF 12. Energy and Utilities****4.3.3 Recovery**

- Continue all activities in coordination with the EOC, based on the requirements of the incident.
- Support utility restoration activities.
- Replenish supplies and repair damaged equipment.
- Participate in after-action briefings and develop after-action reports (AAR).
- Make necessary changes to this ESF Annex and supporting plans and procedures.

**4.3.4 Mitigation**

- Based on known hazards, identify and correct vulnerabilities in the energy and utilities function.
- When repairing damages, every attempt should be made to reduce the likelihood and severity of future damages.
- Implement a public awareness campaign regarding energy and utilities safety in emergencies.
- Develop internal Continuation of Operations (COOP) plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

**5 Concept of Operations****5.1 General**

- In accordance with the CTWS EOP and this ESF Annex, the Public Utilities Branch is the primary agency responsible for coordinating energy and utility activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with energy and utility resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be made in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of energy and utility resources.

**ESF 12. Energy and Utilities**

- Energy and utility support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Utilities Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate energy and utility activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with energy and utility activities.

**5.3 Access and Functional Needs Populations**

Provision of energy and utility services by CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Public Utilities Branch, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

**CTWS**

- None at this time.

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 12 – Energy

**Federal**

- National Response Framework
  - ESF 12 - Energy

**8 Appendices**

None at this time.

# 13

## **ESF 13 – Public Safety and Security**

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## ESF 13. Public Safety and Security

ESF 13 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Safety Branch
<b>Supporting Agencies</b>	CTWS Chief Operations Officer CTWS Fire & Safety CTWS Natural Resources Branch CTWS Police Department CTWS Public Utilities <b>Branch</b> Area Law Enforcement Agencies
<b>Primary State Agency</b>	Oregon Department of Justice Oregon State Police
<b>Primary Federal Agency</b>	United States Department of Justice

## 1 Purpose and Scope

Emergency Support Function (ESF) 13 coordinates law enforcement personnel and equipment to support emergency response operations. This support function is inclusive of general law enforcement duties, emergency police, and public safety services. Local law enforcement agencies will also provide support for evacuation traffic control, criminal investigations, access control to incident sites and/or governmental facilities (including the Confederated Tribes of Warm Springs [CTWS] Emergency Operations Center [EOC]), and security at community care/sheltering facilities and hospitals, prisons, and other critical care facilities involved in emergency response activities.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

CTWS is susceptible to a multitude of natural and human-caused disasters. Depending on their magnitude, these disasters have the ability to damage infrastructure, structures, and lifelines that may rapidly overwhelm the capacity of CTWS departments to assess the disaster and respond effectively to meet basic and emergency human needs.

**ESF 13. Public Safety and Security**

During any type of disaster or large-scale emergency, law enforcement officers may be faced with tremendous challenges in meeting the increased needs for public assistance and aid. Emergency situations may lead to increased call volume, impaired roadways and other infrastructure, high numbers of citizens with injuries and needing rescue, and looting and other violence. Such circumstances can cause fatigue and mental stress among officers and result in angry and upset victims who have high expectations of law enforcement's ability to manage and control the situation.

**3.2 Assumptions**

- General law enforcement problems are compounded by disaster-related community disruption, restriction of movement, impacted communications and facilities, and a shortage of law-enforcement resources.
- The capabilities of local law enforcement agencies may be quickly exceeded. Supplemental assistance should be requested through local and State emergency management and mutual aid agreements.
- The availability of resources will have a profound effect on agencies' abilities to perform tasked activities.

**4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, length of the warning period, and duration of the incident.

**4.1 Primary Agencies**

The primary agency for this emergency support function is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing public safety and security operations during major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Public Safety Branch**

- Provide direction and control for all public safety and security actions.
- Protect life and property and preserving order.
- Support the preparation and maintenance of ESF 13 – Public Safety and Security, as well as supporting plans, procedures, and annexes.

**ESF 13. Public Safety and Security****4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to public safety and security operations during major incidents.

**4.2.1 Chief Operations Officer**

- Provide direction and control for all CTWS departments in support of public safety and security operations.

**4.2.2 Fire & Safety**

- Support law enforcement operations, as requested.

**4.2.3 Natural Resources Branch**

- Support law enforcement operations, as requested.

**4.2.4 Police Department**

- Provide law enforcement and criminal investigation.
- Provide traffic control, crowd control, and site security.
- Isolate damaged areas.
- Provide damage reconnaissance and reporting.
- Evacuate disaster areas.

**4.2.5 Public Utilities Branch**

- Support law enforcement operations, as requested.

**4.2.6 Area Law Enforcement Agencies**

- Supporting CTWS law enforcement operations, through mutual aid, as requested and as resources are available.

**4.3 ESF 13 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS EMO in implementation of public safety and security operations across all phases of emergency management.

**4.3.1 Preparedness**

- Develop and maintain plans, procedures, and checklists to support emergency law enforcement operations.
- Ensure that emergency personnel call-up and resource lists are current and available to emergency management.

**ESF 13. Public Safety and Security**

- Strive to ensure that all law enforcement personnel within the jurisdiction, including regulars and auxiliaries, are trained to the appropriate National Incident Management System (NIMS)/Incident Command System (ICS) level in traffic control and evacuation procedures and in search and rescue operations.
- Coordinate and maintain liaison with support agencies and State and federal law enforcement agencies.
- Review plans and procedures and ensure that all law enforcement personnel are informed of existing or revised procedures.
- Ensure that mutual aid agreements with surrounding jurisdictions are current.
- Develop and maintain mutual aid agreements with local private-sector resources that could be used to augment local law enforcement capabilities.
- Ensure the availability of necessary equipment to support law enforcement activities.
- Participate in emergency management training and exercises.

**4.3.2 Response**

- Assist with the dissemination of warnings and notifications as time and resources allow.
- Establish communication between the EOC and Incident Management Team to determine the resources needed to support incident response and operations.
- Respond as required on a priority basis.
- Secure the prisoner population in the Warm Springs Detention Center during a disaster situation.
- Secure incident site(s).
- Activate mutual aid if needed.
- Support damage assessment activities.
- Coordinate activities with other responding agencies.
- Coordinate law enforcement agencies responding from outside the jurisdiction.

**ESF 13. Public Safety and Security**

- Alert or activating off-duty and auxiliary personnel as required by the emergency.
- Conduct other specific response actions as dictated by the situation.
- Document expenditures for disaster/emergency-related activities and report them to the EOC.

**4.3.3 Recovery**

- Continue to render support when and where required as long as emergency conditions exist.
- Demobilize resources.
- Return equipment and vehicles to response-ready condition.
- Document costs and providing copies to the EOC.
- Review plans and procedures with key personnel and make revisions and changes as needed.
- Participate in after-action briefings and develop after-action reports (AARs).

**4.3.4 Mitigation**

- Participate in the hazard identification process and identifying and correct vulnerabilities in the public safety and security function.
- Develop public safety programs that include disaster situations and present them to the public.

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Public Safety Branch is the primary agency responsible for coordinating public safety and security activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with public safety and security resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of public safety and security resources.

**ESF 13. Public Safety and Security**

- Public safety and security support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**5.2 Notifications**

- The Tribal Emergency Manager will notify the Public Safety Branch and supporting agencies of EOC activations and request that representatives report to the EOC to coordinate public safety and security activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with public safety and security activities.

**5.3 Access and Functional Needs Populations**

Provision of public safety and security services by CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Public Safety Branch, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following plans and procedures are currently in place:

**CTWS**

- Law Enforcement Standard Operating Procedures

**State of Oregon**

- State of Oregon Emergency Operations Plan
  - ESF 13 – Public Safety and Security

**Federal**

- National Response Framework
  - ESF 13 – Public Safety and Security

**8 Appendices**

None at this time.

# 14

## ESF 14 –Community Recovery

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## ESF 14. Community Recovery

ESF 14 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Secretary-Treasurer CTWS Tribal Emergency Manager
<b>Supporting Agencies</b>	CTWS Tribal Council CTWS Chief Operations Officer CTWS Business and Economic Development Department CTWS Housing Department CTWS Public Utilities Branch CTWS Social Services Department
<b>Primary State Agencies</b>	Oregon Business Development Department Oregon Office of Emergency Management
<b>Primary Federal Agencies</b>	United States Department of Agriculture United States Department of Homeland Security United States Department of Housing and Urban Development United States Small Business Administration

## 1 Purpose and Scope

This Emergency Support Function (ESF) Annex provides information regarding the coordination of long-term community recovery and mitigation efforts to return CTWS to its normal, pre-emergency state. For the purposes of this ESF, long-term recovery will consist primarily of some combination of damage assessment, identification of sources of recovery funding, performance of long-term recovery, and identification of opportunities for future risk reduction (mitigation).

Tribal government is primarily responsible for providing assistance for recovery for CTWS lands. Tribal government also supports local governments and special purpose districts on a regional basis by coordinating recovery resources. Recovery for private property is not explicitly addressed by this ESF; however, estimates of damage to private property are used in the disaster declaration process, and assistance to private property owners is included in certain State and federal disaster assistance programs.

This ESF Annex is not intended to address short-term recovery, which is the return of vital life-support systems to minimum operating standards. For the most part, short-term recovery is accomplished under the other emergency support functions and the immediate emergency response, e.g., the provision of emergency medical care (ESF 8); restoring interrupted utility and other essential services (ESFs 3 and 12); reestablishing transportation routes (ESF 1); and providing food and shelter for those displaced (ESF 6).

This ESF works together with certain aspects of ESF 1 – Transportation, ESF 3 – Public Works and Engineering, and ESF 12 – Energy, which partially address damage assessments and restoration for those sectors.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

### 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The Confederated Tribes of Warm Springs (CTWS) are vulnerable to a host of disasters that could cause public and private property loss and damage, death and injury, damage to the environment, and prolonged disruption of commercial activity. In the event that such damage occurs, planned damage assessment and recovery procedures are essential for returning the community to normal after a major emergency or disaster. Disaster recovery typically lasts much longer and costs significantly more than preparedness and response activities.

The Stafford Act authorizes federal disaster assistance to individuals and to governmental entities in the aftermath of a major emergency or disaster and outlines the types of assistance that may be made available. The majority of federal disaster assistance programs are administered by State agencies.

### 3.2 Assumptions

- All appropriate disaster declarations will be made in a timely manner.
- Given CTWS's limited resources for recovery operations, State and federal governments will play a major role in assisting with such operations, substantially supplementing CTWS efforts.
- Depending on the type and scope of the incident, federal resources and/or funds may be available for public and/or private (individual and businesses) assistance.
- Long-term shelter may be needed to house CTWS Tribal members and other populations following a disaster.
- A long-term recovery plan will be developed based on the impacts of the specific disaster or emergency, the duties and responsibilities outlined in the other functional and hazard-specific annexes and

**ESF 14. Community Recovery**

appendices to this plan, and the planning considerations addressed in this annex.

- Long-term recovery planning and activities could include mitigation efforts to reduce the potential hazard of similar disasters in the future.
- Many types of public, private, and volunteer assistance will be offered following an extreme emergency that will involve unique management challenges and test the CTWS's sheltering and feeding capacities.
- Depending on the incident, it may be more appropriate for some recovery functions to be tasked to a specific CTWS department rather than an EOC section. Specially qualified persons/agencies from the public and private sectors may be appointed to perform functions unique to large-scale recovery operations.
- Under certain conditions, such as a lengthy recovery from a flood or earthquake, CTWS will seek inclusion in a Presidential Declaration so as to qualify for assistance in the form of federal emergency funds and equipment.

## **4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### **4.1 Primary Agencies**

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing recovery activities during and after major incidents. The primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

#### **4.1.1 Secretary-Treasurer**

- Coordinate administrative, financial, and legal support for recovery operations.

#### **4.1.2 Tribal Emergency Manager**

- Direct emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participate with federal and State partners to conduct damage assessments. Identify and facilitate the availability and use of recovery funding.

**ESF 14. Community Recovery**

- Access recovery and mitigation grant and insurance programs; provide outreach, public education, and community involvement in recovery planning.
- Coordinate logistics management and resource support, providing assistance as needed.
- Locate, purchase, and coordinate delivery of resources necessary during or after an incident impacting the CTWS.
- Support the preparation and maintenance of ESF 14 – Community Recovery, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to recovery activities during and after major incidents.

**4.2.1 Tribal Council**

- Declare, through the Tribal Council Chair, a State of Emergency to access State/federal disaster support.
- Providing policy guidance to the CTWS emergency management organization (EMO).

**4.2.2 Chief Operations Officer**

- Provide direction and control of all CTWS departments in support of recovery activities.

**4.2.3 Business and Economic Development Department**

- Support economic restoration activities during recovery.

**4.2.4 Housing Department**

- Support long-term housing activities during recovery.

**4.2.5 Public Utilities Branch**

- Support infrastructure and utility restoration activities during recovery.

**4.2.6 Social Services Department**

- Support community restoration activities during recovery.

**4.3 ESF 14 Actions by Phase of Emergency Management**

The following general actions should be considered by the CTWS EMO in implementation of community recovery activities.

**ESF 14. Community Recovery****4.3.1 Preparedness**

- Develop and maintain a liaison with local, State, and federal agencies and organizations that can provide assistance in recovery and restoration activities.
- Develop and maintain procedures for recovering from emergencies and disasters, including documentation of disaster-related costs.
- Assess disaster risk to government facilities from likely hazards and take measures to reduce the vulnerability of facilities.
- Identify damage assessment team members.
- Ensure that all personnel are aware of their emergency responsibilities.
- Develop and maintain plans, procedures, and checklists to support recovery activities.
- Ensure that personnel notification and call-up lists are current.
- Include disaster recovery activity in exercises and training.

**4.3.2 Response**

- Identify all damages and losses and prepare an action plan for recovery activities.
- Activate the CTWS EOC or other facility to coordinate recovery activities.
- Assemble and forward all necessary reports and requests for assistance to appropriate federal and State agencies.
- Coordinate recovery and restoration activities among local, State, and federal program representatives.
- Prepare relevant recovery and restoration instructions and information for public information distribution.
- Work with the private sector to ensure that the disaster-related needs of the business community are met.
- Conduct other specific response actions as dictated by the situation.

**4.3.3 Recovery**

- Continue to work with all individuals and organizations affected by the event.
- Support community recovery activities.

**ESF 14. Community Recovery**

- Work with the State and federal government to administer disaster recovery programs.
- Schedule after-action briefings and develop after-action reports (AAR).
- Develop and implement mitigation strategies.
- Make necessary changes in this ESF Annex and supporting plans and procedures.

**4.3.4 Mitigation**

- When repairing and restoring services and facilities, investigate alternative plans and activities to potentially reduce future damages and impacts.
- Investigate possible mitigation grant projects for reducing future disaster damage and losses.
- Develop and enforce adequate building codes.
- Develop and enforce adequate land use regulations.
- Develop hazard analysis.
- Develop potential mitigation measures to address the hazards identified in the analysis

**5 Concept of Operations****5.1 General**

- In accordance with the Basic Plan and this ESF Annex, the Secretary-Treasurer and Tribal Emergency Manager are the primary agency responsible for coordinating recovery activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with recovery resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of recovery resources.
- Recovery support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

**ESF 14. Community Recovery****5.2 Notifications**

- The Tribal Emergency Manager will notify the Secretary-Treasurer and identified supporting agencies of EOC activations and request that representatives report to the EOC to coordinate recovery activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with recovery activities.

**5.3 Access and Functional Needs Populations**

Provision of recovery services by CTWS will take into account populations with access and functional needs.

**6 ESF Annex Development and Maintenance**

The Tribal Emergency Manager, in coordination with the Secretary-Treasurer and identified supporting agencies, will be responsible for coordinating regular review and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**7 Supporting Documents**

The following documents are currently in place:

- State of Oregon Disaster Recovery Guidebook
- State of Oregon Emergency Operations Plan
  - ESF 14 – Long-Term Community Recovery
- National Response Framework
  - ESF 14 – Long-Term Community Recovery
- National Disaster Recovery Framework

**8 Appendices**

- None at this time.

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# 15

## ESF 15 – External Affairs

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**7 Supporting Documents ..... ESF 15-11**

**8 Appendices ..... ESF 15-11**

ESF 15 Tasked Agencies	
<b>Primary Agencies</b>	CTWS Secretary-Treasurer CTWS Tribal Emergency Manager
<b>Supporting Agencies</b>	CTWS Tribal Council CTWS Chief Operations Officer CTWS Fire & Safety CTWS Health and Human Services Branch CTWS Public Safety Branch
<b>Primary State Agency</b>	Oregon Office of Emergency Management
<b>Primary Federal Agency</b>	United States Department of Homeland Security

## 1 Purpose and Scope

Emergency Support Function (ESF) 15 provides guidance and procedures for gathering, controlling, and disseminating emergency information to the public, media partners, community leaders, and other stakeholders. ESF 15 also establishes policies for internal review and approval of public information prior to its release to the community and/or media partners, while clearly defining clearance procedures within the incident command structure. This support function pertains to all response agencies and is applicable to all types of incidents.

Coordination and collaboration with local and regional media and public information personnel is essential to providing accurate, consistent, and timely information regarding the status of the emergency response/recovery. Where applicable, information should be provided in appropriate languages to accommodate non-English-speaking populations. Public information and educational materials dealing with emergency management and preparedness can be provided to the general public and community partners prior to a disaster or emergency incident. Information can be disseminated in a variety of formats and via multiple communication avenues.

The primary means for disseminating public information in this jurisdiction includes Internet, brochures, newspapers, community meetings, workshops, and schools.

## 2 Policies and Agreements

### 2.1 Policies

The following policies are currently in place:

- None at this time.

## 2.2 Agreements

The following agreements are currently in place:

- None at this time.

## 3 Situation and Assumptions

### 3.1 Situation

The Confederated Tribes of Warm Springs (CTWS) Reservation is vulnerable to a variety of hazards. Media outlets exist that, if effectively employed, can be used to inform the population of the events that are occurring and how they may best take action to them.

During periods of emergency, the public needs and generally desires detailed information regarding protective action to be taken for minimizing loss of life and property. There are times, however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that prior to the occurrence of an emergency, the public is made aware of potential hazards and the protective measures that can be employed.

The Emergency Alert System (EAS) is activated as the principal means to disseminate emergency warnings and priority emergency instructions to the public. The system is designed to provide a 24-hour warning point to the public for emergencies and disasters.

### 3.2 Assumptions

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- A public education and information program will help save lives and property during emergencies and disasters if the public knows how to prepare for them.
- In an emergency situation, the public will demand information about the emergency and the protective actions being taken.
- Local print and broadcast media will cooperate in broadcasting, publishing, and posting on the web detailed disaster-related instructions for the public.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.

- Responding agencies will provide information to reduce public concerns about the incident and response activities.
- Sufficient numbers of trained support personnel will be available to help coordinate public information and interface with the media and appropriate agencies.
- Demands for information from media outside the jurisdiction will be significantly increased in a disaster.
- State-level news releases should be coordinated with the designated CTWS Public Information Officer (PIO) and not conflict with local-level releases.
- Rumor control procedures directed by the designated CTWS PIO should prevent incorrect information from affecting emergency response activities.
- The CTWS PIO maintains listings of media contacts and Emergency Alert System networks and relies on those contacts and networks for the dissemination of emergency public information.
- In a disaster, Oregon Office of Emergency Management (OEM) or the Federal Emergency Management Agency (FEMA) may assist in establishing and managing a Joint Information Center (JIC) to coordinate federal, State, and local information.
- During a large-scale disaster, a JIC may be established to coordinate the dissemination of information about all CTWS, local, State, and federal disaster response and recovery programs.
- Information is one of the first casualties of a disaster. Rumors often abound and information is usually sketchy at best. It may be hours before officials know the facts. The lack of information or contradictory information may cause confusion. The public may accept as valid rumors, hearsay, and inaccurate information that may cause unnecessary fear and confusion.

## 4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

### 4.1 Primary Agencies

The primary agency for this ESF is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources and capabilities in managing emergency public information activities during major incidents. The

**ESF 15. External Affairs**

primary agency may not be responsible for all elements of a function and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Secretary-Treasurer**

- Coordinate administrative, financial and legal support for emergency public information activities.

**4.1.2 Tribal Emergency Manager**

- Conduct ongoing hazard awareness and public education programs.
- Compile and prepare emergency information for the public in case of emergency.
- Coordinate with other agencies to ensure consistency of education and emergency information.
- Arrange for media representatives to receive regular briefings on CTWS status during extended emergency situations.
- Secure printed and photographic documentation of the disaster situation.
- Handle unscheduled inquiries from the media and the public.
- Ensure that populations with access and functional needs have access to critical emergency communications and public information.
- Support the preparation and maintenance of ESF 15 – External Affairs, as well as supporting plans, procedures, and annexes.

**4.2 Supporting Agencies**

The supporting agencies for this ESF are identified because they provide substantial support to emergency public information activities during major incidents.

**4.2.1 Tribal Council**

- Provide policy support and direction for community messaging.

**4.2.2 Chief Operations Officer**

- Provide direction and control for all CTWS departments in support of emergency public information activities.

**4.2.3 Fire & Safety**

- Coordinate with the PIO regarding dissemination of fire and hazardous materials related messaging.

#### 4.2.4 Health and Human Services Branch

- Coordinate with the PIO regarding dissemination of public health related messaging.

#### 4.2.5 Public Safety Branch

- Coordinate with the PIO regarding dissemination of public safety and evacuation-related messaging.

### 4.3 ESF 15 Actions by Phase of Emergency Management

The following general actions should be considered by the CTWS emergency management organization in implementation of emergency public information activities across all phases of emergency management.

#### 4.3.1 Preparedness

- Develop plans, procedures, and policies for coordinating, managing, and disseminating public information effectively under all hazards and conditions.
- Develop plans, procedures, and policies for coordinating, managing, and disseminating alerts and warnings effectively under all hazards and conditions.
- Develop programs and systems to process the inflow of public-related information from all sources in a timely fashion.
- Develop plans, procedures, programs, and systems to rapidly control rumors by correcting misinformation.
- Develop community-based mechanisms to support the provision of prompt, accurate information to the public in the dominant languages of the community and in languages and formats appropriate for those with limited language competence, disabilities, cultural or geographic isolation, or vulnerabilities due to age.
- Develop emergency plans that are community-based and include outreach and education to the public, through community and faith-based organizations and other institutions, to promote individual preparedness based on the risks in their communities.
- Establish neighborhood pre- and post-disaster information centers at schools, the work place, libraries, shopping centers, places of worship, and other community institutions to provide information on evacuations and the location of disaster assistance sites.
- Develop and implement public information, alert/warning, and notification training and exercise programs.

- Conduct planning with support agencies.
- Ensure that lead agency personnel are trained in their responsibilities and duties.
- Develop pre-scripted messages in multiple formats.
- Identify possible locations for a JIC and press conferences.
- Develop staffing procedures and checklists for the JIC.
- Develop and maintain a list of equipment needed to activate the JIC.
- Ensure that all departments have trained staff to support the JIC.
- Ensure that all local media outlets are pre-identified and contacts established. Brief them regularly on emergency public information procedures.
- Ensure that emergency responders are familiar with public information procedures and know how and when to refer the media to the appropriate field or JIC personnel for information.
- Encourage media involvement in the exercise design process and planning.

#### **4.3.2 Response**

- Activate emergency plans and mobilize emergency personnel.
- Conduct rapid assessments for immediate response objectives.
- Coordinate with the Emergency Operations Center (EOC) and primary and supporting agencies to develop a flow of information, including situation reports, health advisories, and other public information releases concerning the response efforts.
- Inform the public of health and/or safety concerns and ways to reduce or eliminate the associated dangers.
- Provide protective action information including evacuation instructions and shelter locations.
- In coordination with EOC staff, release emergency information as dictated by the situation.
- Implement a proactive public information strategy to ensure that the media's needs are being met.
- Conduct media briefings on a regular basis.

- If the situation dictates, activate and staff the JIC.
- After coordination with the CTWS PIO, release information regarding the emergency or disaster to other CTWS departments and agencies, the media, and the public.
- Resolve any conflicting information and dispel rumors.

#### 4.3.3 Recovery

- Provide public information on recovery efforts.
- Continue to utilize multiple means of communicating public information and education.
- Provide news releases with major emphasis on:
  - Types and locations of emergency assistance available, including contacts, phone numbers, location (e.g., food and water points), information concerning disaster recovery centers, and trash debris disposal instructions
  - Public health notices
  - Restricted areas
  - Movement or travel restrictions
  - Contacts and phone numbers for missing persons information
  - Contacts and phone numbers for local non-emergency assistance
  - Public safety notices.
- Continue EOC operations until it is determined that EOC coordination is no longer necessary.
- Coordinate with the appropriate agencies to deactivate the JIC.
- Inform the public of any follow-up recovery programs that may be available.
- Return staff, clients, and equipment to regularly assigned locations.
- Provide critical payroll and other financial information for cost recovery through appropriate channels.
- Participate in after-action critiques and reports.

- Update plans and procedures based on critiques and lessons learned during an actual event.
- Initiate financial reimbursement process for support services.

#### 4.3.4 Mitigation

- Conduct hazard awareness programs.
- Conduct public information education programs.

## 5 Concept of Operations

### 5.1 General

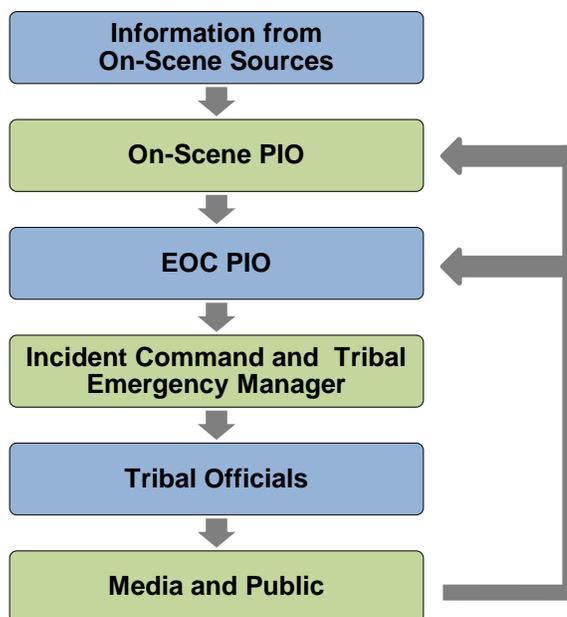
- In accordance with the CTWS EOP and this ESF Annex, the Secretary-Treasurer and Tribal Emergency Manager are the primary agencies responsible for coordinating emergency public information activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with emergency public information resources will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be issued in accordance with established mutual aid agreements.
- The CTWS EOC will provide guidance for the coordination of emergency public information resources.
- Emergency public information support requirements that cannot be met at the local level should be forwarded to the State for assistance. If needed, federal assistance may be requested by the Governor.

### 5.2 Notifications

- The Tribal Emergency Manager will notify the Secretary-Treasurer and identified supporting agencies of EOC activations and request that representatives report to the EOC to coordinate emergency public information activities.
- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with emergency public information activities.

### 5.3 Information Flow

Incident information flow shall be routed as follows.



### 5.4 Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A Joint Information System (JIS) will be implemented in conjunction with the Incident Command System (ICS), and a local and/or regional Joint Information Center (JIC) will be established under Unified Command. During a regional or Statewide event, CTWS will ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the EOC Controller.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

## 5.5 Working with the Media

### 5.5.1 Media Briefing Facilities

During an emergency, media briefing areas may be established in the closest available facility that is capable of handling them.

### 5.5.2 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the on-scene Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration for the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media “pool” may be created, in which 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.
- 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 the telephones to ensure privacy.
- Victims and families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the on-scene Incident Commander, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

## 5.6 Access and Functional Needs Populations

Provision of emergency public information services by CTWS will be conducted to take into account populations with access and functional needs.

## 6 ESF Annex Development and Maintenance

The Tribal Emergency Manager, in coordination with the Secretary-Treasurer and identified supporting agencies, will be responsible for coordinating regular review

and maintenance of this ESF Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

## 7 Supporting Documents

The following documents are currently in place:

### CTWS

- CTWS Emergency Operations Plan
  - ESF 2 – Communications

### State of Oregon

- State of Oregon Emergency Operations Plan
  - ESF 2 – Communications
  - ESF 15 – External Affairs

### Federal

- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs

## 8 Appendices

None at this time.

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# Support Annexes



**A**

**SA A – Evacuation and Population Protection**

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SA A. Evacuation and Population Protection

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## SA A. Evacuation and Population Protection

SA A Tasked Agencies	
<b>Primary Agencies</b>	CTWS Public Safety Department
<b>Supporting Agencies</b>	CTWS Tribal Emergency Manager CTWS Fire & Safety CTWS Natural Resources Department CTWS Police Department CTWS Public Utilities Department

### 1 Purpose and Scope

This Support Annex provides the concepts, organizations, and responsibilities to ensure a coordinated, orderly, and expeditious evacuation of all or any part of the population of the Reservation if it is determined that such action is the most effective means available for protecting the population from the effects of an emergency situation.

Planning for every situation needing evacuation and movement of Tribal members and visitors to the Reservation is beyond the scope of this annex. This plan will address broad objectives that will provide the greatest protection of life during emergencies or disasters in which precautionary evacuations are recommended. The use of in-place sheltering is also considered a part of the evacuation process and is outlined in this annex.

### 2 Policies and Agreements

- None at this time.

### 3 Situation and Assumptions

#### 3.1 Situation

- Tribal members may be advised to evacuate from affected areas due to various emergency conditions, including, but not limited to, flood, earthquake, wildfire, and hazardous materials release.
- CTWS response during incidents, emergencies, or disasters is based on the availability of resources. If the response requirements go beyond local capabilities, mutual aid and State and/or Federal assistance should be requested.

#### 3.2 Assumptions

- Emergencies and disasters may occur without warning at any time of day or night and may cause the need for an evacuation.
- While some disaster events are slow moving, providing ample reaction time, the worst case assumption is that there will be little or no warning of the need to evacuate.

**SA A. Evacuation and Population Protection**

- First responders (fire, police, emergency medical services, and rescue) will usually be able to recognize a situation requiring an evacuation and would initiate initial evacuation recommendations and procedures.
- Most of the public will act in their own interest and evacuate dangerous areas either spontaneously or when advised to do so by local authorities.
- Some people will refuse to evacuate. (Some owners of companion animals will refuse to evacuate unless arrangements have been made to care for their animals.)
- Shelter facilities and food will need to be provided for evacuees.
- The American Red Cross and the Salvation Army may be contacted to provide assistance with shelter facilities and food.
- Evacuees may have little preparation time and will require maximum support in reception areas, particularly for provision of food, bedding, clothes, and medicine.
- Reception and/or shelter areas may not be fully set up or staffed to handle the evacuees.
- Most evacuees will use private transportation means. However, transportation may need to be provided for some evacuees.
- Individuals and families may be deprived of food, clothing, shelter, and medical services. Families may become separated and unable to locate each other. Some individuals may have serious personal or psychological problems requiring specialized social services.
- Due to constraints imposed by blocked evacuation routes, sheltering of a portion of the populace may be necessary until a safe evacuation can be accomplished.
- Highway and roadway evacuation capacities may be reduced significantly because of overload, accidents, stalled vehicles, damaged infrastructure, and weather conditions.
- Depending on the type of emergency and available response time, railroad lines may offer an alternative means of evacuation, particularly for persons without transportation access.
- Demand for resources may exceed CTWS's ability to provide them.
- Enhanced public awareness via techniques such as citizen handouts, ad campaigns, evacuation routes, and mapping information may be helpful.

**SA A. Evacuation and Population Protection****4 Roles and Responsibilities**

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

**4.1 Primary Agencies**

The primary agency for this support function is assigned based on the agency's coordinating responsibilities, authority, functional expertise, resources and capabilities in managing evacuation operations during major incidents. The primary agency may not be responsible for all elements of a function, and will coordinate with identified supporting agencies, mutual aid partners, and State and federal partners.

**4.1.1 Public Safety Department**

Deciding which areas of the Reservation should be evacuated and which reception areas should be used to receive and care for the evacuees.

- Advising citizens to evacuate, when appropriate.
- Coordinating public information with the CTWS EOC.
- Coordinating evacuation efforts with local governments as well as with selected reception area governments.

**4.2 Supporting Agencies**

The supporting agencies for this emergency support function are identified because they provide substantial support to evacuation operations during major incidents.

**4.2.1 Tribal Emergency Manager**

- Activating the CTWS EOC to support evacuation operations.
- Identifying high hazard areas and number of potential evacuees to include the number of people requiring transportation to reception areas.

**4.2.2 Fire & Safety**

- Providing on-scene control for hazardous materials incident and advising the Tribal Emergency Manager for evacuation decisions.
- Providing fire security in the vacated area.
- Assisting in public warning activities.
- Assisting in evacuation operations, particularly for those populations with medical needs.

**SA A. Evacuation and Population Protection****4.2.3 Natural Resource Department**

- Providing support for evacuation operations including heavy equipment and traffic control.

**4.2.4 Police Department**

- Designating evacuation routes.
- Assisting in evacuation by providing perimeter and/or traffic control and road blocks.
- Evacuating and relocating inmates at CTWS correctional facilities.
- Coordinating law enforcement activities with the CTWS EOC.
- Providing security for the vacated area.
- Assisting in public warning activities.

**4.2.5 Public Utilities Department**

- Providing traffic control devices.
- Assisting in keeping evacuation routes open.
- Assisting in recovery operations.

**4.2 Actions by Phase of Emergency Management****4.2.1 Preparedness**

- Evaluating evacuation populations and resource requirements for areas surrounding potential high-risk facilities or areas.
- Identifying population groups needing special assistance during evacuation, such as senior citizens, handicapped, and other access and functional needs populations.
- Evaluating and establishing evacuation routes, identifying congestion points, areas under construction and repair, etc.
- Identifying, evaluating, and developing shelter requirements and plans based on known hazards; correct deficiencies as appropriate.
- Developing and distributing public education materials on evacuation and shelter-in-place preparation, plans, and guidelines.
- Developing and testing emergency plans and procedures.
- Participating in emergency management training and exercises.

**SA A. Evacuation and Population Protection****4.2.2 Response**

Tribal law enforcement and Fire & Safety are likely to be first on the scene of an emergency. Time permitting, the fire chief, police chief, or their designees should determine if an area needs to be evacuated. If there is no time, the first responder will have to make that decision and should take immediate steps to ensure the safety and well-being of the public. Items to be considered for evacuation include:

- Identification of any hazardous substances
- Extent of the flood, spill, fire, or damage
- Weather conditions
- Area to be evacuated
- Evacuation routes, their capacities, and susceptibilities to hazards
- The availability and readiness of shelters
- Modes of transportation for evacuees and for those unable to provide their own
- The location of access and functional needs populations in the hazard area and whether evacuation could prove more hazardous to them than the initial hazard.

Additional response actions may include:

- Identifying hazard areas and affected populations, including areas that may be impacted if the incident escalates or conditions change.
- Identifying the instructions to be given to evacuees. Include specific information about the risk, the actions they need to take, and the possible risks of non-compliance.
- Directing persons at risk to evacuate, take shelter, or remain inside, as appropriate to the emergency situation.
- Identifying evacuation routes, their capacities, and vulnerability to the hazard.
- As needed, designating rest areas along movement routes where evacuees can obtain fuel, water, medical aid, vehicle maintenance, information, and comfort facilities.
- Designating centrally located pickup points or bus routes for persons without private automobiles or other means of transportation.

**SA A. Evacuation and Population Protection**

- Establishing traffic control points.
- Establishing and maintaining access control points.
- Establishing reception centers where evacuees may be sent, screened, and registered prior to moving to shelters.
- Providing for evacuation of the handicapped, elderly, and other access and functional needs groups.
- Providing evacuees with instructional materials showing evacuation routes, reception centers, parking facilities, lodging, food services, campgrounds for families evacuating in recreational vehicles, and medical treatment facilities, if such materials are available.
- Activating mass care shelters that can provide emergency sheltering and feeding of large numbers of evacuees and provide security for them.
- If shelter(s) cannot be set up in time to receive the evacuees, reception centers or safe areas that provide some measure of protection should be identified.
- Setting up medical aid stations on evacuation routes, at temporary safe areas, and at mass care shelters as needed.
- Coordinating security to evacuated areas to prevent looting and other unauthorized actions. Security personnel must be dressed in appropriate protective gear.
- Leaving people alone who refuse to follow evacuation instructions until all who are willing to leave have been provided for. Then, time permitting, attempt to persuade them to evacuate.
- If appropriate to the emergency situation, redirecting fuel supplies to service stations along evacuation routes.
- Evacuating those who have been initially sheltered to safer areas or mass care shelters as soon as it is prudent to do so.
- Providing control of food, water, milk, livestock feed, issuing health advisories or directives as appropriate.
- Communicating plans and procedures with all responders involved.
- Keeping the public informed of emergency conditions, evacuation routes, destinations, and other vital information.

## SA A. Evacuation and Population Protection

- Monitoring evacuation efforts and provide continuous direction to evacuation assistance personnel.

### 4.1.3 Recovery

- Initiating the return of evacuees when it is safe to return them to evacuated areas. The decision to allow evacuees to return to their homes should be the responsibility of the Incident Commander when the Emergency Operations Center (EOC) is not operating. If the EOC is operating, the decision to return evacuees may be made by the Incident Commander in conjunction with EOC staff.
- The Planning Section may help develop a return plan for evacuees.
- Reestablishing traffic control points to facilitate a smooth return.
- Coordinating transportation for the return home of the elderly, handicapped, and access and functional needs groups and for evacuees with no transportation of their own.
- Continuing public information activities.
- Maintaining access control over areas unsafe for use.
- Reevaluating the status of evacuees who cannot be returned to their homes, and help coordinate provision of their continued support as appropriate.
- Establishing a Disaster Application Center, if appropriate.
- Participating in post-event debriefing to evaluate the evacuation process.
- Updating plans and procedures based on critiques and lessons learned during an actual event.

### 4.1.4 Mitigation

- Identifying areas that are likely to be evacuated in a disaster (e.g., flood plains, areas near hazardous materials, plume zones for fixed hazardous facilities, etc.).
- Discouraging development in hazard zones, particularly residential development in flood plains, unless prescribed protections are constructed.
- Adjusting building codes as necessary to ensure adequate standards for construction of buildings that may be used as shelters or that may be located in high-risk hazardous areas.

## SA A. Evacuation and Population Protection

- Developing a public information program to increase citizen awareness of reasons for possible evacuation; routes to travel; availability of transportation; reception locations; appropriate food, clothing, and other essential items to pack when evacuating, etc.
- Providing personnel with training on the Incident Command System and evacuation procedures, including working as a member of an evacuation team.
- Developing and maintain plans and procedures, including a recall roster for essential and/or off-duty personnel.
- Developing and maintaining plans and procedures, including an evacuation notification roster for the Chief Operations Officer and department heads. Seek improvement to preplanned evacuation routes if needed.
- Enhancing warning systems to increase warning times and reduce the need for hasty evacuations.
- Participating in evacuation training exercises.
- Identifying population groups who may require special assistance during evacuation.
- Coordinating emergency preparedness planning activities and training.
- Identifying traffic capacity estimates for potential evacuation routes.
- Identifying potential mass care facilities and shelters.

## 5 Concept of Operations

### 5.1 General

- In accordance with the Basic Plan and this Support Annex, the CTWS Public Safety Department is the primary agency responsible for coordinating evacuation and population protection activities. Plans and procedures developed by the primary agency and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance will be generated one of two ways: they will be forwarded to the CTWS EOC, or they will be made in accordance with established mutual aid agreements.

### 5.2 Notifications

- The Tribal Emergency Manager will notify Public Safety Department and supporting agencies of EOC activations and request that

## SA A. Evacuation and Population Protection

representatives report to the EOC to coordinate evacuation and population protection activities.

- As additional EOC staffing needs become apparent, other support and partnering agency personnel may be asked to report to the EOC to assist with evacuation and population protection activities.

### 5.3 Evacuation Operations

Overall, evacuation operations fall under the direction of Public Safety Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation will be conducted by Fire & Safety. Alert and warning functions notify affected persons of impending evacuations.

#### 5.3.1 Identification of Need

Not all emergencies requiring protective action on the part of the public necessitate evacuation. The Tribal Emergency Manager and on-scene Incident Commander must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

- Identifying high-hazard areas, including those that may be impacted if the incident escalates or conditions change.
- Identifying potential evacuation routes, their capacities, and their vulnerability to the hazard.
- Alerting and warning 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.

#### 5.3.2 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, depending upon the time of day and other factors.
- Time needed to mobilize the population, once warned.
- Time required to evacuate the hazard area.

#### 5.3.3 Sheltering in Place

If sufficient time is not available to evacuate and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the

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## SA A. Evacuation and Population Protection

affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary.

### **6 Annex Development and Maintenance**

The Public Safety Department, in coordination with identified supporting agencies, will be responsible for coordinating regular review and maintenance of this Support Annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

### **7 Supporting Plans and Procedures**

- None at this time.

### **8 Appendices**

None at this time.

**B**

**SA B – Tribal Enterprise  
Coordination  
(TBD)**

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# **Incident Annexes**



# 1

## IA 1 – Drought

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<b>Drought Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the CTWS EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
	<input type="checkbox"/> Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
	- Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the CTWS Tribal Emergency Manager.	
	<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with participating agencies in a drought scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the CTWS EOC.	
	<input type="checkbox"/> Identify local contractors and vendors that could assist during a drought and develop MOUs with those private businesses.	
	<input type="checkbox"/> Inform the CTWS Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
	<input type="checkbox"/> Ensure that maps of water mains, valves, and public sewer systems are up-to-date and accessible.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> When deemed necessary, activate the CTWS EOP when drought and other water shortage incidents pose a threat.	
	<input type="checkbox"/> Activate the CTWS EOC and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Other local EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	

<b>Drought Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies.	
	- Identify CTWS, local, regional, State, and federal agencies/entities that may be able to mobilize resources to support Tribal response efforts and EOC staffing.	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
	- Notify Command Staff, support agencies, adjacent jurisdictions, emergency function leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links the CTWS EOC and other local EOCs, other Agency Operations Centers, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other CTWS, local, regional, State, and federal agencies/entities that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement Tribal plans and procedures for drought and/or water shortage operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
	<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
	<input type="checkbox"/> Repair and restore essential services and vital systems as required.	
	<input type="checkbox"/> Secure assistance from private contractors/vendors as needed.	
	<input type="checkbox"/> Provide emergency power as needed to maintain service to the community.	

<b>Drought Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Initiate curtailment procedures if shortages or overload conditions appear imminent.	
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the jurisdiction.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	- Public information will be reviewed by the Incident Commander (or designee). Information will be approved for release by the Incident Commander and lead PIO, with support from Tribal liaison(s) prior to dissemination to the public.	
	<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/EOC manager and staff will assemble a situation report.	

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and update the IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the EOC Controller. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the EOC Controller and/or the Safety Officer.	
<b>RECOVERY/ DEMobilIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	<input type="checkbox"/> Make recommendations to appropriate agencies regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize CTWS EOC, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

# 2

## IA 2 – Earthquake

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IA 2. Earthquake

NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the CTWS EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Public Utilities Branch and Fire & Safety. After the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the Incident Command System (ICS)/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Public Utilities Branch may be expected to assume the role of lead department in the ICS/Operations section for Confederated Tribes of Warm Springs (CTWS) earthquake response. Public works efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the CTWS EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
	- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as needed.	
	<input type="checkbox"/> Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the CTWS EOC.	
	<input type="checkbox"/> Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Work with planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
	- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Activate the CTWS EOP when earthquake and/or seismic incidents pose threats.	
	<input type="checkbox"/> As needed, activate the CTWS EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Other local EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, also being cognizant of aftershocks.	
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies.	
	- Identify CTWS, local, regional, State, and federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
	- Notify Command Staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>

<b>Earthquake Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Confirm or establish communications links among the CTWS EOC, local EOCs, other Agency Operations Centers, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other CTWS, local, regional, State, and federal agencies/entities that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	<input type="checkbox"/> Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
	<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ). Evacuation activities will be coordinated among CTWS ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the jurisdiction.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	- Public information will be reviewed by the EOC Controller (or designee). Information will be approved for release by the EOC Controller and lead PIO prior to dissemination to the public.	
	<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/EOC Controller and staff will assemble a situation report.	
	<input type="checkbox"/> Develop and update the IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander/EOC Controller. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander/EOC Controller and/or the Safety Officer.	
<b>RECOVERY/ DEMobilization PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Once the threat the public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, and COOP/COG plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the CTWS EOC, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 3 – Major Fire

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Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by CTWS Fire & Safety.	
	<input type="checkbox"/> Participate in CTWS preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the CTWS EOC.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Activate the CTWS EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander and all Section Chiefs will be included.	<i>Basic Plan of the CTWS EOP and agency/company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting fire services agencies.	<i>ESF 4 of the CTWS EOP</i>
	<input type="checkbox"/> Identify local, regional, State, or federal agencies that may be able to mobilize resources and staff to the CTWS EOC for support.	
	<input type="checkbox"/> Determine the scope and extent of the fire ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
	<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among Tribal EOC, other EOCs, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	<i>ESF 2 of the CTWS EOP</i>
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and federal agencies that may be affected by the incident. Notify them of the status.		

<b>Major Fire Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Fire Chief assumes duties to direct resources for fires on the Reservation. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	<input type="checkbox"/> Implement local plans and procedures for fire operations.	<i>Agency-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the fire ( <i>recurring</i> ).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ).	<i>Evacuation Annex and ESF 6 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	<i>ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Submit request for a local or countywide disaster/emergency declaration, as applicable.	<i>Basic Plan of the CTWS EOP</i>
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief (or designee). Information will be approved for release by the Incident Commander and Lead PIO prior to dissemination to the public.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	

Major Fire Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the EOC Controller and staff will assemble a Situation Report.	
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<b>RECOVERY/ DEMOBILIZATION</b>	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>ESF 14 of the CTWS EOP and agency recovery plans</i>
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the /Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the CTWS EOC.	
	<input type="checkbox"/> Implement revisions to the CTWS EOP and supporting documents based on lessons learned and best practices adopted during response.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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## IA 4 – Flood (including Dam Failure)

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IA 4. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
	<input type="checkbox"/> Coordinate CTWS preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the CTWS EOC.	
	<input type="checkbox"/> Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Annually review and update the EOP and SOPs, as needed.	<i>CTWS EOP, Annexes, and agency-specific SOPs</i>
	<input type="checkbox"/> Review flood-prone areas.	
	<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<input type="checkbox"/> Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	<i>ESF 2 of the CTWS EOP</i>
	<input type="checkbox"/> Identify and review local contractor lists to see who may provide support specific to flood response.	
	<input type="checkbox"/> Review, revise, and, where necessary, establish MAAs with other CTWS agencies and private contractors relative to multiple agency response to floods.	
RESPONSE PHASE	<input type="checkbox"/> The Chief Operations Officer will provide overall guidance for the deployment of resources.	
	<input type="checkbox"/> Activate mutual aid agreements.	
	<input type="checkbox"/> Activate the CTWS EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	<i>CTWS Basic Plan, agency and company-specific plans</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>SOPs and command structure for CTWS EOC, Incident Action Plan</i>
	<input type="checkbox"/> Submit request for disaster/emergency declaration, as applicable.	<i>CTWS Basic Plan</i>
	<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the CTWS EOC, as the situation requires.	<i>Evacuation Annex of the CTWS EOP</i>
	<input type="checkbox"/> Support search and rescue operations by coordinating resource requests outside of the jurisdiction.	<i>ESF 9 of the CTWS EOP</i>

IA 4. Flood (including Dam Failure)

Flood Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Request the Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Establish a JIC.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses using “one voice, one message” concepts.	
	<input type="checkbox"/> Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them.	<i>Existing ICS and EOC forms, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> These should be documented in EOC logbooks.	
	<input type="checkbox"/> Begin damage assessments in coordination with the Public Utilities Branch and County/local government.	<i>ESF 14 of the CTWS EOP</i>
	<input type="checkbox"/> Assist with in coordinating Public Works activities, such as debris removal from: <ul style="list-style-type: none"> <li>▪ Storm drains</li> <li>▪ Bridge viaducts</li> <li>▪ Main arterial routes</li> <li>▪ Public rights-of-way</li> <li>▪ Dams (via established liaisons at the CTWS EOC)</li> <li>▪ Other structures, as needed</li> </ul>	<i>ESF 3 of the CTWS EOP</i>
	<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private-sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	
	<input type="checkbox"/> Coordinate with the Police Department and other local law enforcement agencies to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	<i>ESF 13 of the CTWS EOP</i>
Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.		
<b>RECOVERY PHASE</b>	<input type="checkbox"/> Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
	<input type="checkbox"/> Deactivate/demobilize the CTWS EOC. Deactivate mutual aid resources as soon as possible.	<i>ESF 5 of the CTWS EOP, ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and COOP/COG plans until normal daily operations can be completely restored.	<i>ESF 14 of the CTWS EOP and agency-specific recovery plans</i>
	<input type="checkbox"/> Implement revisions to the CTWS EOP and supporting documents based on lessons learned and best practices adopted during response.	

IA 4. Flood (including Dam Failure)

<b>Flood Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Offer recommendations to CTWS government and Public Utilities Branch for changes in planning, zoning, and building code ordinances.	
	<input type="checkbox"/> Participate in AARs and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> ).	

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# 5

## **IA 5 – Severe Weather (including Landslides)**

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IA 5. Severe Weather (including Landslides)

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IA 5. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the CTWS EOP and supporting procedures/plans.	
	<input type="checkbox"/> Monitor weather and flood reports.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.</li> </ul>	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Tribal Emergency Manager in coordination with lead agencies and coordinators.	
	<input type="checkbox"/> Participate in CTWS severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the CTWS EOC.	
	<input type="checkbox"/> Ensure that landslide and flood response equipment and personnel inventories are current for CTWS. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Work with the Public Utilities Branch to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
	<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	

IA 5. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Activate the CTWS EOP when severe weather and/or landslides incidents pose threats to the Reservation or Tribal members.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. CTWS and/or other local EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>ESF 5 of the CTWS EOP</i>
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify supporting agencies as well as the CTWS officials. <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.</li> </ul>	
	<input type="checkbox"/> Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the Reservation. <ul style="list-style-type: none"> <li><input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.</li> </ul>	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes. <ul style="list-style-type: none"> <li><input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among the CTWS EOC, other local EOCs and other Agency Operations Centers. Confirm operable phone numbers and verify functionality of alternate communications resources.	<i>ESF 2 of the CTWS EOP</i>
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	

IA 5. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific SOPs</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	<i>Evacuation Annex and ESF 6 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the need for additional resources, and request as necessary through appropriate channels (recurring).	<i>ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Basic Plan of the CTWS EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms; ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC and designate a lead PIO for the CTWS EMO.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information will be reviewed by the Incident Commander (or designee). Information will be approved for release by the Incident Commander and Lead PIO before dissemination to the public.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Controller and staff will assemble a situation report.	

IA 5. Severe Weather (including Landslides)

Severe Weather Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
<b>RECOVERY/DEMobilIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>ESF 14 of the CTWS EOP</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the EOCs, Agency Operations Centers, and command posts.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )		

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## IA 6 – Volcano

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Volcano Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	
	<input type="checkbox"/> Provide information and training on volcano-hazard response to emergency workers and the public. <ul style="list-style-type: none"> <li><input type="checkbox"/> Implement a public outreach program on volcano hazards.</li> <li><input type="checkbox"/> Review public education and awareness requirements.</li> </ul>	
	<input type="checkbox"/> Participate in CTWS preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	<input type="checkbox"/> Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the CTWS EOC.	
	<input type="checkbox"/> Familiarize staff with requirements for requesting State and federal disaster assistance.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Activate the CTWS EOC and establish Incident or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	<i>ESF 5 of the CTWS EOP, agency and company-specific plans</i>
	<input type="checkbox"/> Activate and implement the CTWS EOP.	
	<input type="checkbox"/> Notify supporting agencies. <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify local, regional, and State agencies that may be able to mobilize resources and staff to the CTWS EOC for support</li> </ul>	
	<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	<i>ESF 2 of the CTWS EOP</i>
	<input type="checkbox"/> Support a Regional Coordination Center, if necessary.	
<input type="checkbox"/> Establish a JIC. <ul style="list-style-type: none"> <li><input type="checkbox"/> Provide a PIO for the JIC.</li> <li><input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	<i>ESF 15 of the CTWS EOP</i>	

Volcano Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or federal resources. If applicable, submit a request for local disaster/emergency declaration following established procedures.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203-Organization Assignment List</i>
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>ICS Form 209-Incident Status Summary</i>
	<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the CTWS EOC, County EOCs, and State ECC; confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and federal agencies that may be affected by the incident. Notify them of the status.	<i>Incident Action Plan</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases ( <i>recurring</i> ).	
	<input type="checkbox"/> Determine need to conduct evacuations and sheltering activities ( <i>recurring</i> ). Request that the Red Cross activate and implement local sheltering plans.	<i>Evacuation Annex and ESF 6 of the CTWS EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to CTWS EOC, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation: <ul style="list-style-type: none"> <li>▪ ESF 1 – Transportation</li> <li>▪ ESF 2 – Emergency Telecommunications and Warning</li> <li>▪ ESF 13 – Public Safety and Security</li> <li>▪ ESF 15 – Emergency Public Information</li> </ul>	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through the CTWS EOC ( <i>recurring</i> ).	<i>ESF 7 of the CTWS EOP</i>

Volcano Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>ICS Resource Tracking forms and EOC forms</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending /receiving, them should be documented as part of the EOC log.	<i>Existing EOC forms/templates</i>
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the EOC Controller and staff will assemble a situation report.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement elements of the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the Incident Commander and/or Safety Officer.	

Volcano Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and COOP/COG plans until normal daily operations can be completely restored. Deactivate/demobilize the CTWS EOC.	<i>ESF 14 of the CTWS EOP and agency-specific recovery</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> Monitor secondary hazards associated with volcano eruption and/or significant activity (e.g. landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, and air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.	
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

# 7

## **IA 7 – Hazardous Materials (Accidental Release)**

IA 7. Hazardous Materials (Accidental Release)

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IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by Tribal Emergency Management and Fire & Safety.	
	<input type="checkbox"/> Participate in CTWS preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	<input type="checkbox"/> Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the CTWS EOC.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> In most incidents, the local fire district will initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the HazMat Team.	<i>ESF 10 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> <li>▪ Notify 9-1-1-dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.</li> </ul>	
	<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	<i>Northwest Area Contingency Plan (NWACP)</i>
	<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	
<input type="checkbox"/> If the situation warrants, request activation of the CTWS EOC via the Incident Commander through the Tribal Emergency Manager.	<i>ESF 5 of the CTWS EOP</i>	

IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate the CTWS EOC, coordinate response activities among Agency Operations Centers and Incident Command Posts, and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.</li> </ul>	<i>ESF 5 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Estimate emergency staffing levels and request personnel support.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop work assignments for ICS positions (<i>recurring</i>).</li> </ul>	<i>ICS Form 203: Organization Assignment List</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Notify HazMat supporting agencies.                             <ul style="list-style-type: none"> <li>▪ Identify local, regional, State, and/or federal agencies that may be able to mobilize resources to the CTWS EOC for support.</li> </ul> </li> </ul>	<i>ESF 10 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Contact OERS at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team.</li> </ul>	<i>OERS is available 24 hours a day.</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Assign liaisons to the CTWS EOC representing government agencies, private entities (e.g., railroad companies, chemical manufacturers, etc.), and other stakeholders.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.                             <ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul> </li> </ul>	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the CTWS EOC, County EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.</li> </ul>	<i>ESF 2 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, State, and federal agencies that may be affected by the incident. Notify them of the status.                             <ul style="list-style-type: none"> <li>▪ For incidents occurring on State highways, ensure that ODOT has been notified.</li> </ul> </li> </ul>	<i>ESF 2 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul> </li> </ul>	<i>ESF 11 of the CTWS EOP</i>

## IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> A lead PIO will be designated by the EOC Controller. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Commander structure as dictated by incident.	
	<input type="checkbox"/> Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure that copies of all documents are available to response personnel.	<i>ESF 10 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li>▪ For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.</li> </ul>	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the plume ( <i>recurring</i> ).	
	<input type="checkbox"/> Based upon the incident's size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ).	<i>Evacuation Annex and ESF 6 of the CTWS EOP</i>
	<input type="checkbox"/> Establish a victim decontamination and treatment area(s).	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels ( <i>recurring</i> ).	<i>ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the CTWS EOP</i>
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish the JIC, as needed.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses using "one message, many voices" concepts ( <i>recurring</i> ).	<i>ESF 15 of the CTWS EOP</i>

IA 7. Hazardous Materials (Accidental Release)

Hazardous Materials Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>▪ Public information will be reviewed and approved for release by the Incident Commander and the lead PIO before dissemination to the public and/or media partners.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.</li> </ul>	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<ul style="list-style-type: none"> <li>❑ Record all incoming and outgoing messages (<i>recurring</i>). All messages and names of those sending and receiving them should be documented as part of the EOC log.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Develop and deliver situation reports (<i>recurring</i>). At regular intervals the Incident Commander/EOC Controller and staff will assemble a Situation Report.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.</li> </ul>	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<ul style="list-style-type: none"> <li>❑ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Coordinate with private sector partners, as needed.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the Incident Commander and/or Safety Officer.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the CTWS EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.</li> </ul>	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<ul style="list-style-type: none"> <li>❑ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private-sector partners.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Release mutual aid resources as soon as possible.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Deactivate/demobilize the CTWS EOC.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Correct any response deficiencies reflected in the Improvement Plan.</li> </ul>	

IA 7. Hazardous Materials (Accidental Release)

<b>Hazardous Materials Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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IA 7. Hazardous Materials (Accidental Release)

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# 8

## IA 8 – Public Health Incident

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IA 8. Public Health Incident

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Have personnel participate in training and exercises, as determined by the Tribal Emergency Manager and/or the Health and Wellness Department.	
	<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with participating agencies in a public health emergency scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
	<input type="checkbox"/> Engage the other local public health departments, Oregon Health Authority, Indian Health Services, Centers for Disease Control and Prevention, and FEMA in public health planning and preparedness activities to ensure that lines of communication and roles/responsibilities are clear across the participating entities.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Monitor and report the presence of contagious infections within the Reservation.	
	<input type="checkbox"/> Evaluate the ability of existing health care facilities to handle public health emergencies.	
	<input type="checkbox"/> Maintain medical supplies and equipment.	<i>Clinic Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Tribal Sanitarian to ensure drinking water quality.	<i>Water Utility Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Sanitarian to provide safe wastewater and sewage disposal.	<i>Water Utility Standard Operating Procedures</i>
<b>RESPONSE PHASE</b>	<input type="checkbox"/> The Health and Wellness Department will initially respond, assume initial Incident Commander responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
	<input type="checkbox"/> Determine the type, scope, and extent of the public health incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> <li>▪ Notify 9-1-1 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements.</li> </ul>	

IA 8. Public Health Incident

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that area hospitals have been notified.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Once the public health threat has been characterized, determine the appropriate methods needed to minimize the spread of disease through collaboration with other county public health departments and the Oregon Health Authority.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ If the pathogen or agent requires laboratory analysis, the Health and Wellness Department may request analytical assistance from the Oregon State Public Health Laboratory.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ If animal health and vector control is required, these services are to be requested through the Tribal Emergency Manager or from Extension Services.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Coordinate sanitation activities and potable water supply provisions.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> If quarantine is in place, establish access control to the area through local law enforcement agencies.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collect and report vital statistics.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> If necessary, conduct a damage assessment for public health facilities and systems.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> The clinic conducts an inventory of its available medical supplies. If more health resources are needed, requests for these supplies should be made through the CTWS EOC.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Activate the CTWS EOC, coordinate response activities among Agency Operations Centers and Incident Command Post, and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Estimate emergency staffing levels and request personnel support.</li> </ul>	

IA 8. Public Health Incident

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
	<ul style="list-style-type: none"> <li>▪ Identify local, regional, State, and federal agencies that may be able to mobilize resources to the CTWS EOC for support.</li> </ul>	
	<input type="checkbox"/> Assign a liaison to other County EOCs to facilitate resource requests.	
	<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, the CTWS EOC, other EOCs, and the State ECC. Confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> The Tribal Emergency Manager, in collaboration with the Health and Wellness Department, designates a PIO representative. The PIO will issue public health information individually or through the JIC, if established, in coordination with appropriate local, regional, State, and federal agencies.	
	<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure, as dictated by the incident.	
	<input type="checkbox"/> Implement local plans and procedures for public health emergencies. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ). Evacuation assistance should be coordinated among ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	<input type="checkbox"/> Establish treatment area(s).	
	<input type="checkbox"/> Determine the need for additional resources, and request as necessary through appropriate channels ( <i>recurring</i> ).	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
	<input type="checkbox"/> Activate MAAs. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	

## IA 8. Public Health Incident

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Establish a JIC, as needed.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
	<ul style="list-style-type: none"> <li>▪ Public information will be reviewed and approved for release by the Incident Commander and the PIO prior to dissemination to the public and/or media partners.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Develop and disseminate public information programs regarding personal health and hygiene.</li> </ul>	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the EOC Manager and staff will assemble a situation report.	
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the CTWS EOC for transmittal to the Health and Wellness Department as soon as it is available.	

IA 8. Public Health Incident

Public Health-Related Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li><input type="checkbox"/> For handling of fatalities, coordination between Fire &amp; Safety, the local Medical Examiner, and the CTWS EOC is needed for medical examiner services.</li> </ul>	
<b>RECOVERY/ DEMOBILIZATION PHASE</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Release mutual aid resources as soon as possible.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the AAR/Improvement Plan.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Deactivate/demobilize the CTWS EOC.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (<a href="http://www.llis.gov">www.llis.gov</a>)</li> </ul>	

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# 9

## IA 9 – Terrorism

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**Background Information**

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and chemical, biological, radiological, nuclear, and explosive (CBRNE) materials.

The CTWS Police Department, in coordination with local, state and federal law enforcement agencies will normally take the lead role in crisis management. The lead agencies for the State and federal government are Oregon State Police (OSP) and the Federal Bureau of Investigations (FBI).

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the federal government provides assistance as required. The CTWS EOC typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the CTWS Health and Wellness Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Office of Emergency Management (OEM) and the Federal Emergency Management Agency (FEMA) are the State and federal consequence management leads.

<b>Terrorism Incident Checklist</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Continue to maintain and revise, as needed, the appropriate emergency response plans relating to terrorism response, including the CTWS EOP and annexes.	
	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by the Tribal Emergency Manager.	
	<input type="checkbox"/> Participate in CTWS, local, regional, State, and federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the CTWS EOC. Include appropriate regional, State, and federal emergency contacts for terrorism response.	
	<input type="checkbox"/> Ensure that terrorism response equipment and personnel inventories for CTWS and for the regional teams are updated. This includes response to CBRNE agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	<input type="checkbox"/> Provide public safety information and educational programs for terrorism emergency preparedness and response.	

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
<b>SURVEILLANCE PHASE (BIO ONLY)</b>	<input type="checkbox"/> Activate Incident/Unified Command upon recommendation from the Police Department. Unified Command may consist of CTWS, County, regional, State, and federal crisis management and consequence management agencies.	
	<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When necessary, send fire, HazMat, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	<input type="checkbox"/> Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
	<input type="checkbox"/> Assess the situation/confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.	
	<input type="checkbox"/> Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
	<input type="checkbox"/> Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
	<input type="checkbox"/> Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Maintain communication between field response crews, the CTWS EOC, local/County EOCs, and the State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.		

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Gather additional information. Include photographs and video recording.	
	<input type="checkbox"/> Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	<input type="checkbox"/> Determine whether any advisories should be issued to the public.	
	<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant that CBRNE agents may be present.	
	<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
	<input type="checkbox"/> Activate the CTWS EOP.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, the CTWS EOC, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Establish an ICP near the incident location. The Incident Command Post should be located uphill and upwind of the incident location.	
	<input type="checkbox"/> Notify supporting agencies (dependent on the type of incident), the Chief Operations Officer, and the Tribal Council.	<i>ESF 2 of the CTWS EOP</i>
<input type="checkbox"/> Identify CTWS, local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.		
<input type="checkbox"/> Determine the type, scope, and extent of the terrorism incident (recurring). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	<i>ICS Form 209: Incident Status Summary</i>	
<input type="checkbox"/> Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, federal agencies (including the FBI), and ESF leads/coordinators of any situational changes.		

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <li>▪ Verify that the hazard perimeter and hazard zone security have been established.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Disseminate appropriate warnings to the public.</li> </ul>	<i>ESF 2 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li>❑ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to preparing for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <li>❑ Confirm or establish communications links among primary and support agencies, the CTWS EOC, County EOCs, and State ECC. Confirm operable phone numbers and backup communication links.</li> </ul>	<i>ESF 2 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li>❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.</li> </ul>	
	<ul style="list-style-type: none"> <li>▪ Notification to the OSP and FBI is required for all terrorism incidents.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ If an incident occurs on State highways, ensure that ODOT has been notified.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> </ul>	
	<ul style="list-style-type: none"> <li>❑ If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), Health and Wellness Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.</li> </ul>	<i>ESF 11 Annex to the CTWS EOP</i>
	<ul style="list-style-type: none"> <li>❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.</li> </ul>	

<b>Terrorism Incident Checklist</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>County Terrorism Response Plan</i>
	<input type="checkbox"/> Obtain current and forecasted weather to project potential HazMat vapor plumes (recurring). <ul style="list-style-type: none"> <li>▪ Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or federal environmental protection agencies.</li> </ul>	<i>ESF 10 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the need to implement evacuations and sheltering activities (recurring). A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. <ul style="list-style-type: none"> <li>▪ Note: Refer to the U.S. Department of Transportation Emergency Response Guidebook for determining the appropriate evacuation distance from the source.</li> </ul>	<i>Evacuation annex and ESF 6 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the need for and activate emergency medical services (recurring).	<i>ESF 8 of the CTWS EOP</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (recurring).	<i>ESF 7 of the CTWS EOP</i>
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Basic Plan of the CTWS EOP</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
	<input type="checkbox"/> Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
	<input type="checkbox"/> Public information will be reviewed and approved for release by the Incident Commander and lead PIO before dissemination to the public and/or media partners.	
	<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks (recurring). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop and deliver situation reports (recurring). At regular intervals, the EOC Controller and staff will assemble a situation report.	
	<input type="checkbox"/> Develop an IAP (recurring). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
	<input type="checkbox"/> Coordinate with private-sector partners, as needed.	
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the Incident Commander and/or Safety Officer.	
	<b>RECOVERY/ DEMobilIZATION PHASE</b>	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.
<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among CTWS, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the EPA may be necessary.		
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.		
<input type="checkbox"/> Release mutual aid resources as soon as possible.		
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.		
<input type="checkbox"/> Deactivate/demobilize the CTWS EOC.		
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.		
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.		
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )		

# 10

## IA 10 – Transportation Accidents

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IA 10. Transportation Accidents

Motor vehicle accidents that occur on roadways within the Reservation would not normally constitute a major emergency under the Emergency Operations Plan (EOP), unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes. Fire Services and Law Enforcement will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the Tribal Emergency Manager.	
	<input type="checkbox"/> Participate in CTWS preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the CTWS EOC.	
	<input type="checkbox"/> Inform the Tribal Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the Tribal Emergency Manager and Fire Services.	
	<input type="checkbox"/> Assess CTWS transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	<input type="checkbox"/> Develop alternate routes based on assessment of hazard threats to transportation infrastructure and based on input from the CTWS EOC, the Public Utilities Department, ODOT, and other road owners.	
RESPONSE PHASE	<input type="checkbox"/> Notification of the occurrence of a transportation incident will come through the Communications Center or observance by field personnel.	
	<input type="checkbox"/> Conduct a scene assessment to determine appropriate level of emergency medical, transportation, and HazMat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	<i>ICS Form 209: Incident Status Summary</i>
	<input type="checkbox"/> Determine the type, scope, and extent of the HazMat incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>IA 4. Hazardous Material Incident Annex</i>

IA 10. Transportation Accidents

<b>Transportation Accidents</b>		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop alternate routes based on assessment of damages to CTWS transportation infrastructure and based on input from the CTWS EOC, the Public Utilities Department, ODOT, and other road owners. Estimate emergency staffing levels and request personnel support.	
	<input type="checkbox"/> CTWS personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
	<input type="checkbox"/> The Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
	<input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hours)	
	<input type="checkbox"/> For railroad accidents, the Incident Commander should contact the railroad company's emergency response center, as well as the NTSB prior to removing any victims or wreckage.	
	<input type="checkbox"/> Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	<input type="checkbox"/> Activate the CTWS EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	
	<input type="checkbox"/> If appropriate, the Incident Commander (or designee) will activate the EAS by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
	<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
	<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the CTWS EOC for support.	
	<input type="checkbox"/> Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	
	<input type="checkbox"/> Notify Command Staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	

IA 10. Transportation Accidents

<b>Transportation Accidents</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm or establish communications links among the CTWS EOC, County EOCs, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.</li> </ul>	
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li><input type="checkbox"/> For incidents occurring on State highways, ensure that ODOT has been notified.</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li><input type="checkbox"/> Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li><input type="checkbox"/> If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul> </li> </ul>	<i>ESF 11 Annex of the CTWSEOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Public information focusing on transit access points, control, and traffic control will be reviewed by the Chief of Police (or designee). Information will be approved for release by the Incident Commander and Lead PIO prior to dissemination to the public.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> If necessary, establish a JIC staffed by PIOs from various agencies.</li> </ul>	<i>ESF 15 of the CTWS EOP</i>
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Advise the CTWS EOC and ODOT of road restrictions and resource/support needs.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, NTSB, and FBI.</li> </ul>	
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	<i>Basic Plan of the CTWS EOP</i>

IA 10. Transportation Accidents

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
	<input type="checkbox"/> Coordinate with the Red Cross to provide Shelter and Family Referral Services through the EOC.	
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels.	
	<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
	<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the EOC Controller and staff will assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander and/or Safety Officer.	
	<input type="checkbox"/> Coordinate with the Red Cross to assist families affected by the transportation incident	
	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	
	<input type="checkbox"/> If necessary, provide critical incident stress management to first responders.	
	<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	<input type="checkbox"/> Deactivate/demobilize the CTWS EOC.	
<input type="checkbox"/> Implement revisions to the CTWS EOP and supporting documents based on lessons learned and best practices adopted during response.		

IA 10. Transportation Accidents

<b>Transportation Accidents</b>		
<b>Phase of Activity</b>	<b>Action Items</b>	<b>Supplemental Information</b>
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website ( <a href="http://www.llis.gov">www.llis.gov</a> )	

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# 11

## IA 11 – Utility Failure

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IA 11. Utility Failure

**Notation:** Most major power failures are the result of other incidents such as winter storms, tornados, etc. You should refer to the specific cause event checklist

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	<input type="checkbox"/> Coordinate with local electric utilities for information affecting local jurisdictions, obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.	
	<input type="checkbox"/> Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.	
	<input type="checkbox"/> Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.	
	<input type="checkbox"/> Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate stand by generators in their respective emergency plan.	
	<input type="checkbox"/> Coordinate with local broadcast media to ensure timely and accurate EAS activation.	
	<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities, e.g., "What to do When the Lights Go Out."	
	<input type="checkbox"/> Ensure that the public is instructed to contact their electric utility to report outages.	
	<input type="checkbox"/> Determine the availability of shelters and obtain shelter agreements if the Red Cross has not.	
	<input type="checkbox"/> Coordinate with the Red Cross, public agencies and/or the Salvation Army for shelter operations, as appropriate.	
<b>RESPONSE PHASE</b>	<input type="checkbox"/> Establish Incident Command.	
	<input type="checkbox"/> Identify immediate action or response requirements.	
	<input type="checkbox"/> Immediately carry out the action requirements necessary to preserve life and or property, including the deployment of required resources.	
	<input type="checkbox"/> Activate the CTWS EOC as appropriate.	
	<input type="checkbox"/> Organize or establish the EOC, based on operational procedures.	

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	<i>ESF 2 of the CTWS EOP</i>
	<input type="checkbox"/> Establish communications with responding agencies.	
	<input type="checkbox"/> Through communications with responding agencies determine as quickly as possible:	
	- General boundary of the affected area.	
	- The general extent of power or other utility disruption.	
	- Immediate needs of response forces or utilities.	
	- Estimated time of repair or duration of outage.	
	- Estimated population affected.	
	<input type="checkbox"/> Evaluate overall situation.	
	<input type="checkbox"/> Communicate with National Weather Service for forecast information for estimated duration of outage / failure.	
	<input type="checkbox"/> Establish communications with the State.	
	<input type="checkbox"/> Establish communications with and request a liaison from electric and gas utilities as appropriate.	
	<input type="checkbox"/> Establish ongoing reporting from the response forces and utilities.	
	<input type="checkbox"/> Coordinate with the Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
	<input type="checkbox"/> On order, evacuate affected areas using available response forces.	
	<input type="checkbox"/> Conduct first staff briefing as soon as practical after EOC activation.	
	<input type="checkbox"/> Activate or establish rumor control through the PIO.	
	<input type="checkbox"/> Establish a schedule for briefings.	
	<input type="checkbox"/> Brief CTWS/agency/utility executives.	
	<input type="checkbox"/> Provide the PIO with updated information.	
	<input type="checkbox"/> Provide response forces with updated information, as appropriate.	
	<input type="checkbox"/> Release causal information, via the PIO as soon as practical.	
	<input type="checkbox"/> If appropriate, establish a JIC with the utility.	<i>ESF 15 of the CTWS EOP</i>
	<input type="checkbox"/> Issue action guidance as appropriate.	
	<input type="checkbox"/> Establish 24/7 duty roster for the EOC and or command post.	
	<input type="checkbox"/> Develop and post any required maps or diagrams.	
	<input type="checkbox"/> Activate an events log.	

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Review and follow resource procurement procedure.	
	<input type="checkbox"/> Inventory additional resources that may be used or called upon for use.	
	<input type="checkbox"/> Activate formal resource request procedure and resource tracking.	
	<input type="checkbox"/> Coordinate all resource requests being forwarded to the State.	
	<input type="checkbox"/> Activate the financial tracking plan, coordinated by the Finance Officer.	
	<input type="checkbox"/> Activate damage assessment and follow damage assessment procedure.	
	<input type="checkbox"/> Develop a 12-hour IAP plan outlining actions that must be accomplished in the next 12 hours.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 205 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Conduct a "second shift" or relieving shift briefing.	<i>ICS Form 209-Incident Status Summary</i>
<b>RECOVERY/ DEMobilIZATION PHASE</b>	<input type="checkbox"/> Discuss with and present to your relief, the incident action plan for the next 12 hours.	
	<input type="checkbox"/> Gather damage assessment information (public, housing, business) from damage assessment teams.	
	<input type="checkbox"/> Gather information from utilities regarding potential for additional immediate or prolonged outages.	
	<input type="checkbox"/> Obtain information from the Red Cross regarding number of sheltered and support necessary for continued operation.	<i>ESF 6 Annex of the CTWS EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Obtain from the Red Cross an estimated duration period for continued shelter operations, if any.	
	<input type="checkbox"/> Assess citizen/community needs for individual assistance and or public assistance.	
	<input type="checkbox"/> Activate local unmet needs committee if appropriate.	
	<input type="checkbox"/> Gather financial information from the Finance Officer.	
	<input type="checkbox"/> As appropriate, gather additional information to include:	
	- Personnel that responded and the time involved in the response.	
- Time sheets or time logs.		
- Supplies used.		

Utility Failure Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
	- Contracts issued.	
	- Purchase orders issued.	
	- Additional expenditures.	
	- Damages to public buildings, equipment, utilities, etc.	
	- Loss of life of any public servant.	
	- Documents regarding economic impact.	
	<input type="checkbox"/> Develop or generate reports for the following, as appropriate:	
	- FEMA.	
	- State.	
	- Local elected officials.	
	- County executives.	
	- Others requiring or requesting reports.	
	<input type="checkbox"/> Coordinate CTWS recovery organizations including federal and State agencies and private or volunteer relief organizations.	
	<input type="checkbox"/> Establish donations management based on policy and procedure.	
	<input type="checkbox"/> Local power outages are unlikely to lead to a Presidential declaration of disaster; however, if a Presidential declaration of disaster is made, file a "Request for Public Assistance" to apply for assistance as soon as possible with the proper State or federal agency.	
	<input type="checkbox"/> Ensure that public officials are made aware of the assistance application process, if applicable.	
	<input type="checkbox"/> Ensure that the general public is made aware, through the PIO, of the assistance application process, if applicable.	
	<input type="checkbox"/> Perform an incident critique as soon as possible with all possible response organizations.	
	<input type="checkbox"/> Review agency and self-performance.	
	<input type="checkbox"/> Review and correct any weaknesses of the plan.	
	<input type="checkbox"/> Implement hazard mitigation or modify hazard mitigation plan accordingly.	
	<input type="checkbox"/> Brief Tribal Council with updated information and disaster recovery progress.	