City of Bandon

555 Hwy 101, PO Box 67
Bandon, OR 97411
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Bandon by the Sea

AGENDA REPORT

TO: Honorable Mayor and Members of the City Council

FROM: Torrey Contreras, City Manager

INITIATED BY: Dana Nichols, Planning Director

DATE: February 5th, 2024

SUBJECT: **Item Number: 4.5 RESOLUTION 24-01: A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF BANDON, OREGON, ADOPTING A REVISED EMERGENCY OPERATIONS PLAN FOR THE CITY OF BANDON**

BACKGROUND:
Around 2013, the City of Bandon received a grant from the Department of Homeland Security to develop an Emergency Operations Plan and utilized the services of Ecology and Environment, Inc. to prepare the document. This plan is an all-hazards plan that describes how the City will organize and respond to emergencies and disasters in the community. The document consists of a basic plan that lays out the roles and responsibilities of city officials and departments and describes how the City will work with other entities in times of disaster. The City is required to update this plan every five years. There was an attempt made by City staff to update this document in 2020, however the onset of the COVID-19 pandemic stalled implementation.

ANALYSIS OF THE ISSUES:
This review primarily updates information of City Councilors and City Staff, designates roles to the appropriate departments and individuals, and is reformatted to meet the requirements of other entities. While this document must be updated at least every five years, there is a recommendation to update every two years, with the change of City Council members and/or Mayor that you may wish to discuss.

FISCAL IMPACT:
None.

RECOMMENDATION:
The following is recommended to the City Council:

1.   Review and discuss the information provided;

2.   Make a motion to approve Resolution 24-01: A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF BANDON, OREGON, ADOPTING A REVISED EMERGENCY OPERATIONS PLAN FOR THE CITY OF BANDON.

3.   Direct staff to disseminate the EOP to individuals and departments as described on page xii of the plan. All City Councilors shall sign the updated EOP prior to dissemination.

Attachments:

1. Resolution 24-01: A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF BANDON, OREGON, ADOPTING A REVISED EMERGENCY OPERATIONS PLAN FOR THE CITY OF BANDON
2. 2024 City of Bandon Emergency Operation Plan (with redline changes)

RESOLUTION NO. 24-01

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE
CITY OF BANDON, OREGON, ADOPTING A REVISED EMERGENCY OPERATIONS PLAN
FOR THE CITY OF BANDON

WHEREAS, the City Council recognizes the need to prepare for emergencies and has developed an Emergency Operations Plan; and

WHEREAS, nearly 10 years have passed since the document has been updated; and

WHEREAS, the document must be updated every five years to ensure all contact information, responsible parties, and delegated duties are current; and

WHEREAS, the 2024 Bandon Emergency Operations Plan has been amended to include this updated information while still meeting county, state, and federal requirements;

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Bandon that the 2024 City of Bandon Emergency Operations Plan is adopted and shall be signed and promulgated according to the Plan Distribution List.

ADOPTED by the City Council this 5th day of February 2024.

_____
Mary Schamehorn, Mayor

Attest:

_____
June Hinojosa
City Recorder

CITY OF BANDON

COOS COUNTY, OREGON

EMERGENCY OPERATIONS PLAN

~~May 2013~~

~~Planning Department~~
~~December 2020~~2024 Update

~~Prepared for:~~

City of Bandon
555 Highway 101
P.O. Box 67
Bandon, OR 97411

Original Document **Prepared by:**

ecology and environment, inc.
Global Environmental Specialists

Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the City of Bandon's response to and support of an emergency incident. If you are not qualified to implement this plan, **DIAL 9-1-1 AND ASK FOR ASSISTANCE.**

1. **Receive alert of incident.**

   ▪ Alerts should be directed to the City Emergency Manager (City Manager).

   ▪ If the City Manager is not available, alerts should be directed to the Mayor or Police Chief based on the City line of succession.

   ▪ Alerts may be received through dispatch, responding agencies, the 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 FA 1 – Emergency Services of the City Emergency Operations Plan for more information on alert and warning.*

2. **Determine need to implement the City's Emergency ~~Management OrganizationOperations Plan~~.**

   ▪ The City Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the City for the incident. This may range from the City Emergency Manager being on stand-by to full activation of the City Emergency Operations Center.

   ▪ Identify key personnel who will be needed to staff the City Emergency Operations Center.

3. **Notify key City personnel and response partners.**

   ▪ The City Emergency Manager will notify key personnel to staff the City Emergency Operations Center based on incident needs.

   ▪ Notify appropriate emergency response agencies.

   ▪ See the City Emergency Resource Directory maintained by the City Emergency Management Coordinator.

4. **Activate the City Emergency Operations Center as appropriate.**

   ▪ The City will utilize the Incident Command System in managing the City Emergency Operations Center.

- Primary Emergency Operations Center Location: City Hall Council Chambers, 555 Highway 101, Bandon, OR

- Alternate Emergency Operations Center Location: Bandon Rural Fire Protection District **[City Action Item: Please see action item on page 5-3 regarding this location]**, 50530 Highway 101, Bandon, OR

- See Section 5.4 of the Basic Plan of the City 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 City Emergency Operations Center can use to communicate with the scene.

   - See Functional Annex 1 – Emergency Services of the City 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:

     o Protective aAction measures including evacuation and shelter-in-place

     o Shelter and housing needs for displaced citizens

     o Emergency public information and coordination with the media

     o Provisions for aAccess and fFunctional nNeeds pPopulations

     o Provisions for animals in disaster

7. **Inform the County and Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**

   - Coos County Emergency Management: 541-396-7790

   - Oregon Emergency Response System: 800-452-0311

- If necessary, responsible parties would then call the National Response Center at 800-424-8802

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

- If the incident has or threatens to overwhelm the City's resources to respond, the City should declare a State of Emergency.

- A declaration may be made by the Mayor. A declaration made by the Mayor or designee should be ratified by Council as soon as practicable.

- The declaration should be submitted to Coos County Emergency Management.

- See Section 1.7 of the Basic Plan of the City 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 City of Bandon will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, Oregon Office of Emergency Management plans, and Coos County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the City of Bandon that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Bandon has, in addition to promulgating this plan, informally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework. **[City Action Item:** Please note – NIMS adoption is required for some funding avenues. If you adopt NIMS, it should be adopted by resolution.]

The National Incident Management System was adopted by Resolution 06-03 January 3, 2006. FOregon Emergency Response System

Consisting of a Basic Plan, Functional Annexes aligned with the Coos County Emergency Support Functions, 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 the City of Bandon will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.

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Letter of Promulgation

To all Recipients:

Promulgated herewith is the revised Emergency Operations Plan for the City of Bandon. This plan supersedes any previous plans. It provides a framework within which the City of Bandon 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 City 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 City. 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 City 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 City Council. It will be revised and updated as required. All recipients are requested to advise the Emergency Management Coordinator 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.

Mary Schamehorn	~~Mike Claassen~~
Mayor	~~Peter Braun~~Madeline Seymour
	Council President

Brian Vick	~~Claudine Hundhausen~~Joshua
Councilmember	Adamson

Letter of Promulgation

_____   _____
                                                          Councilmember

_____   _____
     Geri Procetto   ~~Nancy Drew~~
     Councilmember   ~~Madeline Seymour~~Peter Braun
                                                          Councilmember

_____   _____
     Chris Powell   DATE
     Councilmember

xi

Plan Administration

The Emergency Management Coordinator will coordinate review, ~~revision~~revise, and re-~~promulgation~~promulgate~~of~~ this plan every five years or whenever changes occur, such as lessons learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Emergency Manager without formal City Council approval.

Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Department	Summary of Change
2013	001		Update information and bring overall information and formatting in line with EOPs throughout the State of Oregon.
20240	002	All Departments	Update existing information and ensure Plan and formatting meet the requirements of the State of Oregon, FEMA and NIMS.

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 City of Bandon Emergency Manager is ultimately responsible for dissemination of all plan updates. A copy will be made available for the public at City Hall.

[**City Action Item:** Please note that E&E will provide the City with 5 hard copies of the final EOP as well as 1 CD with all documents included. The City will be responsible for printing any additional copies, as necessary, so we recommend reviewing the distribution list carefully to determine who needs a hard copy and who would be better served by receiving an electronic copy.]

The following Departments will be provided with copies of the final EOP. A CD copy will be placed in the City vault and in all distributed copies of the Plan.

Date	No. of Hard Copies	Department/Agency	Title/Name
	1	Bandon Conference and Community Center	Manager
	1	Bandon Rural Fire District	Chief
	1	City Administration	City Manager
	7	City Administration	Mayor and Council
	1	City Electric Department	Supervisor
	1	City Finance Department	Director
	1	City Library Department	~~Librarian~~Director
	1	City Planning Department	~~Planner~~Director
	1	City Police Department	Chief
	1	City Public Works	Supervisor
	1	Coos County Emergency Management	Emergency Program Manager
	1	Oregon Office of Emergency Management	State Domestic Preparedness Coordinator

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 Emergency Management Coordinator 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 be performed concurrently with review of other related City emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
Basic Plan	Emergency Manager Emergency Management Coordinator
Functional Annexes (FAs)	
FA 1 Emergency Services	City Police Department Bandon Rural Fire Protection District Emergency Manager
FA 2 Human Services	Emergency Manager Emergency Management Coordinator
FA 3 Infrastructure Services	City Public Works Department City Electric Department
FA 4 Recovery Strategy	Emergency Manager Emergency Management Coordinator
Support Annexes (SAs)	
SA A Debris Management	City Public Works Department
SA B Animal Disaster Plan	Emergency Manager Emergency Management Coordinator
Incident Annexes (IAs)	
IA 1 Drought	City Public Works Department
IA 2 Earthquake	City Public Works Department City Electric Department
IA 3 Major Fire	Bandon Rural Fire Protection District
IA 4 Flood	City Public Works Department
IA 5 Severe Weather	City Public Works Department City Electric Department
IA 6 Tsunami	City Public Works Department City Electric Department

Section/Annex	Responsible Party
IA 7 Volcano	City Public Works Department
IA 8 Hazardous Materials Incident	Bandon Rural Fire Protection District
IA 9 Public Health Incident	Emergency Manager Emergency Management Coordinator
IA 10 Terrorism	City Police Department
IA 11 Transportation Accidents	City Police Department
IA 12 Utility Failure	City Public Works Department City Electric Department

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1 Introduction

1.1 General

The City of Bandon (City) emergency management mission is to ensure that the City is prepared for a disaster by ensuring coordination of protection prevention, mitigation, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively in the City 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 the City 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.

> **Commented [DN1]:** Awkward sentence.

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 within the City that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, 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 the City.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm the City's resources. While recognizing

this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

1.1.1   Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against 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 person who lives or works in the City 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, the City will assist its citizens 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 the City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens 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 the City's approach to emergency response and enhances the City's ability to protect the safety, health, and welfare of its citizens. It describes the City's 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 in the City. The EOP:

- ■ Includes all hazards and types of emergencies likely to impact the City.

- ■ 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.

■ Identifies roles and responsibilities of City 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 City, Coos County (County), 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 City 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 unincorporated areas of the City, incorporated municipalities, or a combination thereof. This plan is intended to guide the City's 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, City 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 elected 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 City manages the wide range of risks to which it is subject.

1.5 ~~1.3~~ Plan Activation

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

■ Incidents in or affecting the City.

■ Health emergencies in or affecting the City.

■ Non-routine life-safety issues in or affecting the City.

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

1.4   Plan Organization

The City EOP is composed of three main elements:

■ Basic Plan (with appendices).

■ Functional Annexes (FAs).

■ Support Annexes (SAas).

■ Incident Annexes (IAas).

Figure 1-1   City of Bandon Emergency Operations Plan Organization
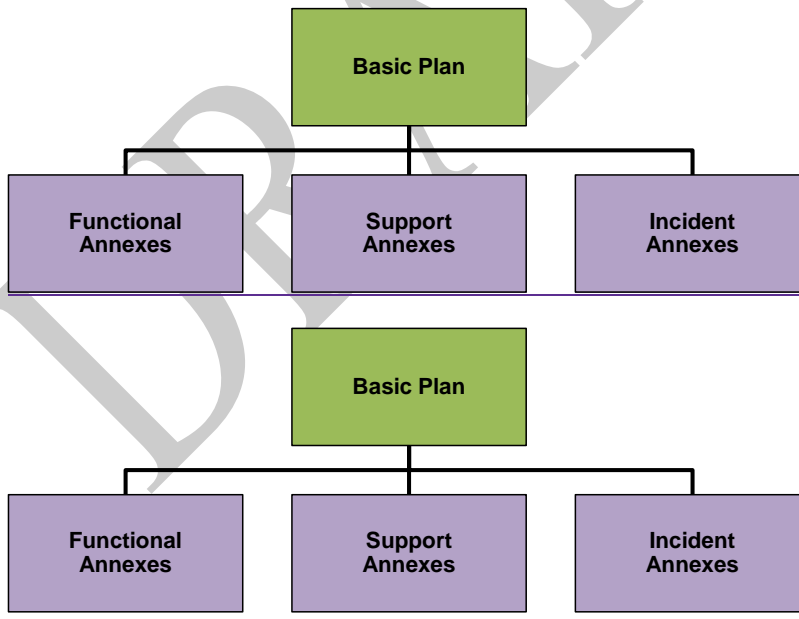
1.4.1   Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its emergency response, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.

- Describe the context under which the City will respond to an incident, including a community profile and discussion of hazards and threats facing the community.

- Assign and describe roles and responsibilities for the City's employees tasked with emergency preparedness and response functions.

- Describe a concept of operations for the City that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.

- Describe the City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.

- Discuss the City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2   Functional Annexes

The FA's focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting additional resources from County agencies. For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations is grouped into four FA's, which supplement the information in the Basic Plan:

- FA 1 – Emergency Services.

- FA 2 – Human Services.

- FA 3 – Infrastructure Services.

- FA 4 – Recovery Strategy.

The Fas are designed to be consistent with the 15 Emergency Support Function (ESF) annexes of the County EOP. Recognizing that the City relies on the County or other response partners to provide certain functions, the Fas group information in a manner that streamlines the planning document and better reflects the City's organization and capabilities. Tables 1-1 through 1-4 show the relationship between the City's Fas and the County ESF annexes. This structure is also consistent with the State of Oregon (State) EOP and the National Response Framework (NRF). City emergency personnel should be familiar with the

County's EOP and ESF structure to better understand how the City's response efforts would be coordinated with the County during an emergency event.

Table 1-1   City Functional Annex 1 – Emergency Services

County ESFs	City Function
ESF 2 – Communications	Emergency Communications
ESF 4 – Firefighting	Fire Services
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions described in the Emergency Services Annex may include: ■ Evacuation and Population Protection	

Table 1-2   City Functional Annex 2 – Human Services

County ESFs	City Function
ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services	Mass Care, Emergency Assistance, Housing, and Human Services (in cooperation with the Red Cross and County)
ESF 8 – Public Health and Medical Services	Public Health and Environmental Health (in cooperation with the County)
ESF 11 – Agriculture and Natural Resources	Animals in Disaster
NOTE: Additional functions described in the Human Services Annex may include: ■ Worker Health and Safety	

Table 1-3   City Functional Annex 3 – Infrastructure Services

County ESFs	City Function
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions described in the Infrastructure Services Annex may include: ■ Debris Management	

Table 1-4	City Functional Annex 4 – Recovery Strategy
County ESFs	**City Function**
ESF 14 – Long-Term Community Recovery	Damage Assessment, Public Assistance, and Individual Assistance (in cooperation with County, State and federal agencies)

NOTE: Additional functions described in the Recovery Strategy Annex may include long-term recovery activities such as:

- Community Planning and Capacity Building
- Economic Recovery
- Health and Social Services Recovery
- Housing Recovery
- Infrastructure Systems Recovery
- Natural and Cultural Resources Recovery

1.4.3   Support Annexes

Sas describe how the City 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 overarching in nature and applicable to nearly every type of incident.

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

- SA A – Debris Management

- SA B – Animal Disaster Plan

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. 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.

- IA 1 – Drought

- IA 2 – Earthquake

- IA 3 – Major Fire

- IA 4 – Flood (including Dam Failure)

- IA 5 – Severe Weather

- IA 6 – Tsunami

- IA 7 – Volcano

- IA 8 – Hazardous Materials Incident (Accidental Release)

- IA 9 – Public Health Incident

- IA 10 – Terrorism

- IA 11 – Transportation Accident

- IA 12 – 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 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 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 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 NRF is a guide to how state and federal government should conduct all-hazards 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 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 focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

The National Disaster Recovery Framework defines:

- Core recovery principles.

- Roles and responsibilities of recovery coordinators and other stakeholders.

- A coordinating structure that facilitates communication and collaboration among all stakeholders.

- Guidance for pre- and post-disaster recovery planning.

- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon Emergency Management Plan (EMP) is developed, revised, and published by the Director of the Oregon Military Department, 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 Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the Emergency Management Organization (EMO); contains FA's that describe the management of functional areas common to

most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.

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

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.

- The Governor declares ~~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 city or county fails to act.

1.5.3   County Plans

The City relies on the County for many critical services during an emergency, so it is vital for the City to be familiar with the County's plans and how they link with City emergency plans.

1.5.3.1   Coos County Emergency Operations Plan

The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, throughout the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways and legal authorities involved with critical decision making and resource allocation by local and County governments. The 15 ESF annexes supplement the information in the Basic Plan and are consistent with the support functions identified in State and federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency. In addition, the County EOP contains IA's that provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

If capabilities or resources prove limited or unavailable to the City during an emergency or disaster, escalation pathways and procedures for requesting additional resources through County, State, or federal agencies are clearly defined in each County ESF.

1.5.3.2 Natural Hazard Mitigation Plan

The County Natural Hazard Mitigation Plan forms the foundation for the County's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. 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.

See Chapter 2 for a more detailed hazard analysis.

1.5.3.3 Coos County Public Health Preparedness Program

The County Public Health Department 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 in the County.

County public health administrators are charged with the strict and thorough enforcement of the public health laws of Oregon. 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 EMOs traditionally lacking in integrated operations.

1.5.3.4 Community Wildfire Protection Plan

The County Community Wildfire Protection Plan reflects a Countywide effort to reduce wildland fire risk to communities and their citizens, the environment, and quality of life within the County. Citizens, fire districts, County staff or elected officials, and agency representatives have worked together to create a plan for implementing fuels reduction projects, fire prevention education campaigns, and other fire-related programs.

Developed by the local coordinating group composed of rural fire protection districts, local government, State and federal agencies, and community-based organizations, this plan's mission is to enhance community safety and values through fuel hazard reduction, risk reduction, and fire prevention and to reduce the risk from wildland fire to life, property, and natural resources in the County.

1.5.4 City Plans

The City EOP is part of a suite of plans that address various elements of the City's emergency management program. While the EOP is focused on short-term recovery, other plans address the City's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the City EOP, and are outlined below.

1.5.4.1 Continuity of Operations Plan

The City has not formalized a Continuity of Operations (COOP) plan to date. However, should one be developed and implemented in the future, the plan may be used in conjunction with the EOP during various emergency situations. A COOP plan details the processes for performing administrative and operational functions during emergencies that may disrupt normal business activities. It identifies essential functions of local government, private-sector businesses, and community services and delineates procedures to support their continuation. COOP plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.

- Establishment of orders of succession for key positions.

- Establishment of delegations of authority for making policy determination and other decisions.

- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.

- Development of interoperable communications systems.

- Protection of vital records needed to support essential functions.

- Management of human capital.

- Development of a Test, Training, and Exercise Program for continuity situations.

- Devolution of Control planning.

- Reconstitution and resumption of normal operations.

1.5.4.2   Natural Hazards Mitigation Plan

The City has adopted the County Multi-Jurisdictional Natural Hazard Mitigation Plan (NHMP), which includes an addendum specific to the City. The addendum creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and economic impact from future disasters. The Coos County NHMP was last updated in 2023.

See Chapter 2 for a more detailed hazard analysis.

1.5.5   Support Agency Plans

The City's is supported by a number of partner agencies. To the greatest extent possible, the City encourages support agencies to design their plans to complement the City EOP, and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages. The following support agency plans are in place within the City:

- Bandon School District Emergency Plan

- Southern Coos General Hospital Emergency Plan

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. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a State of Emergency.

The City does not have an office or division of emergency management services separate from its existing departments. However, for the purposes of this plan and consistency with the County and State plans, the City's emergency management structure will be referred to generally as the City Emergency Management Organization (EMO), though no formal organization exists. The City EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the City EOP.

- ■ Manage and maintain the City Emergency Operations Center (EOC) from which City 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 County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with the National Incident Management System (NIMS).

Through promulgation of this plan, the City Administration Department has been identified as the lead agency in the EMO. The City Manager, given the collateral title of Emergency Manager, has authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager has may delegated many of these activities to the Emergency Management Coordinator.

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

Table 1-5 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

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

Table 1-5   Legal Authorities
State of Oregon
– Oregon Revised Statutes (ORS) 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
– OERS 279B.080 – Emergency Procurements
– ORS 401. Emergency Management and Services
– ORS 402. Emergency Mutual Assistance Agreements
– ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System
– ORS 404. Search and Rescue
– ORS 431. State and Local Administration and Enforcement of Health Laws
– ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air
– ORS 476. State Fire Marshal; Protection From Fire Generally
– ORS 477. Fire Protection of Forests and Vegetation
– State of Oregon Emergency Operations Plan
Coos County
– Coos County Ordinance Article 10, Emergency Management
City of Bandon
– Bandon Municipal Code, Chapter 1.06, Emergency Powers
– [City Action Item: Please provide either copies or the name, date and brief description of resolutions/ordinances related to emergency management]National Incident Management System adopted 06-03 January 3, 2006
– Emergency Management Plan adopted by Resolution 05-11 February 22, 2005

1.6.2   Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See individual FAs for existing mutual aid agreements.

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

1.7 Emergency Powers

1.7.1 General

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

■ Diverting funds and resources to emergency operations in order to meet immediate needs.

■ Authorizing implementation of local emergency plans and implementing extraordinary protective measures.

■ Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.

■ Providing specific legal protection for actions initiated under emergency conditions.

■ Setting the stage for requesting State and/or federal assistance to augment local resources and capabilities.

■ Raising public awareness and encouraging the community to become involved in protecting their resources.

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

1.7.2 City of Bandon Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing County, State, or federal disaster assistance. To declare a state of emergency, the Mayor will call either a regular or special meeting of the City Council to request a declaration of emergency by the council, or immediately declare an emergency in writing. If the Mayor is not available, the lines of succession in Table 1-6 in Section 1.8.1 will apply. [See Page 1-19]

A declaration 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 City boundaries.

■ Estimate the number of individuals at risk, injured, or killed.

1-17

- ■ 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. The City Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If County, 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.

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

- ■ **EOC DirectorCity Emergency Manager**: Present the package to City Council.

- ■ **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).

- ■ **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   Coos County Declaration Process

The Board of Commissioners will typically receive a request to declare a local state of emergency from a County department head or a City official. For a public health emergency, the Coos County Public Health Administrator will advise the Board of Commissioners to make the declaration. The Board of Commissioners, with support from County legal staff, will declare a state of emergency for Coos County based on an assessment of the following conditions: incident type, location, date, and time; area impacted; people at risk; injuries and deaths; extent

of property damage; actions taken; and resources committed and anticipated resources needed. Local declarations of emergency for which state and/or federal assistance is requested will be forwarded to the Governor via the Oregon Department of Emergency MManagement (OEM).

1.7.4 State Assistance

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

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

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

1.7.5 Federal Assistance

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

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

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-6 presents the policy and operational lines of succession during an emergency for the City.

Table 1-6 City Lines of Succession	
Emergency Coordination	**Emergency Policy and Governance**
1. Emergency Manager (City Manager) 2. Mayor 3. City Attorney	1. Mayor 2. City Council President 3. City Manager 4. City Attorney

Table 1-6	City Lines of Succession
Emergency Coordination	**Emergency Policy and Governance**
	5. City Recorder
	6. Police Chief

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession can be found in each individual department. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City 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 City department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information to achieving the agency mission.

1.9   Administration and Logistics

1.9.1   Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager, or designee, to the County Emergency Program Manager according to provisions outlined under ORS Chapter 401.

The Emergency Manager of the City is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EIC. County Emergency Management processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Bandon Fire Protection District Fire Chief and County 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 the

Oregon Emergency Response System. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.9.2   Financial Management

During an emergency, the City is likely to find it necessary to redirect its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities is dependent upon the amount. If an incident in the City requires major redirection of City fiscal resources, the City 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 County as necessary. The following general procedures will be carried out:

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

- The City Council will declare a State of Emergency and request assistance through the County.

- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Mayor and City 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 City Manager will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests. During activation of the City 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

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

1.9.4   Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the City to receive proper reimbursement for emergency expenditures and to maintain a

historical record of the incident. City 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 (AARs).

1.10 Safety of Employees and Family

All 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 911 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans 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 overall response activities required to protect the City 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 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, in coordination with the Oregon Health Authority, may provide assistance and guidance on worker safety and health issues.

While all City 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 expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing Continuity of Operations (COOP) planning.

2 Situation and Planning Assumptions

2.1 Situation

The City of Bandon is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Natural hazards 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, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

2.1.1.1 Geography

Bandon is located in Coos County along the Southern Coast of Oregon at the mouth of the Coquille River. The nearest major metropolitan area is Portland, which is found 243.7 miles to the northeast. According to the 2000 U.S. Census, Bandon encompasses a total area of 3.1 square miles, including 0.3 square miles of water and 2.8 square miles of land.

2.1.1.2 Demographics

As of the census of 20~~20~~10, there were 3,~~066~~321 people ~~(,~~1,~~466~~687 households~~),~~ ~~and 762 families~~ residing in the city. ~~[Estimated population in 2019 was 3,155 people].~~ The population density ~~was 1,106.9~~is 1055 inhabitants per square mile. There ~~were~~ are 2,077~~1,860~~ housing units at an average density of ~~671.5~~660 units per square mile. ~~The racial makeup of t~~The ~~he~~ city ~~was~~is ~~92.6~~87.9% White alone, while the other 12% of the population reports being non-White or more than one race. ~~, 0.4% African American, 1.4% Native American, 0.8% Asian, 0.1% Pacific Islander, 1.4% from other races, and 3.4% from two or more races.~~ Hispanic or Latino of any race were ~~5.5~~6% of the population.

There ~~were~~ are 1,~~466~~687 households out of which ~~18.1~~8.4% had children under the age of 18 living with them. ~~, 37.6% were married couples living together, 10.2% had a female householder with no husband present, 4.2% had a male householder with no wife present, and 48.0% were non-families. 39.6% of all households were made up of individuals and 20.8% had someone living alone who was 65 years of age or older.~~ The average household size ~~i~~was 2.01 and the average family size was 2.62.

The median age in the city was 53.4 years. 15.3% of residents were under the age of 18; 6.3% were between the ages of 18 and 24; 17.3% were from 25 to 44; 31.2% were from 45 to 64; and 30% were 65 years of age or older. The gender makeup of the city was 46.3% male and 53.7% female.

2.1.1.3   Economy

TAccording to the 2022 American Community Survey 5-year estimates, the City's highest employment industries include tourism and food services, information, retail trade, and education, health, and social servicescurrent economy revolves around wood products, fishing, tourism, and agriculture. 4.1% of jobs are in agriculture, forestry, fishing and hunting, and mining. The five largest employers in the area include Bandon Dunes Golf Course, Southern Coos Health District, School District #54C, Oregon Overseas Timber, and Hardin Optical.

Currently, Bandon is a center of cranberry production -in Oregon. More than 100 growers harvest about 1,600 acres around Bandon, raising 95 percent of Oregon's cranberries, and about 5% of the national crop. Production averages about 30 million pounds of berries and harvest is in the fall. Some berries are trucked to Eugene and Albany. Others are taken to an Ocean Spray facility in Prosser, Washington, to be concentrated.

Bandon Dunes Golf Resort is a 2,525-acre complex of fiveeight golf courses located just north of the City. Four of the five golf Five courses are regulation length and the other is a short 13 hole par 3 course. The championship courses,: Bandon Dunes, Old Macdonald, Pacific Dunes, and Bandon Trails are, and the Sheep Ranch. Shorty's is a 13 hole, par 3 practice course located in the Practice Center. The Punch Bowl is a practice putting green located adjacent to the top four courses in first tee at Pacific Dunes. The Bandon Dunes Resort golf courses are ranked among best in the U.S.

Bandon Preserve is a 13 hole, par 3 course located on the resort. All proceeds from this course go directly to the Wild Rivers Coast alliance, an organization supporting conservation, community, and economy on the Southern Oregon Coast.In addition to golf courses, the site contains staff housing, short-term lodging, restaurants and walking trails.

2.1.1.4   Education

Bandon School District provides public education, including special education, andeducation, and school bus service, plus special education.. Grades kindergarten through fourth grade at Ocean Crest Elementary; 5-8 at Harbor Lights Middle School; 9-12 at Bandon High School. Pacific Christian School offers pre-school to eighth. Head Start offers pre-school for low-income families. A few licensed home day-care facilities are also available.

2.1.1.5   Arts

Bandon Playhouse, Bandon Youth Theater and other community groups use the Sprague Theater in the City's 11th St Park. Galleries feature works of area artists and those nationally known. The Oregon Coast Music Association offers local concerts throughout the year.

2.1.1.6   Transportation

A public transit van is available in the City Public transportation is available through Curry Public Transit to bring riders from Coos Bay/North Bend to Brookings, with one stop in Bandon at the Ray's Food Plaza. Dial-a-bus services are offered through the Coos County Area Transportation District (CCATD).

on weekdays Tand the Bandon State Airport is located south of town and accommodates 25 based aircraft and handles approximately 7,000 annual general aviation operations. .

2.1.1.6   Community Events

- ■ **Cranberry Festival** – held the second weekend of September to celebrate the Cranberry harvest. The event includes live music, a parade, cranberry eating contest, activities for children, and vendor booths. The event draws tourists and participants from all areas of the Oregon coast, Washington and California.

- ■ **4th of July Parade –** Includes a parade that travel down Highway 101 and through Old Town and a fireworks show over the Coquille River

Figure 2-1   Map of City of Bandon
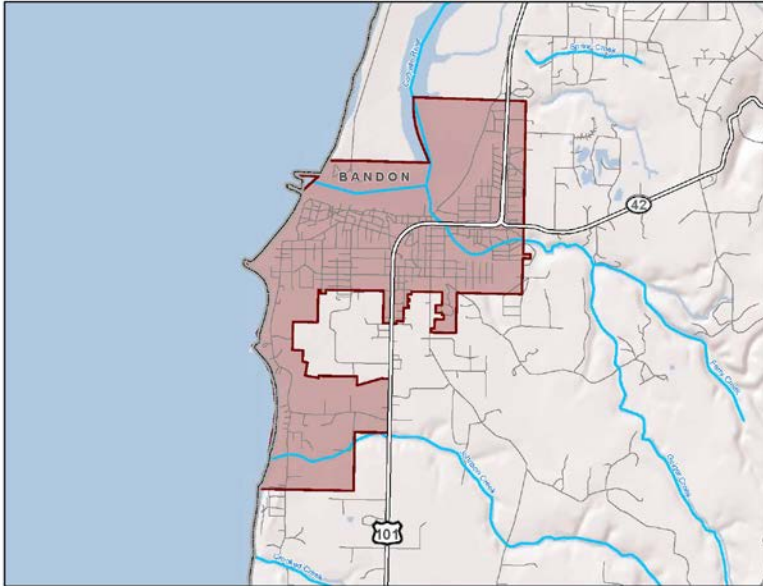
Figure 2-2   Map of Coos County

2.1.2   Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats.

- **Natural Hazards.** Result from acts of nature.

- **Technological Hazards.** Result from accidents or failures of systems and structures.

- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.

Table 2-1 identifies the hazard/threat most likely to impact the City based on the community's vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-1 City of Bandon Identified Threats/Hazards		
Natural	**Technological**	**Human-Caused**
• Coastal Erosion • Communications System Failure • Distant Tsunami • Drought • Dust Storm • Earthquake - Cascadia (3-5min) • Earthquake - Crustal (1 min) • Flood - Riverine • Flood - Tidal • Landslide/Debris Flow • Local Tsunami • Power Failure • Sewer Treatment Failure • Volcano • Water Supply Disruption • Wildfire (WUI) • Windstorm • Winter Storm	• Airplane Crash • Dam Failure • Fire - Large Scale Urban Conflagration • Fuel Line Explosion • Hazmat Release - Fixed Facility • Hazmat Release - Transportation • Information Technology Disruption • Liquid Fuel Supply Disruption	• Civil Disturbance/ Protest/ Demonstration • Improvised Explosive Device (e.g. pipe bomb) • Public Health Emergency

See the County Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.

2.1.2.1   Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the City. These hazards include:

■ **Bridge Damage –** The City has two bridges, one to the North and one to the South. If either or both of these bridges was were inaccessible, receiving supplies and support would be a challenge.

■ **Landslides –** Similar to bridge damage, landslides north and south of the City along Highway 101 may cause the City to be cut off from supplies and support.

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.

Table 2-2   Coos County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History[1] (WF=2)	Vulnerability[2] (WF=5)	Max Threat[3] (WF=10)	Probability[4] (WF=7)	
Score for each rating criteria = *Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)*					
Communications System Failure	20	50	100	70	240
Information Technology Disruption	20	50	100	70	240
Windstorm	20	40	90	63	213
Winter Storm	20	40	90	63	213
Public Health Emergency	16	40	100	56	212
Power Failure	20	40	80	70	210
Earthquake-Cascadia	2	45	100	56	203
Earthquake - Crustal	10	40	80	56	186
Local Tsunami	2	40	80	56	178
Distant Tsunami	10	35	70	63	178
Flood - Riverine	20	40	40	63	163
Coastal Erosion	8	20	70	56	154
Liquid Fuel Supply Disruption	2	40	80	28	150
Sewer Treatment Failure	20	20	40	63	143
Landslide/Debris Flow	18	20	40	63	141
Volcano	6	35	70	28	139
Wildfire (WUI)	16	30	40	49	135
Flood - Tidal	6	25	50	49	130

Table 2-2   Coos County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				
	History[1] (WF=2)	Vulnerability[2] (WF=5)	Max Threat[3] (WF=10)	Probability[4] (WF=7)	Total Score
Score for each rating criteria = *Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)*					
Drought	8	25	40	56	129
Water Supply Disruption	8	20	40	56	124
Hazmat Release - Transportation	14	20	40	49	123
Fire - Large Scale Urban Conflagration	18	25	50	28	121
Hazmat Release - Fixed Facility	8	15	30	49	102
Airplane Crash	16	5	10	56	87
Civil Disturbance/Protest/ Demonstration	8	5	10	56	79
Fuel Line Explosion	1	20	40	14	75
Dam Failure	4	15	20	14	53
Improvised Explosive Device (e.g. pipe bomb)	6	5	10	7	28
Dust Storm	2	5	10	7	24
Extreme Heat Event	2	5	10	7	24
Truck Bomb	2	5	10	7	24
Mail/Package Bomb	2	5	10	7	24
Suicide Bomb	2	5	10	7	24
Active Shooter	2	5	10	7	24
Intentional Biological Agent Release	2	5	10	7	24
Intentional Radiological Material Release	2	5	10	7	24
Intentional Chemical Release	2	5	10	7	24
Cyber terrorism	2	5	10	7	24
Animal/Eco-terrorism	2	5	10	7	24
Train Derailment	2	5	10	7	24
Sports/Public Event Disturbance	2	5	10	7	24
School violence	2	5	10	7	24
Sabotage	2	5	10	7	24
Riot	2	5	10	7	24

Table 2-2	Coos County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History[1] (WF=2)	Vulnerability[2] (WF=5)	Max Threat[3] (WF=10)	Probability[4] (WF=7)	

Score for each rating criteria =
Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point)   X   Weight Factor (WF)

Notes:

1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.

2.1.4   Capability Assessment

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

The City 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.

Table 2-3	Core Capabilities by Mission Area			
Prevention	**Protection**	**Mitigation**	**Response**	**Recovery**
Planning				
Public Information and Warning				
Operational Coordination				
• Forensics and Attribution • Intelligence and Information Sharing • Interdiction and Disruption • Screening, Search, and Detection	• Access Control and Identify Verification • Cybersecurity • Intelligence and Information Sharing • Interdiction and Disruption • Physical Protective Measures • Risk Management for Protection Programs and Activities • Screening, Search, and Detection • Supply Chain Integrity and Security	• Community Resilience • Long-Term Vulnerability Reduction • Risk and Disaster Resilience Assessment • Threats and Hazard Identification	• Critical Transportation • Environmental Response/ Health and Safety • Fatality Management Services • Infrastructure Systems • Mass Care Services • Mass Search and Rescue Operations • On-Scene Security and Protection • Operational Communica-tions • Public and Private Services and Resources • Public Health and Medical Services • Situational Assessment	• Economic Recovery • Health and Social Services • Housing • Infrastructure Systems • Natural and Cultural Resources

2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) are owned and operated by the City or local partners and support the delivery of critical and essential services. These resources are necessary to ensure the City'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

The City has undertaken the following protection activities for CIKR within the City:

■ Generators have been moved out of the floodplain.

■ No new buildings are being built in the floodplain.

2.2   Assumptions

This EOP is based on the following assumptions and limitations:

■ Essential City services will be maintained as long as conditions permit.

■ An emergency will require prompt and effective response and recovery operations by City 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 City and County 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.

■ County support of City emergency operations will be based on the principle of self-help. The City will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.

■ 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 City may be affected by environmental and technological emergencies.

■ The United States Department of Homeland Security provides information on threat conditions across the United States and identifies possible targets.

■ A terrorist-related incident or attack may occur without warning. If such an attack occurs, the City 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 the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.

■ Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.

■ City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City 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.

3

Roles and Responsibilities

3.1 General

Local and County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and 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.

The County Emergency Program Manager is responsible for emergency management planning and operations for the area of the County lying outside the corporate limits of the incorporated municipalities of the County. The mayor or other designated official (pursuant to city charter or ordinance) of each incorporated municipality is responsible for emergency management planning and operations for that jurisdiction. (These responsibilities may be shared with County Emergency Management under agreement.)

The City of Bandon 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 in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent.

Most City 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

Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure. The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other City 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 City's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the City is divided into two general groups, organized by function—the Policy Group and Emergency Response Agencies.

3.2.1 Policy Group

The Policy Group may include representation from each City department during an event. 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 local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.

- Supporting staff participation in local mitigation efforts within the jurisdiction, 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 residents to be prepared and participate in volunteer organizations and training courses.

3.2.1.1 Mayor and City Council

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

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by city ordinance.

- Adopting an EOP and other emergency management–related resolutions.

- Declaring a state of emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.

- Acting as liaison to the community during activation of the EOC.

- Acting on emergency funding needs.

- Attending Public Information Officer (PIO) briefings.

3.2.1.2 City Manager (Emergency Manager)

The City Manager is responsible for continuity of government, overall direction of City emergency operations, and dissemination of public information, including the following tasks:

- Ensuring that all City 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.

- Activating the City EOC.

- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.

3.2.1.3 Emergency Management Coordinator

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

- ■ Serving as staff advisor to the City Council and City Manager for emergency matters.

- ■ Coordinating the planning and general preparedness activities of the government and maintenance of this plan.

- ■ 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 City EOC.

- ■ Keeping the governing body apprised of the City's preparedness status and anticipated needs.

- ■ Serving as day-to-day liaison between the City and County Emergency Management.

- ■ Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4   City Department Heads

Department and agency heads collaborate with the Policy Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. 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 City Manager.

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 the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are responsible for:

- ■ Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.

- ■ Establishing, in writing, an ongoing line of succession of authority for each department.

■ 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.

■ Establishing internal lines of succession of authority.

■ Ensuring that vehicles and other equipment are equipped and ready,
   in accordance with standard SOPs.

■ Identifying critical functions and developing procedures for
   maintaining and/or reestablishing services provided to the public and
   other City departments.

■ Assigning personnel to the EOC, as charged by this plan.

■ Developing and implementing procedures for protecting vital
   records, materials, and facilities.

■ Promoting family preparedness among employees.

■ Ensuring that staff complete any NIMS-required training.

■ Ensuring that department plans and SOPs incorporate NIMS
   components, principles, and policies.

■ Dedicating staff time for preparedness training and participation in
   exercises.

■ Preparing and maintaining supporting SOPs 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
departments/districts, law enforcement, emergency medical service (EMS)
providers, and public health, 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 those agencies with substantial support roles during major incidents.

3.2.3.1 Transportation

Primary Agency: City Public Works Department

Supporting Agencies: County Road Department, Oregon Department of Transportation

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas, numbers of potential evacuees, and numbers of people requiring transportation to reception areas (including vulnerable populations).

- Coordinating transportation needs for Access and Functional Needs Populations.

- Identifying emergency traffic routes.

- Determining optimal traffic flow and movement priority from residences to highways.

- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

- Coordinating transportation services, equipment, and personnel using emergency routes.

- Providing guidance on commuting arrangements for essential workers during the evacuation period.

- Proposing locations of roadblocks and patrols for evacuation movement.

- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more details.

3.2.3.2   Communications

Primary Agency: City Administration, County Sheriff's Office (911 Dispatch Center)

Supporting Agencies: City Police Department

Alert and Warning

Responsibilities related to alert and warning include:

- Disseminating emergency public information, as requested by the on-scene Incident Commander, EOC Director or PIO.

- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.

- Coordinating the use of all public and private communication systems necessary during emergencies.

- Managing and coordinating all emergency communication within the EOC, once activated.

See FA 1 – Emergency Services and the County EOP, ESF 2 – Communications for more details.

3.2.3.3   Public Works and Engineering

Primary Agency: City Public Works Department, City Electric Department

Supporting Agencies: County Road Department

Responsibilities related to public works and engineering include:

- Barricading hazardous areas.

- Performing priority restoration of streets and bridges.

- Protecting and restoring waste treatment and disposal systems.

- Augmenting sanitation services.

- Assessing damage to streets, bridges, traffic control devices, the waste-water treatment system, and other public works facilities.

- Removing debris.

- Assessing damage to City-owned facilities.

- Condemning unsafe structures.

- Directing temporary repair of essential facilities.

See FA 3 – Infrastructure Services and the County EOP, ESF 3 – Public Works and Engineering for more details.

3.2.3.4 Firefighting

Primary Agency: Bandon Rural Fire Protection District

Supporting Agencies: Mutual Aid Partners

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid in order 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

See FA 1 – Emergency Services and the County EOP, ESF 4 – Firefighting for more details.

3.2.3.5 Emergency Management

Primary Agency: City Administration

Supporting Agencies: All remaining departments (as directed by the Emergency Manager), County Emergency Management

Emergency Operations Center

The Emergency Management Coordinator, in coordination with the 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. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and 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 the City 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 County 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.

See Chapter 5 – Command and Control, FA 1 – Emergency Services, and the County EOP Basic Plan and ESF 5 – Emergency Management for more details.

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

Primary Agency: American Red Cross, City Administration

Supporting Agencies: County Public Health Department, County Emergency Management

The City relies on the support of the County to provide Shelter and Mass Care Services and has adopted the procedures outlined in the County EOP. The County Public Health Department, with support from the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, 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 Community Shelter Plan and SA B – Animal Disaster Plan.

- Supervising the Shelter Management program (stocking, marking and equipping, etc.) for natural disasters.

- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

- 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 (coordinating with the Red Cross and Salvation Army).

- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organizations).

- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).

- Coordinating operation of shelter facilities operated by the City or County, 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.

See FA 2 – Human Services and the County EOP, 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

Primary Agency: City Planning Department, City Administration

Supporting Agencies: County Emergency Management

Responsibilities related to logistics management and resource support include:

- 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 City departments requiring augmentation.

- Establishing emergency purchasing procedures and/or a disaster contingency fund.

■ Maintaining records of emergency-related expenditures for purchases and personnel.

See FA 1 – Emergency Services and the County EOP, ESF 7 – Logistics Management and Resource Support for more details.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

Primary Agency: City Administration, County Public Health Department

Supporting Agencies: Local hospitals and medical centers, Mutual Aid Partners

The City relies on the County to provide public health and human services. The County Health Department Director 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. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County 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 populations with functional needs.

■ 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.

■ Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See FA 2 – Human Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

Emergency Medical Services

Primary Agency: Bay Cities Ambulance, Cal-Ore Life Flight Ground & Air Ambulance

Supporting Agencies: Local hospitals and medical centers, Mutual Aid Partners

EMS-related responsibilities include:

- Providing emergency medical care and transport.

- Coordinating EMS resources.

- Requesting additional EMS assets as necessary.

See FA 1 – Emergency Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

3.2.3.9   Search and Rescue

Primary Agency: City Police Department, County Sheriff's Office

Supporting Agencies: Bandon Rural Fire Protection District, Mutual Aid Partners

Responsibilities related to search and rescue 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 monitoring training standards for certification of search and rescue personnel.

See FA 1 – Emergency Services and the County EOP, ESF 9 – Search and Rescue for more details.

3.2.3.10 Oil and Hazardous Materials Response

Hazardous Materials Response

Primary Agency: Bandon Rural Fire Protection District, Oregon State Fire Marshal Hazardous Materials Team No. 15

Supporting Agencies: Mutual Aid Partners

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.

Radiological Protection

Primary Agency: Oregon Health Authority, Radiation Protection Services

Supporting Agencies: Oregon State Fire Marshal Regional HazMat Team No. 15

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 City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.

- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

See FA 1 – Emergency Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more details.

3.2.3.11 Agriculture and Natural Resources

Primary Agency: City Administration, County Public Health Department

Supporting Agencies: County Emergency Management

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.

See FA 2 – Human Services and the County EOP, ESF 11 – Agriculture and Natural Resources for more details.

3.2.3.12 Energy and Utilities

Primary Agency: City Electric Department, City Utilities Department, City Public Works Department

Supporting Agencies: County Road Department

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

See FA 3 – Infrastructure Services and the County EOP, ESF 12 – Energy for more details.

3.2.3.13 Law Enforcement Services

Primary Agency: City Police Department

Supporting Agencies: County Sheriff's Office, Mutual Aid Partners

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.

See FA 1 – Emergency Services and the County EOP, ESF 13 – Public Safety and Security for more information.

3.2.3.14 Recovery

Primary Agency: City Administration

Supporting Agencies: ~~BandonPrepares~~~~Bandon Prepares~~City Planning Department

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.

- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.

- 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 in the City.

See FA 4 – Recovery Strategy and the County EOP, ESF 14 – Long-Term Community Recovery for more details.

3.2.3.15 External Affairs

Primary Agency: City Administration

Supporting Agencies: None.

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 the City's status during extended emergency situations.

- Securing printed and photographic documentation of the disaster situation.

- Handling unscheduled inquiries from the media and the public.

- Being aware of non-English-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

See FA 1 – Emergency Services and the County EOP, ESF 15 – External Affairs for more details.

3.2.3.16 Evacuation and Population Protection

Primary Agency: City Police Department

Supporting Agencies: County Sheriff's Office

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City 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 FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Primary Agency: City Public Works Department, City Electric Department

Supporting Agencies: County Emergency Management

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City 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 to private property.

■ Assisting in determining the geographic extent of the damaged area.

■ Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See FA 4 – Recovery strategy for more details.

3.2.3.18 Legal Services

Primary Agency: City Attorney

Supporting Agencies: None

Responsibilities related to legal services include:

■ Advising City officials regarding 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 City officials in determining how the City can pursue critical objectives while minimizing potential exposure.

■ Preparing and recommending local legislation to implement emergency powers when required.

■ Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

■ Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

3.2.3.19 Volunteer and Donation Management

Primary Agency: [City Action Item: Per our discussion, determine the appropriate primary agency for this function]City Administration

Supporting Agencies: [City Action Item: Per our discussion, determine the appropriate supporting agencies for this function]City Planning Department, City Police Department

Government-Sponsored Volunteers

Responding to incidents frequently exceeds the City's 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.

Unaffiliated Volunteers and Donations

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

3.2.2.20 Coordination with Special Facilities

Primary Agency: City Administration

Supporting Agencies: County Emergency Management

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, 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 City 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 City Manager.

3.3 Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the County, service organizations, and the private sector.

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.

- Planning for the protection of information and the continuity of business operations.

- Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.

- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations 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 the City, nongovernmental organizations such as the Red Cross provide sheltering, 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 shelter, and assistance with post-emergency cleanup.

- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3   Individuals and Households

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

- Reducing hazards in their homes.

- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.

- Monitoring emergency communications carefully.

- Volunteering with established organizations.

- Enrolling in emergency response training courses.

- Encouraging children to participate in preparedness activities.

3.4 County Response Partners

The County Emergency Program Manager has been appointed under the authority of the Board of County Commissioners. The County Emergency Program Manager is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster.

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

3.5 State Response Partners

Under the provisions of ORS 401.025 through 401.236, 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 by ORS 401.052 to 401.235 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization.

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

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

3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon EMP and, if necessary, the NRF.

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

Table 3-1   Primary and Support Agencies by Function

Related County Annexes Key: P – Primary S – Support	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 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	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
City of Bandon																				
Administration		P			P	P	P	P			P		P	P				P	22P	P
Electric Department			P		S							P					P		22	
Planning Department							P												22S	
Police Department		S			S				P				P			P			22S	
Public Works Department	P		P		S							P					P		22	
Utilities Department												P							22	
Coos County																				
Fire Defense Board				S			S			S										
Public Health Department		S			S	S	S	P			P			S	S					
Road Department	S		S	S	S		S		S	S		S			S					
Sheriff's Office (includes Emergency Management)	S	S			S	S	S	S	P	S	S		S	S		S	S			S
Special Districts																				

Table 3-1   Primary and Support Agencies by Function

Related County Annexes / Key: P – Primary, S – Support	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 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	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Bandon Rural Fire Protection District				P					S	P										
Bandon School District	S				S									S						
Private/Non-Profit Organizations																				
American Red Cross (no physical presence)						P														
BandonPrepares														S						
Bandon Chamber of Commerce														S						
Bandon ARES/RACES Group		S																		
Greater Bandon Association														S						
State of Oregon																				
Department of Administrative Services						S							S							
Department of Justice													S							

3-23

Table 3-1 Primary and Support Agencies by Function																				
Related County 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					
Key: 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
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																	
Department of Human Services						S		S												
Department of Transportation	S		S																	

3-24

Table 3-1   Primary and Support Agencies by Function

Related County Annexes	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 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	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Key: P – Primary S – Support																				
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								
Federal																				
Department of Agriculture			S								S			S						
Department of Defense		S							S											
Department of Energy												S								
Department of Health and Human Services								S												
Department of Homeland Security	S	S		S	S	S			S	S				S	S					
Department of Housing and Urban Development														S						

3-25

Table 3-1 Primary and Support Agencies by Function

Related County Annexes Key: P – Primary S – Support	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 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	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Department of Interior									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						

4 Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, police departments, 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 the City of Bandon 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 the County, State, and/or federal government through the City 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 the focus of an emergency operations plan is response and short-term recovery actions. Nevertheless, this plan impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist the City in:

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

■ Protecting citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the City's 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.

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 the City's population, infrastructure protection, and economic stability.

The City's 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 City's hazard vulnerability through the application of scientific research and development; and reducing the vulnerabilities of City-owned facilities and infrastructure resulting from assessed hazards.

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.

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-term 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 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.

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 City departments, including police, fire, and public works, that do not require implementation of the City's EMO are maintained.

4.3.2   Level 2

A Level 2 incident has special or unusual characteristics requiring response by more than one City Department, or is beyond the scope of available local resources, and may require partial implementation of the City's 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 City's EMO shall be fully activated.

4.3.4   NIMS Incident Levels

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

Table 4-1	NIMS Incident Levels
Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the EOC Director) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

Table 4-1	NIMS Incident Levels
Type 2	■ The 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. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 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, as defined below.

1. **Lifesaving:** Efforts to save lives and implement operations to minimize risks to public health and safety.

2. **Property:** Efforts to reduce impacts to critical infrastructure and key resources, 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 City meet basic needs and resume self-sufficiency, returning to a "new normal" for the community.

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

2. **Debris Removal:** Coordinate 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.

4.5 Incident Management

4.5.1 Activation

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

■ Operational status.

■ Readiness and availability of essential resources.

- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.).

- Significant concerns and issues dealing with potential or actual loss of life or property.

4.5.2   Initial Actions

Upon implementation of all or part of this EOP, the Emergency Manager (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See FA 1 – Emergency Services Annex for more details.*

- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See FA 2 – Human Services Annex for more details.*

- Instruct appropriate City emergency service providers to activate necessary resources.

- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.

- Request the City Council to prepare and submit a formal declaration of emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.

- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.

- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3   Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the City. In all cases, such information will be relayed to the County Sheriff's Office 911 Dispatch Center Division and the Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC will be made by the Emergency Manager.

Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel

throughout the duration of response activities. *See FA 1 – Emergency Services for more details.*

A public warning and broadcast system has been established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. Coos County utilizes a service called Everbridge to send mass notification of emergencies and incidents. BandonPrepares City Administration shall 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. FA 1 – Emergency Services provides detailed information regarding 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 by each agency. External partners can be activated and coordinated through the City EOC.

Plain language will be used during a multi-jurisdictional emergency response occurring in the City 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.

4.5.3.1 Interoperability

To the greatest extent possible, the City 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.

- ■   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 criminal activities (or those involved), 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.

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. The City may choose to identify an intelligence position in its command structure. This position may be included as

4-10

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 as it relates 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 to exchange critical information among law enforcement agencies at all levels, State executive leadership, government agencies, and the City's 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.

- Providing real time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.

- Providing updated intelligence related to all crimes or terrorism-related activities to local, State, and federal law enforcement agencies as requested or required.

- Providing liaison support and information sharing in support of emergency operations by disseminating emergency information through the TITAN.

- Providing an OTFC staff member to be collocated within the State ECC in the event of an emergency.

- Providing terrorism-related alerts, bulletins, and assessments to public and private-sector companies and organizations as requested or required.

4.5.5   Resource Management

The City EOC Staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.

The City Manager has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

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 citizens with information about where to make these requests.

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

- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the County for County, State, and federal resources.

- Activation of County, State, and/or federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the County.

4.5.5.1   Volunteer and Donations Management

At this time, the City 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 City [**City Action Item:** Per our discussion, determine the appropriate title for this function (e.g., Emergency Management Coordinator)] will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City 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 City's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the City's emergency management organization 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 County, 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.

- 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.

The City may coordinate with the County to provide volunteer and donations management support.

4.5.5.2   Resource Typing

The City 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

The City should maintain a program for credentialing response personnel that provides documentation identifying such 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 City's credentialing program may include the following elements:

- Conduct identity enrollment of personnel in accordance with approved standards.

- Identify type and quality of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.

- Certify personnel based on completion of identity vetting and meeting qualifications for the positions to be filled.

- Card personnel after completing certification of identity, qualifications, and typing.

- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.

- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.6   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 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.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations, including children and programs the City currently has in place.

4.5.7   Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by the affected population. The City will coordinate with local animal owners, veterinarians, and

animal advocacy groups to address animal-related issues that arise during an emergency.

See SA A – Animal Disaster Plan for more information.

4.5.8   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 EOC Director, with advice from City Manager, will determine when a state of emergency no longer exists and will request restoration of normal City functions. Operations can then be terminated. A written demobilization plan may be necessary. Resources first on the scene should be the first to be released. The following should be considered:

- ■   Determine how long have personnel been on the scene and whether they need rest and rehabilitation before being allowed to drive home or being reassigned.

- ■   Determine whether private equipment and personnel being paid could be replaced by publicly owned equipment and public personnel.

The following steps should be taken when demobilizing:

- ■   Update/finalize time and payment documents through Finance.

- ■   Return tools, supplies, and communications equipment.

- ■   Have loaned or rented equipment inspected for damage incurred on the incident.

- ■   Provide final documentation generated on the incident to planning.

See Appendix B – Forms for a Demobilization Check-Out Form.

4.5.9   Transition to Recovery

Recovery comprises steps that the City will take during and after an emergency to restore government function and community services to the levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City 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 of reassessing the applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more details.

4.6   Inter-jurisdictional Coordination

4.6.1   Municipalities

The City is responsible for the direction and control of its local resources during emergencies, including requesting additional resources from mutual aid partners. For resources not covered under mutual aid, requests shall be directed to County Emergency Management, including any requests for a State declaration of emergency or presidential disaster declaration.

4.6.2   Mutual Aid

State law (ORS 402.010 and 402.015) authorizes the City to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.

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

4.6.3   Special Service Districts

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

4.6.4   Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The City Manager will coordinate response efforts with business and industry. This includes providing assistance, as appropriate, in action taken by industry to meet State emergency preparedness regulations governing businesses, such as utility companies, that provide essential services. Schools, hospitals, nursing/care homes and other institutional facilities are required by federal, State, and local regulations to have disaster plans. The PIO will also work with voluntary organizations to provide certain services in

emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the Red Cross, faith-based groups, amateur radio clubs, CERTs, etc.

4.6.5   County Government

The County EMO, as defined in the County EOP, can be activated through County Emergency Management. The County provides direct agency support at the local level and serves as a channel for obtaining resources from outside the County structure, including the assistance provided by State, regional, and federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before the County requests State assistance.

4.6.6   State Government

The State EMO, as defined in the State of Oregon EOP, can be activated through OEM. This department provides a duty officer at all times. The State provides direct agency support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the federal government.

4.6.7   Federal Government

The County shall direct requests for federal disaster assistance to OEM. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

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5 Command and Control

5.1 General

The ultimate responsibility for command and control of City of Bandon departments and resources lies with the City Manager. The City Manager, acting as Emergency Manager will maintain direction and control of the City Emergency Management Organization (EMO), unless otherwise delegated. City emergency operations, both on-scene and in the City EOC, will be conducted- in a manner that is consistent with the National Incident Management System including use of ICS.

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Police Department, and/or Fire District) 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 City Manager and request activation of the City 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, the City may activate the EOC and assign an EOC Director to support on-scene operations and coordinate City resources. The request will be submitted to the City Manager who will determine whether to activate the City EOC and will assume, or designate, the role of EOC Director. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the City EOC for resource coordination, communications and public information support. In a more complex incident, the Incident Commander may relocate to the City EOC to serve as part of Unified Command, ensuring proper coordination of resources across agencies.

Upon activation of the City EOC, the EOC Director, as delegated, is empowered to assume executive control over all departments, divisions, and offices of the City during a state of emergency. If appropriate, the on-scene Incident

Commander or EOC Director may request that the Mayor 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 City services, and then only when a situation threatens to expand beyond the City's response capabilities.

5.4 Emergency Operations Center

The EOC supports incident response activities. The EOC may be activated 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.

5.4.1 Emergency Operations Center Activation

During emergency operations and upon activation, the EOC staff will assemble and exercise direction and control, as outlined below.

- The EOC will be activated by the City Manager, who may assume or designate the role of EOC Director. While the on-scene Incident Commander retains tactical control of the incident, the EOC Director assumes responsibility for coordinating and prioritizing City resources in support of emergency operations.

- The EOC Director will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.

- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, 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.

- 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 City Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.
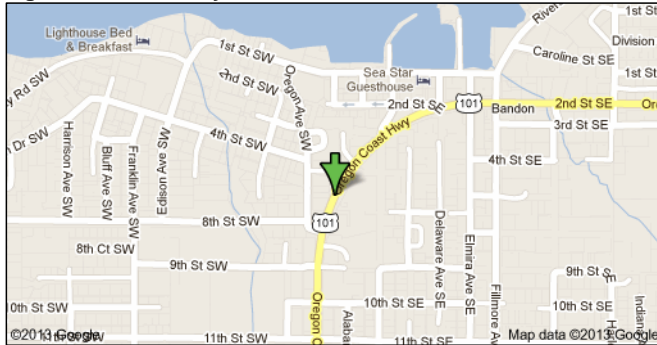
5.4.2   Emergency Operations Center Location

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

> **City Hall Council Chambers**
> 555 Highway 101
> Bandon, OR

Figure 5-1   Primary EOC Location

If necessary, the **alternate location** for the City EOC is:

> ~~**Bandon Rural Fire District**~~
> ~~[**City Action Item:** Per our discussion, please confirm if this agreement has been formally addressed. Research online states that the Bandon Rural Fire District is located at 555 Oregon Ave, Bandon, OR 97411, but unable to confirm using mapping program. Please advise the full address of this location.]~~

> **Bandon Rural Fire District:** 50530 Highway 101, Bandon

Figure 5-2   Alternate EOC Location
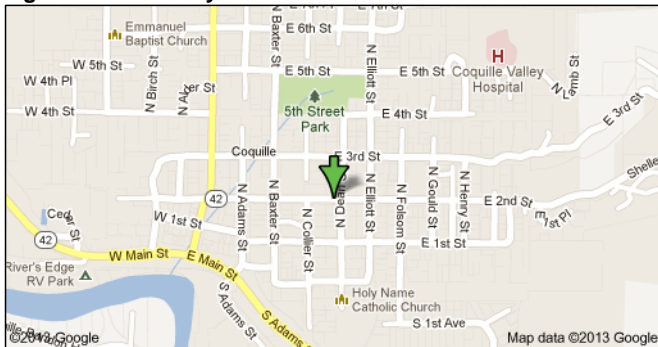~~[Map to be added once full address is provided.]~~
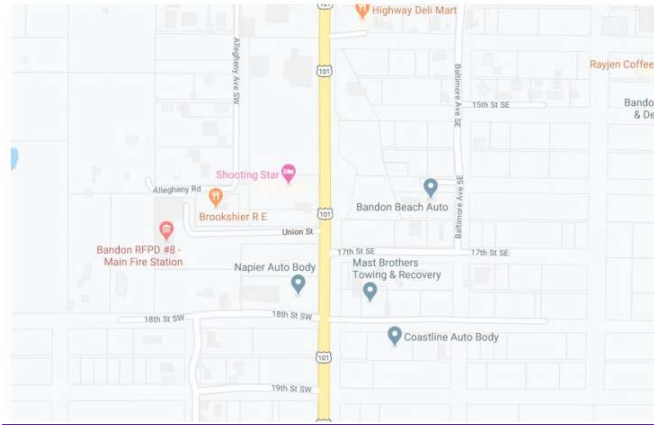
The **County EOC** is located at:

> 380 East 2nd St, Coquille, OR 97423
> (Directly next door to the County 911 Dispatch Center)

Figure 5-3   County EOC Location

The location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the Incident Commander, or designee, will designate a facility should it be necessary to relocate. The Incident Commander, or designee, may request that County Emergency Management allow the City to utilize County facilities.

5.4.3   Emergency Operations Center Staffing

Depending on the incident type, senior City staff from appropriate departments will report to the EOC. The City may receive assistance from County Emergency Management to support the EOC. 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. In the event that local staffing resources are not adequate to maintain City EOC operations the City may request support from the State via the County.

City 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 in the City, 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 City emergency management and response organizations.

Major functions of the EOC staff include:

- Executive authority policy-making.

- Establishing priorities.

- Collecting, evaluating, and displaying information.

- Coordinating resources.

- Coordinating and facilitating communications and warnings.

- Coordinating public information/media center.

Until designated EOC staff arrive, the on-scene Incident Commander may appoint available individuals to fill critical assignments. These appointments remain in effect until the staff member designated for the position arrives, a more suitable temporary appointment is made by the on-scene Incident Commander or EOC Director, or the designated alternate appoints individuals to emergency operations assignments.

5.4.4   Emergency Operations Center Provisions

The following is a list of provisions needed for the EOC (this is not all inclusive):

- Portable power generation.

- Radio and telephone communications.

- Materials for tracking and documenting situation status.

- Sufficient work area for EOC staff and others working in the EOC (e.g., emergency radio dispatcher, RACES rep, etc.).

- Emergency food supply.

- Area(s) to provide food, rest and sanitation needs.

- At least 1 working computer and copier.

5.4.5   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 Director, or designee. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.6   Deactivation

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 EOC Director and City Manager.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City 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 City Manager and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The City Manager 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 Emergency Manager.
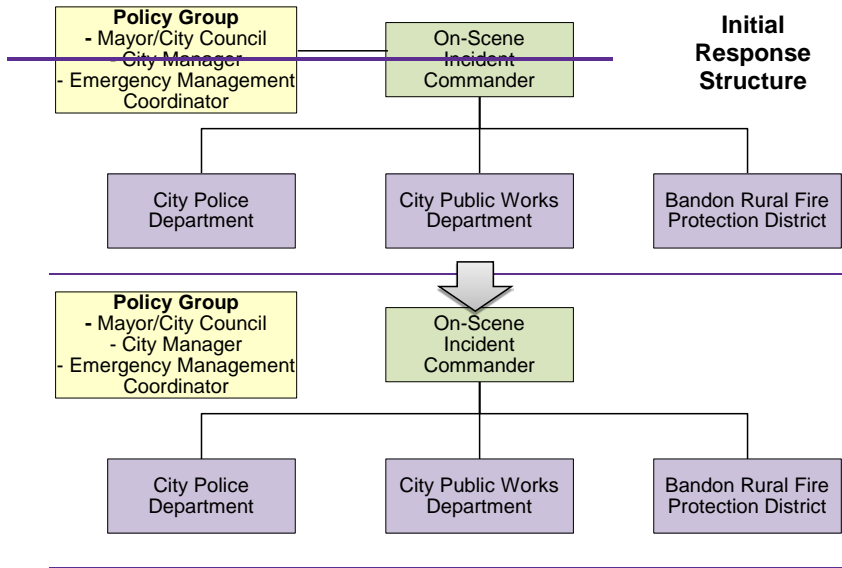
5.5 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, 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. The City 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 the City is presented in Figure 5-4.

Figure 5-4   Example of a Scalable Command Structure for the City

Policy Group
- Mayor/City Council
- City Manager
- Emergency Management Coordinator

On-Scene Incident Commander

Initial Response Structure

City Police Department

City Public Works Department

Bandon Rural Fire Protection District

Policy Group
- Mayor/City Council
- City Manager
- Emergency Management Coordinator

On-Scene Incident Commander

City Police Department

City Public Works Department

Bandon Rural Fire Protection District

ICS Structure

```
Policy Group
- Mayor/City Council          EOC Director
- City Manager
- Emergency Management
  Coordinator
                              Public
                              Information
                              Officer
         Liaison Officer
                              Safety Officer

  Operations    Planning      Logistics     Financial/Admin
  Section Chief Section Chief  Section Chief Section Chief

  City Police
  Department

  City Public Works
  Department

  Bandon Rural Fire
  Protection District
```

```
Policy Group
- Mayor/City Council          EOC Director
- City Manager
- Emergency Management
  Coordinator
                              Public
                              Information
                              Officer
         Liaison Officer
                              Safety Officer

  Operations    Planning      Logistics     Financial/Admin
  Section Chief Section Chief  Section Chief Section Chief

  City Police
  Department

  City Public Works
  Department

  Bandon Rural Fire
  Protection District
```

5-9

5.5.1   Emergency Operations Center Director

The EOC Director 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 Director is responsible for:

- Approving and supporting implementation of an IAP. (Incidence Action Plan).

- Coordinating activities supporting the incident or event.

- 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 for EOC as well).

- Preparing and implementing a site Health and Safety Plan and updating the EOC Director regarding safety issues or concerns, as necessary (may be necessary for EOC as well).

- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for 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 local, County, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.

- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a Joint Information Center (JIC).

- Implementing information clearance processes with the EOC Director.

- 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 City and/or County 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. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.

- Coordinating information and incident updates among interagency contacts, including the public information network.

- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the Incident Commander, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for the City governmental entities, organizations, and County officials and departments to carry out responsibilities assigned at the City EOC or other designated facility where response efforts will be coordinated.

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 - 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 - 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:

- 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 regarding the incident and providing a status summary.

  - For terrorist incidents, liaise with the OTFC. (Oregon TITAN Fusion Center).

- 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 units responsible for supplies, 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 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.

5.5.3.4 Finance/Administration

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 that can be staffed by a technical specialist in the Planning Section. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.

- Maintaining accounting, procurement, and personnel time records.

- Conducting cost analyses.

5.5.4 Unified Command

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, County, regional, State, and federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command 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, Sate, 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, where additional persons are not required, the Incident Commander will directly manage all aspects of the incident organization. Figure 5-5 is an example of a Unified Command organizational chart for the City. It 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 to oversee either the management of multiple incidents that are being handled by separate ICS organizations or 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:

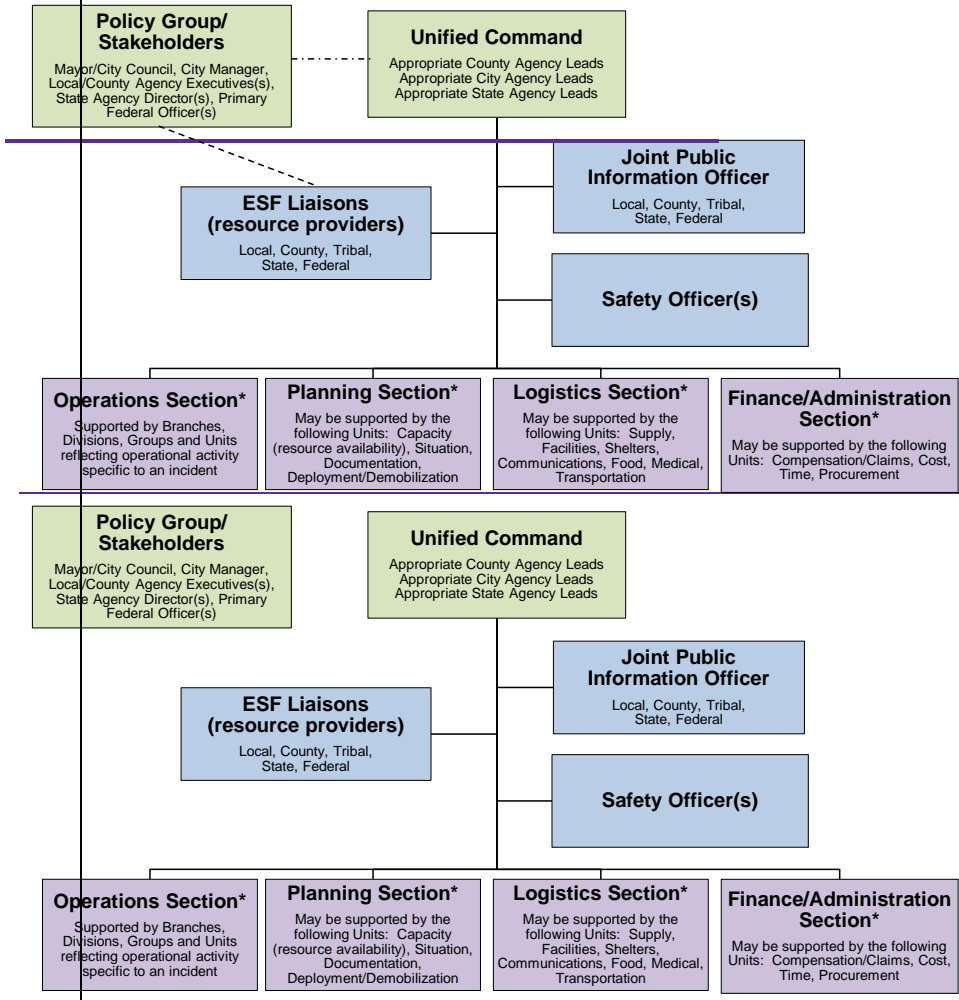- Sets overall agency incident-related priorities.

■   Allocates critical resources according to established priorities.

■   Ensures that incidents are managed properly.

■   Ensures effective communications.

■   Ensures that incident management objectives are met and do not conflict with each other or with agency policies.

■   Identifies critical resource needs and reports them to the EOCs.

■   Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

■   Provides for personnel accountability and a safe operating environment.

5.5.6   Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (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 5-5   Example of Unified Command for the City

Policy Group/ Stakeholders
Mayor/City Council, City Manager, Local/County Agency Executives(s), State Agency Director(s), Primary Federal Officer(s)

Unified Command
Appropriate County Agency Leads
Appropriate City Agency Leads
Appropriate State Agency Leads

ESF Liaisons (resource providers)
Local, County, Tribal, State, Federal

Joint Public Information Officer
Local, County, Tribal, State, Federal

Safety Officer(s)

Operations Section*
Supported by Branches, Divisions, Groups and Units reflecting operational activity specific to an incident

Planning Section*
May be supported by the following Units: Capacity (resource availability), Situation, Documentation, Deployment/Demobilization

Logistics Section*
May be supported by the following Units: Supply, Facilities, Shelters, Communications, Food, Medical, Transportation

Finance/Administration Section*
May be supported by the following Units: Compensation/Claims, Cost, Time, Procurement

Policy Group/ Stakeholders
Mayor/City Council, City Manager, Local/County Agency Executives(s), State Agency Director(s), Primary Federal Officer(s)

Unified Command
Appropriate County Agency Leads
Appropriate City Agency Leads
Appropriate State Agency Leads

ESF Liaisons (resource providers)
Local, County, Tribal, State, Federal

Joint Public Information Officer
Local, County, Tribal, State, Federal

Safety Officer(s)

Operations Section*
Supported by Branches, Divisions, Groups and Units reflecting operational activity specific to an incident

Planning Section*
May be supported by the following Units: Capacity (resource availability), Situation, Documentation, Deployment/Demobilization

Logistics Section*
May be supported by the following Units: Supply, Facilities, Shelters, Communications, Food, Medical, Transportation

Finance/Administration Section*
May be supported by the following Units: Compensation/Claims, Cost, Time, Procurement

*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.

5-15

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5-1

6 Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, this EOP will be formally reviewed and re-promulgated every 5 years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, the EOP will be reviewed every 2 years throughout the period of performance of the award. This review will be coordinated by the City of Bandon Emergency Management Coordinator 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 the 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. The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements.

Recommended changes should be forwarded to:

~~Charli Davis, Planner~~Dana Nichols, Planning Director (Emergency Management Coordinator)
City Hall
555 Highway 101
Bandon, OR 97411

6.2 Training Program

The City Emergency Management Coordinator, with direction from the Emergency Manager, coordinates training for City 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 City. The Emergency Management Coordinator maintains records and lists of training received by City personnel. Training

requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff. NIMS identifies these positions as follows:

- 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 the City's emergency personnel.

Table 6-1 Minimum Training Requirements	
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 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
Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/ nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3 Exercise Program

The City will conduct exercises as often as resources and funding allows to test and evaluate this EOP, preferably every two years with either a functional or full scale exercise under the direction of the Emergency Manager. Whenever feasible,

the City will coordinate with neighboring jurisdictions and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the City 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 http://fema.gov/hseep.

The Emergency Manager and Emergency Management Coordinator will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Management Coordinator will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Management Coordinator 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 City's 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 stores and lessons learned maybe submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Management Coordinator will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City's 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. Within the City is an active community outreach movement called BandonPrepares (http://www.banprep.org).. The City provides the Bandon CERT (Community Emergency Response Team) group with funding to manage emergency supplies and provide classes and training to interested citizens. The CERT program was developed in 1985 by the Los Angeles City Fire Department to provide basic training in safety and lifesaving skills to the general public. It has since been adopted and enhanced by the Federal Emergency Management Agency (FEMA) and the National Fire Academy. Locally, Bandon's CERT group works closely with the Coos County Emergency Management team and meets once a month. The mission of BandonPrepares according to its website is "to help the people of the Greater Bandon Area become prepared to deal with

whatever disaster befalls us. More information on BandonPrepares may be found on their Facebook page.The keystone program is Map Your Neighborhood where we develop the teamwork that can result in more survival of disasters."

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an EMO that ensures the City's ability to respond to and recover from disasters. The Emergency Manager will work with City Council and community stakeholders to:

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

- Ensure that the Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.

- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.

A Miscellaneous Forms

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Index

The following forms are included in this appendix:

- ■ Appendix A-1 – Declaration of State of Emergency Form

- ■ Appendix A-2 – Termination of State of Emergency Form

- ■ Appendix A-2 – Entry Permit to Enter Restricted/Hazard Areas Form

- ■ Appendix A-3 – Disaster Volunteer Form

- ■ Appendix A-4 – Check-In List Form

- ■ Appendix A-5 – Assignment List Form

- ■ Appendix A-6 – Resources Ordered Form

- ■ Appendix A-7 – Support Vehicle Inventory Form

- ■ Appendix A-8 – Shelter Registration Form

- ■ Appendix A-9 – Shelter Survey Form

- ■ Appendix A-10 – Earthquake Evaluation of Buildings Form

- ■ Appendix A-11 – Rapid Evaluation Safety Assessment Form

- ■ Appendix A-12 – Detailed Evaluation Safety Assessment Form

- ■ Appendix A-13 – Demobilization Check-Out Form

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A-4

Appendix A-1   Declaration of State of Emergency Form

To: ***Insert name and title***,
        Coos County Emergency Management

From: ***Insert name and title***,
        City of Bandon, Oregon

At ***insert military time*** on ***insert month, day, year***, a/an ***insert description of emergency incident or event type*** occurred in the City of Bandon within the geographic boundaries of ***insert geographic boundaries*** threatening life and property. The current situation and conditions are:

> Deaths: ***insert number of deaths***
>
> Injuries: ***insert number of injuries***
>
> Population at risk: ***insert number of population at risk***

The current emergency conditions or threats are: ***insert conditions or threats***.

An initial estimate of the damage and impacts is: ***insert initial estimate***.

The following assistance is being requested: ***insert specific information about the assistance being requested***

Actions that have been taken and resources that have been committed by the City of Bandon: ***insert the current actions taken and resources that have been committed by the City.***

I do hereby declare that a State of Emergency, as authorized by the Bandon Municipal Code 1.06, now exists in the City of Bandon and that the City of Bandon has expended or will shortly expend its necessary and available resources. I respectfully request that Coos County provide assistance, consider the City of Bandon an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from State agencies and/or the federal government.

Signed: _____

 Title: ***Mayor, or authorized designee***

Date & Time: ***insert date and military time***

Attest:

Signed: _____

Title: ***City Recorder***

Signed: _____

Title: ***City Manager/Emergency Manager***

This request may be passed to the County via radio, telephone, fax or faxe-mail. The original signed document must be sent to Coos County Emergency Management, with a copy placed in the final incident package.

Appendix A-2   Termination of State of Emergency Form

To: ***Insert name and title***,
         Coos County Emergency Management

From: ***Insert name and title***,
         City of Bandon, Oregon

At ***insert military time*** on ***insert month, day, year***, a/an ***insert description of emergency incident or event type*** occurred in the City of Bandon within the geographic boundaries of ***insert geographic boundaries*** threatening life and property.

All local resources were expended on the effort to cope with the disaster. The preliminary property damage and/or loss of residences and businesses is approximately ***$ insert amount.***
The number of injured or dead is currently known to be:

        Deaths: ***insert number of deaths***

        Injuries: ***insert number of injuries***

I do hereby declare that a State of Emergency, as authorized by the Bandon Municipal Code 1.06, has been officially terminated as of ***insert military time*** *on* ***insert month, day, year.***

Signed: _____

 Title: ***Mayor, or authorized designee***

Date & Time: ***insert date and military time***

Attest:

Signed: _____

Title: ***City Recorder***

Signed: _____

Title: ***City Manager/Emergency Manager***

This request may be passed to the County via radio, telephone, fax, or faxe-mail. The original signed document must be sent to Coos County Emergency Management, with a copy placed in the final incident package.

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Appendix A-3   Entry Permit to Enter Restricted/Hazard Areas Form

NAME: _____   DATE: _____

1. Reason for Entry. If scientific research, specify length of time needed for study, methodology, and sponsoring institution or group on a separate page attached to this permit. This permit does not grant permission to access private property.

    _____

    _____

2. Name, address and telephone number of applicant, organization or media group. List a contact person and phone number should questions arise.

    Applicant_____

    _____

    Contact: _____

3. Travel details. Fill out applicable sections. Use a separate form for each vehicle/aircraft.

    Method of travel   ❑ Vehicle   ❑ Aircraft   ❑ Other_____

    Description of Vehicle/Aircraft, including license/tail number_____

    _____

    Route of travel, if other than by air _____

    Destination by legal location or landmark_____

    Alternate escape route if different from above _____

    _____

4. Type of two-way radio system to be used, including channel or frequency, and base station telephone number we can contact in an emergency. CB radio is not acceptable. Cellular telephones will be accepted only if an alternate means is also provided.

    _____

    _____

A-9

Appendix A. Miscellaneous Forms

THE CONDITIONS FOR ENTRY ARE MADE A PART OF THIS PERMIT. ANY VIOLATION OF THE ATTACHED CONDITIONS FOR ENTRY CAN RESULT IN REVOCATION OF THIS PERMIT.

Conditions: _____

_____

_____

_____

ALL PERSONS ENTERING THE CLOSED AREA UNDER THIS PERMIT MUST SIGN THE WAIVER OF LIABILITY BEFORE ENTRY

WAIVER OF LIABILITY

I, the undersigned, hereby understand and agree to the requirements stated in the application, and in the safety regulations and do further understand that I am entering a high hazard area with full knowledge that I do so at my own risk. I do hereby release and discharge the Federal Government, the State of Oregon and all its political subdivisions, their officers, agents, and employees from all liability for any damages or losses incurred while within the Restricted/Hazard Area.

I understand that the entry permit is conditioned upon this waiver. I understand that no public agency shall have any duty to attempt search and rescue efforts on my behalf while I am in the Restricted/Hazard Area.

Signature of Applicant (PRINT FULL NAME, THEN SIGN)

PRINT: _____

SIGNATURE :_____

DATE: _____

ENTRY GRANTED INTO RESTRICTED/HAZARD AREA BY:

Authorizing Signature: _____   Date: _____

Expiration Date and Time of Permit: _____

Appendix A-4   Disaster Volunteer Form

Date Service Begun: _____   Date Service Ended: _____

Time In: _____   Time Out: _____

Name (print): _____

Address: _____

Home Phone: _____   Work Phone: _____

Please list any special skills and/or training: _____

_____

_____

_____

Signature: _____   Date: _____

ASSIGNMENTS

Assigned to: _____

Assigned by: _____

Reassigned to: _____

Reassigned by: _____

Reassigned to: _____

Reassigned by: _____

Maintain a record of all hours worked for Worker's Compensation purposes.

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Appendix A-5   Check-In List Form

Incident
Name: _____   Date: _____

Check-In Location: ❏ EOC   ❏ Base Camp _____

                                    ❏ Staging Area   ❏ Evacuation Facility _____

                                    ❏ Other _____

CHECK-IN INFORMATION				
Name (Print)	**Agency**	**Time In (military)**	**Method of Travel**	**Sent to**

Prepare by: _____   Date: _____

A-13

Use back for remarks or comments

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Appendix A-6   Assignment List Form

Name of Incident: _____

Operational Period: Date _____   Time - From: _____   To: _____

OPERATIONAL PERSONNEL:

Name	Title	Assignment

RESOURCES ASSIGNED:

Resource Designated	Leader	Number of Persons	Transport Needed	Pick Up Time	Drop Off Time

CONTROL OPERATIONS: _____

SPECIAL INSTRUCTIONS: _____

COMMUNICATIONS
(SPECIFY):   _____

Prepared by: _____ Date: _____ Time: _____

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Appendix A-7   Resources Ordered Form

Incident Name: _____   Date: _____

Ordering Office/Unit: _____   Name: _____

Order Date	Order Time	Resource Ordered/ Ordered by	Quantity	Ordered From	Delivered To	Assigned To

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Appendix A-8   Support Vehicle Inventory Form

Incident Name: _____ Date: _____

Ordering Period: _____

VEHICLE INFORMATION					
Type	**Make**	**Capacity/ Size**	**Agency/ Owner**	**Location**	**Release Time**

Prepared by: _____ Date: _____ Time: _____

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Appendix A-9   Shelter Registration Form

The Red Cross uses a confidential form to register residents of their shelters. This form is to be used for residents at shelters not run by the Red Cross or prior to the Red Cross taking over the shelter operation.

Last Name: _____

Names of Family Members	Present at Shelter	
	Yes	**No**
1.		
2.		
3.		
4.		
5.		
6.		

Note any medical condition(s) of above family members:

_____

_____

_____

Home Address: _____

Condition of home when last seen: _____

Home Phone Number: _____

Possible location of other family members not at the shelter (e.g., school, work)

_____

_____

Special needs of any family members at the shelter (e.g., diapers, formula, prescriptions, oxygen, etc.)

_____

_____

Nearest relative not in the City of Bandon and phone number:

_____

SHELTER STAFF NOTES:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Appendix A-10   Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions: **Please print all information.** Complete one survey for each <u>area</u> within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc. This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer not applicable (N/A).

<table>
<tr><td colspan="2" align="center">General Facility Information</td></tr>
<tr><td colspan="2">Facility Information</td></tr>
<tr><td colspan="2">Facility Name:</td></tr>
<tr><td colspan="2">Name/Description of area in this facility being surveyed for use as a shelter (e.g. Gymnasium):</td></tr>
<tr><td colspan="2">Are there other areas in this facility being surveyed? If yes, name them.</td></tr>
<tr><td colspan="2">Governing Agency/Owner:</td></tr>
<tr><td colspan="2">Street Address:</td></tr>
<tr><td>Town/City:</td><td>Zip Code:</td></tr>
<tr><td>Latitude:</td><td>Longitude:</td></tr>
<tr><td colspan="2">Map Locator Information (map name, page, grid):</td></tr>
<tr><td colspan="2">Mailing Address (if different):</td></tr>
<tr><td>Business Phone Number: (   )   -</td><td>Fax Number: (   )   -</td></tr>
<tr><td colspan="2">E-mail Address (if applicable):</td></tr>
<tr><td>Primary Contact to Authorize Facility Use:
Name:
_____
Day Phone: (_____) _____-_____
After Hours/Emergency Phone: (____) _____-____
Mobile Phone: (_____) _____-_____
E-mail:_____</td><td>Alternate Contact to Authorize Facility Use:
Name:
_____
Day Phone: (_____) _____-_____
After Hours/Emergency Phone: (____) ____-____
Mobile Phone: (_____) _____-_____
E-mail:_____</td></tr>
</table>

Appendix A. Miscellaneous Forms

Primary Contact to Open Facility: Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (___) _____-_____ Mobile Phone: (_____) _____-_____ E-mail: _____	**Alternate Contact to Open Facility:** Name: _____ Day Phone: (_____) _____-_____ After Hours/Emergency Phone: (____) _____-_____ Mobile Phone: (_____) _____-_____ E-mail: _____

<table>
<tr><td colspan="2" align="center">Facility Physical Information
***Attach a sketch or copy of the facility floor plan. ***</td></tr>
<tr><td colspan="2" style="background:black;color:white">Availability for Use/Use Restrictions</td></tr>
<tr><td colspan="2">Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.</td></tr>
<tr><td colspan="2">☐ Facility available for use at any time of the year</td></tr>
<tr><td colspan="2">☐ Facility <u>only</u> available for use during the following time periods:
   From: to
   From: to</td></tr>
<tr><td colspan="2">☐ Facility <u>is not</u> available for use during the following time periods:
   From: to
   From: to</td></tr>
<tr><td colspan="2">Is the facility within 5 miles of an evacuation route? ☐ Yes ☐ No</td></tr>
<tr><td colspan="2">Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? ☐ Yes ☐ No</td></tr>
<tr><td colspan="2">Are there trees, towers, or other potential hazards that could impact the safety of the facility or block access to it after a disaster? ☐ Yes ☐ No
If yes, please describe:</td></tr>
<tr><td colspan="2">Is smoking allowed in the facility buildings?   ☐ Yes ☐ No
Is smoking allowed on the facility grounds?   ☐ Yes ☐ No</td></tr>
<tr><td colspan="2" style="background:black;color:white">Capacity</td></tr>
<tr><td colspan="2"><u>Shelter Capacity</u> - How many persons can be accommodated for sleeping?
<center>Area available for shelter use:
Length: _____ x Width: _____ = Total Area: _____</center>
Record only useable space. For example, if a room is 600 square feet but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.</td></tr>
<tr><td colspan="2">The area listed above ☐ is   ☐ is not ☐ is partially disabled accessible.</td></tr>
<tr><td colspan="2">Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity)
<center>Recommended range of square feet per person by shelter type:
Evacuation shelter: 15 to 30 square feet per person
General shelter: 40 to 60 square feet per person
Access and Functional Needs Shelter: 80 square feet per person</center></td></tr>
</table>

Appendix A. Miscellaneous Forms

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
☐ Evacuation			
☐ General			
☐ Access and Functional Needs			

* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.

Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?

☐ Bench	Measured Linear Feet of Bench _____ ÷ 16 ft^2/person = Bench Seating Capacity _____
☐ Chairs	Number of Chairs Counted = _____ = Seating Capacity _____
☐ Not Applicable	

Parking

Number of on-site parking spaces (do not include on-street parking in this figure):

Number of handicapped parking spaces:

Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? ☐ Yes   ☐ No

When the facility **is** in normal use (e.g., school in session):	When the facility **is not** in normal use (e.g., school not in session):
☐ On-site parking is adequate for shelter residents	☐ On-site parking is adequate for shelter residents
☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____	☐ Off-site parking is available as noted below (e.g., on streets around the school): _____ _____
☐ There is **not** adequate on-site or off-site parking available	☐ There is **not** adequate on-site or off-site parking available

General Facility Construction

Facility Construction		Number of stories:	Approximate year of construction:
☐ Wood Frame ☐ Prefabricated			
☐ Concrete ☐ Trailer		Elevator:	Chair Lift:
☐ Masonry ☐ Bungalow		☐ Yes ☐ No	☐ Yes ☐ No
☐ Metal ☐ Pod			
☐ Portable Classroom ☐ Other		Where, in relation to shelter area?	Quantity:
If "Other," describe:			

A-25

☐ Accessible doorways (minimum 35 inches wide)	☐ Ramps (minimum 35 inches wide):
	☐ Fixed ☐ Portable
☐ Automatic doors or appropriate door handles	☐ Level Landings

Open Space: Indicate quantity and size (square feet)
☐ Athletic Field(s):
☐ Fenced Court(s):
☐ Secured Playground Area
☐ Other:

Fire Safety

Some facilities that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.

Does the facility have inspected fire extinguishers?	☐ Yes ☐ No
Does the facility have functional fire sprinklers?	☐ Yes ☐ No
Does the facility have a fire alarm?	☐ Yes ☐ No
If yes, choose one:	☐ Manual (pull down) ☐ Automatic
Does the fire alarm directly alert the fire department?	☐ Yes ☐ No
Does the facility have an internal fire hose system?	☐ Yes ☐ No
Does the facility have smoke detectors in/near the shelter area?	☐ Yes ☐ No

Sanitation Facilities

Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.

Standards for ADA-compliant, accessible features for people with disabilities:

Toilets: Bathroom stall (38 inches wide); Grab bars (33–36 inches wide)

Showers: Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower head (48 inches in height) or Hand-held spray unit with hose accessible for people with disabilities:

Sinks: Sink (34 inches in height); Towel dispenser (39 inches in height)

	Urinals		Toilets		Showers		Sinks	
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men's								
Women's								
Unisex								
Total								

Are there any limitations on the availability of these facilities?	☐ Yes ☐ No
If yes, describe limitations (e.g., only during specific time blocks, etc.):	

Are there baby diaper changing tables in any of the restroom facilities?	☐ Yes ☐ No

Food Preparation Facilities		
☐ There are no food preparation or food service capabilities at this facility		
☐ Full-Service Kitchen: food is stored, prepared, and served on site. If full-service, number of meals that can be produced: _____		
☐ Food is prepared off site by a central kitchen and served on site Central Kitchen Contact: _____ Phone Number: ( )		
☐ Warming Oven Kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in Refrigerators:	Industrial Refrigerators:
Freezers:	Walk-in Freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection Ovens:	Microwaves:
Steamers:	Steam Kettles:	Food Processors:
Ice Machines:	Sinks:	Number of Sink Compartments:
Commercial Dishwasher *(approved sanitation levels):*	Non-commercial Dishwasher:	
Location of equipment if in area other than kitchen:		

Dining Facilities		
Dining area on site: ☐ Yes ☐ No	Location:	
Snack Bar: ☐ Yes ☐ No	If yes, seating capacity:	
Cafeteria: ☐ Yes ☐ No	If yes, seating capacity:	
Other indoor seating: ☐ Yes ☐ No	If yes, describe; include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities		
Tables (28–34inches in height); Serving Line/Counter (28–34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? ☐ Yes ☐ No If yes, number:	Are serving line/counters accessible? ☐ Yes ☐ No	Are aisles accessible? ☐ Yes ☐ No

A-27

Additional comments related to food preparation or dining areas:

Health Service Facilities	
Number of private rooms available:	Access to locked refrigeration? ☐ Yes ☐ No
Total square footage of available space for health care needs:	
Location of health service area:	

Laundry Facilities	
Number of clothes washers:	Number of clothes dryers:
Availability to shelter operator	☐ Yes ☐ No
Are laundry facilities coin operated?	☐ Yes ☐ No
Special conditions or restrictions:	

Facility Services Information

Electricity	
Emergency (generator power) on site: ☐ Yes ☐ No	Capacity in kilowatts:
Is facility staff required to operate emergency generator? ☐ Yes ☐ No	
This generator powers: ☐ Facilities throughout the shelter area ☐ Only emergency lights and other critical circuits in the shelter area ☐ No generator serves the shelter area	
Estimated run-time without refueling (in hours):	☐ Auto start ☐ Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: ☐ Yes ☐ No	If yes, quantity (in gallons):
Utility Company/Vendor:	Emergency Phone Number: ( ) -
Generator Fuel Vendor:	Emergency Phone Number: ( ) -
Generator Repair Contact:	Emergency Phone Number: ( ) -

Heating
Source of heat: ☐ Electric   ☐ Natural Gas   ☐ Propane   ☐ Oil   ☐ Gasoline   ☐ Diesel
Shelter area is heated: ☐ Yes   ☐ No

Appendix A. Miscellaneous Forms

Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

Cooling	
Source of cooling: ☐ Electric ☐ Natural Gas ☐ Propane	
Shelter area is air conditioned: ☐ Yes ☐ No	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

Water	
Source of Water: ☐ Municipal ☐ Well(s) ☐ Trapped Water	
If trapped, potable (*drinkable*) storage capacity in gallons:	Non-potable (*undrinkable*) storage capacity in gallons:
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

Cooking: *refer to **Food Preparation Facilities** for additional information on facility cooking capacities.	
Source of Cooking Energy: ☐ Electric ☐ Natural Gas ☐ Propane	
Utility/Vendor:	Emergency Phone Number: ( ) -
Repair Company:	Emergency Phone Number: ( ) -

<u>**Communications Information**</u>

Radio:
Is there an NOAA Weather Radio at this facility? ☐ Yes   ☐ No If yes, where is it located?
Is there an emergency communications (ham) radio at this facility? ☐ Yes   ☐ No If yes, where is it located? Who is trained/authorized to operate it? Name: Contact #: (   )

Telephone/fax machines:
Telephone Service: ☐ Traditional Landline   ☐ VOIP (internet line)

Appendix A. Miscellaneous Forms

Are there business telephones available to shelter staff: ☐ Yes ☐ No	If yes, list any restrictions:
Are there business telephones available to shelter occupants: ☐ Yes ☐ No	If yes, list any restrictions:
Are there accessible telephones (49 inches from floor)? ☐ Yes ☐ No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? ☐ Yes ☐ No
Are there Earpiece telephones (volume adjustable)? ☐ Yes ☐ No	Are there Fax machines available to shelter staff? ☐ Yes ☐ No
Is there speaker telephone/conference availability? ☐ Yes ☐ No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -

Computers:

Type of internet service connection: ☐ Dial-up ☐ High-Speed ☐ Cable ☐ Wireless	
Computers available to shelter staff: ☐ Yes ☐ No	Is there public access to computers? ☐ Yes ☐ No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -

Television:

Is there a TV available for shelter use?	☐ Yes ☐ No
Location of cable TV drop for shelter area:	

Shelter Management Information

This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.

Shelter Management

Location of shelter registration:	Is there a computer network drop in this area? ☐ Yes ☐ No

A-30

Location of office for shelter management team:	Is there a computer network drop in this area? ☐ Yes ☐ No
	Phone number in this office:

Shelter supply kit is located:
Key for kit is located:

Pet Care Capacity: if applicable

Pets could be housed: ☐ On-site in existing facility ☐ On-site using additional resources (Tents/Trailers) ☐ Combination of existing facility and additional resources ☐ Off-site	Capacity:_____ Capacity:_____
Location of pet intake area:	Location of pet shelter area:

Is the space used for the pet shelter area near chemicals: ☐ Yes   ☐ No
Location of outdoor pet walking area:

Facility Staff

Facility personnel required when using facility:	☐ Yes	☐ No
Facility kitchen staff required when using facility kitchen:	☐ Yes	☐ No
Voluntary organizations *(such as church or fire auxiliaries)* required when using the facility:	☐ Yes	☐ No
Sanitation/Maintenance staff required:	☐ Yes	☐ No
Will any of the above groups be experienced or trained in shelter management?	☐ Yes	☐ No

Shelter Agreement Information

Does the facility/owner have a current agreement for use as emergency shelter?	☐ Yes	☐ No

Date:	Updated:

Additional information about agreement, if applicable:

Additional Notes (use additional page as needed):

A-31

Appendix A. Miscellaneous Forms

Survey completed/updated by:	Date:
Printed name and title of authorized facility personnel:	*Signature of authorized personnel:*
Agency/Organization of authorized facility personnel:	
Printed name and title of shelter surveyor:	*Signature of shelter surveyor*
Agency/Organization of surveyor:	

Shelter Determination:

☐ Facility can be used as general emergency shelter.

☐ Facility can be used as an evacuation shelter.

☐ Facility can be used as a access and functional needs shelter.

☐ Facility can be used as a pet-friendly shelter

☐ Facility will not be used as a shelter.

Facility is ADA-compliant: ☐ Partially   ☐ Fully   ☐ Not ADA Accessible

Is this shelter entered in the National Shelter System (NSS)? ☐ Yes   ☐ No

NSS ID:_____

Appendix A-11   Earthquake Evaluation of Buildings Form

People work in all kinds of buildings for all kinds of uses. The earthquake risk varies across Oregon. Furthermore, earthquakes come in many magnitudes, making it difficult to predict the amount of damage that may occur.

In a minor quake it may not be necessary to evacuate the building. If there is significant damage, it is best to order an evacuation.

If evacuation takes place and there are no facilities people on hand to check for safe re-entry, occupancy is likely safe if:

■ the quake leaves little evidence of damage outside the building or across the neighborhood and town, and

■ the basic inspection finds no or little evidence of damage to the building and its interior components

A quake that causes noticeable damage within the building and surrounding area calls for more care. Consider such things as area landslides, large fissures, or movement in the surrounding earth. Check for damage to utilities, roads and adjacent buildings. If the building appears to be unsafe, re-entry is dangerous. There may be hidden damage to the structure, gas lines, electrical, water, sewer, or other building components.

Professionals will work with local officials to coordinate the review of buildings based on a priority ranking. Hospitals and care facilities, police and fire stations, emergency centers, water and sewer plants, and schools have first priority.

EARTHQUAKE EVALUATION GUIDE	Yes	No Re-entry	More Review
Critical Safety Issues			
1. Fire? If yes, pull/call alarm			
2. Smell gas or overturned LPG tank?		X	
3. Building collapsed, partially collapsed or off foundation		X	
4. Roof or floor framing separate from vertical supports or broken open?		X	
5. Arcing wires or equipment?		X	
6. Large diagonal or stepped cracking in un-reinforced masonry walls?		X	
7. Collapsed, out of plumb, or tilted floors or walls?		X	
8. Collapsed ceiling, lights or ducts?		X	
9. Significant cracks in beams or supports?		X	
10. Dislodged or buckled columns, support posts, or roof trusses?		X	

Appendix A. Miscellaneous Forms

EARTHQUAKE EVALUATION GUIDE	Yes	No Re-entry	More Review
11. Danger from falling hazards from adjacent buildings that are damaged?		X	
12. Facades, windows or parapets fallen from building or dislodged?		X	

Continue inspection if answers to above are no. Go through the rest of the checklist. No single answer below may be critical, but put together they are important in the evaluation. If the answer is No for all, it is questionable that the building needs to be evacuated.

EARTHQUAKE EVALUATION GUIDE	Yes	No Re-entry	More Review
13. Water leaks?			
14. Chunks of fallen plaster or paint?			
15. Other fallen debris in building?			
16. Office furnishings have fallen or tipped over?			
17. Light fixtures have come loose?			
18. Office equipment damaged?			
19. Windows or mirrors cracked?			
20. Wall cracks more than 1/4" wide?			
21. Cracks that extend clear through wall?			
22. "X" shaped cracks in exterior walls?			
23. Sudden loss of phone or power?			
24. Sticking doors?			

Appendix A-12   Demobilization Check-Out Form

Incident Name: _____ Date: _____ Time: _____

Unit Personnel Released: _____

_____

Transportation Type and Number: _____

Actual Release Date and Time: _____

Destination: _____

Area/Agency/Region Notified – Name: _____ Date: _____

**THE UNIT LEADER IS RESPONSIBLE FOR
TURNING IN ALL PAPERWORK, SUPPLIES,
EQUIPMENT AND VEHICLES**

Receive from Unit Leader:

- ❑ Time Sheets
- ❑ Expense Reports
- ❑ Unit Logs
- ❑ Communication Logs
- ❑ Check-in Lists
- ❑ Assignments List
- ❑ Briefing Forms
- ❑ Resource Summary Sheets
- ❑ Incident Status Summary Reports
- ❑ Support Vehicle Inventory
- ❑ Final Report from Unit Leader

Remarks: _____

_____

_____

_____

Prepared by: _____ Date: _____ Time: _____

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Appendix A-13   Rapid Evaluation Safety Assessment Form

[**Planner Note:** The ATC-20 Rapid Evaluation Safety Assessment Form (http://www.atcouncil.org/pdfs/rapid.pdf) will be added to the final printed copy and on the CD. Due to formatting issues it cannot be placed directly into this Word document.]

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Appendix A-14   Detailed Evaluation Safety Assessment Form

[**Planner Note:** The ATC-45 Detailed Evaluation Safety Assessment Form (http://www.atcouncil.org/pdfs/ATC45Detail.pdf) will be added to the final printed copy and on the CD. Due to formatting issues it cannot be placed directly into this Word document.]

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Appendix A-15   Disaster Victim Identification (Post-Mortem)

[**Planner Note:** The Post-Mortem Disaster Victim Identification Form (https://secure.interpol.int/Public/DisasterVictim/forms/PMFormElec.pdf) will be added to the final printed copy and on the CD. Due to formatting issues it cannot be placed directly into this Word document.]

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Appendix A-16   Ante-Mortem Disaster Victim Identification

[**Planner Note:** The Ante-Mortem Disaster Victim Identification Form will be added to the final printed copy and on the CD. Due to formatting issues it cannot be placed directly into this Word document.]

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B | Incident Command System Forms

Source: FEMA

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Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

[**Note from Planner:** These documents will be added to the CD and binders during final production. Due to formatting issues, they cannot be inserted directly into this Word document]

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C

Emergency Operations Center Position Checklists

Source: FEMA

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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

- Communication Unit Leader Checklist

- Compensation/Claims Unit Leader Checklist

- Cost Unit Leader Checklist

- Demobilization Unit Leader Checklist

- Documentation Unit Leader Checklist

- Facilities Unit Leader Checklist

- Finance – Administration Section Chief Checklist

- Food Unit Leader Checklist

- Ground Support Unit Leader Checklist

- Incident Commander Checklist

- Liaison Officer Checklist

- Logistics Section Chief Checklist

- Medical Unit Leader Checklist

- Operations Branch Director Checklist

- Operations Section Chief Checklist

- Planning Section Chief Checklist

- Procurement Unit Leader Checklist

- Public Information Officer Checklist

- Resources Unit Leader Checklist

- Safety Officer Checklist

- Service Branch Director Checklist

- Situation Unit Leader Checklist

- Staging Area Manager Checklist

- Supply Unit Leader Checklist

- Support Branch Director Checklist

- Time Unit Leader Checklist

[**Note from Planner:** These documents will be added to the CD and binders during final production. Due to formatting issues, they cannot be inserted directly into this Word document]

Appendix C. Emergency Operations Center Position Checklists

Figure C-1   EOC Position Organizational Chart
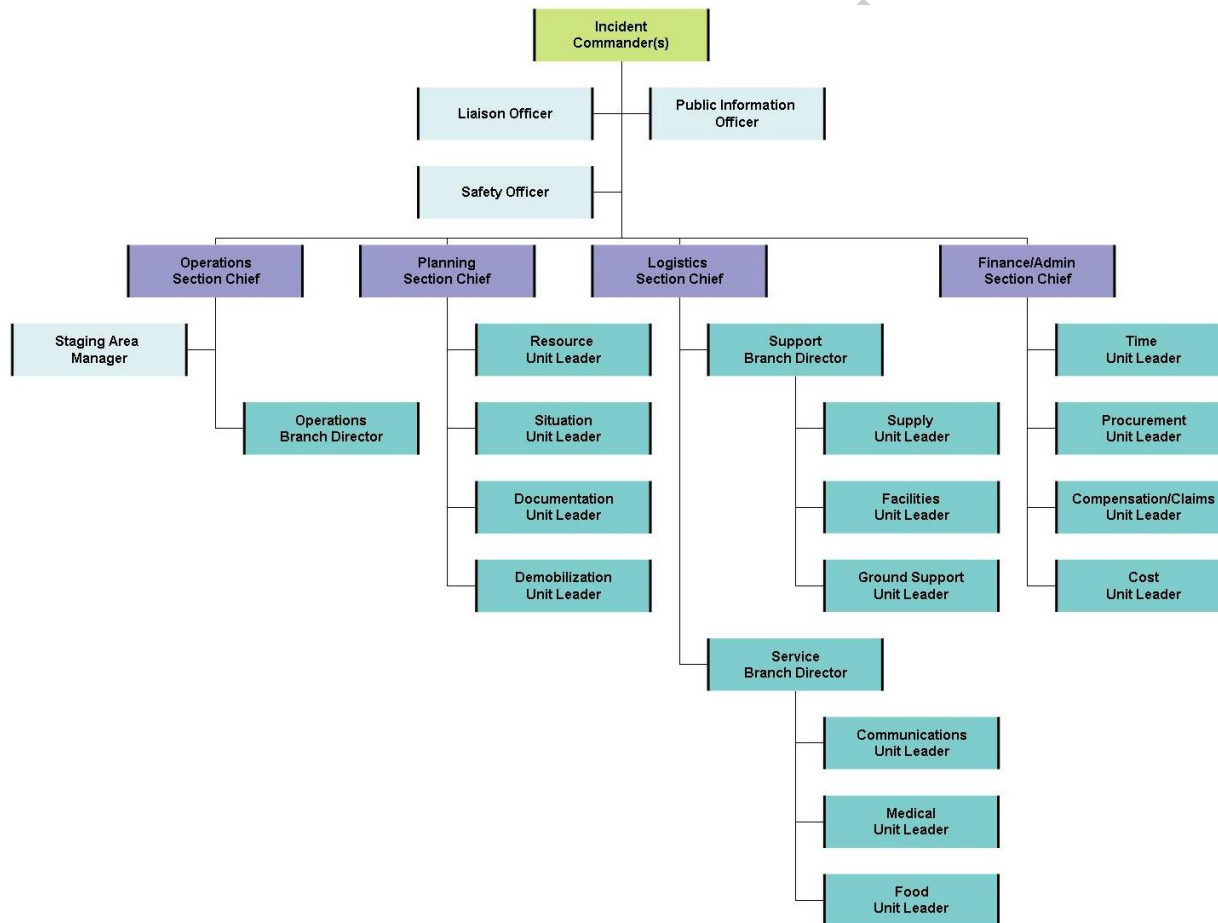
D References

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Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010. (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)

- National Incident Management System, 2008. (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)

- The Code of Federal Regulations, Title 44, Part 206. (http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&view=text&node=44:1.0.1.4.57&idno=44)

State

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011. (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)

- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (http://www.leg.state.or.us/ors/)

Coos County

The following documents can be accessed through the County Emergency Program Manager, unless otherwise noted.

- Emergency Operations Plan, 2009. Available online at http://www.co.coos.or.us/Departments/SheriffsOffice/EmergencyManagement.aspx

- Natural Hazard Mitigation Plan, 2010. Available online at http://www.co.coos.or.us/Portals/0/Emergency%20Management/Coos%20County%20NHMP_Final_062110.pdf

- Memoranda of Agreement / Understanding

Other

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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E | Acronyms and Glossary

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Acronyms

[**Planner Note:** During **final draft phase**, this acronym list will be updated]

AAR	After Action Report
ADA	Americans with Disabilities Act
City	City of Bandon
CBRNE	Chemical, Biological, Radiological, Nuclear, and High Yield Explosive
CERT	Community Emergency Response Team
COG	Continuity of Government
COOP	Continuity of Operations
CONOPS	Concept of Operations
County	Coos County
CPG	Comprehensive Preparedness Guide
DAP	Disaster Assistance Policy
DHS	U.S. Department of Homeland Security
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
HazMat	Hazardous Materials
HAZUS-MH	Hazards U.S. Multi-Hazard
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
IA	Incident Annex
IAP	Incident Action Plan

ICS	Incident Command System
IDA	~~initial damage assessment~~Initial Damage Assessment
IGA	Inter-governmental Agreement
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LEPC	Local Emergency Planning Committee
MAA	Mutual Aid Agreement
MOA	Memorandum of Agreement
MAC	Multi-Agency Coordination
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NPS	National Preparedness System
NSS	National Shelter System
ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
OTFC	Oregon TITAN Fusion Center
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
PL	Public Law
Red Cross	American Red Cross
SA	Support Annex
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
TITAN	Oregon Terrorism Information Threat Assessment Network

USDA   United States Department of Agriculture

VA   Veterans Administration

USC   United States Code

VOIP   ~~voice-over internet protocol~~Voice-Over Internet Protocol

Glossary of Key Terms

<mark>[**City Action Item:** The following glossary was taken from https://nimcast.fema.gov/nimscast/index.jsp. Please review and adjust as necessary to suit your jurisdiction's needs]</mark>

Access and Functional Needs: Those actions, services accommodations, and problematic, architectural, and communication modifications that a covered entity must undertake or provide to afford individuals with disabilities a full and equal opportunity to use and enjoy programs, services, activities, goods, facilities, privileges, advantages, and accommodations in the most integrated setting. These actions are in light of the exigent circumstances of the emergency and the legal obligation to undertake advance planning and prepare to meet the disability-related needs of individuals who have disabilities as defined by the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, and those associated with them.

Access and functional needs may include modifications to programs, policies, procedures, architecture, equipment, services, supplies, and communication methods. Examples of "access and functional needs" services may include a reasonable modification of a policy, practice, or procedure or the provision of auxiliary aids and services to achieve effective communication, including but not limited to:

• An exception for service animals in an emergency shelter where there is a no-pets policy

• The provision of way-finding assistance to someone who is blind to orient to new surroundings

• The transferring and provision of toileting assistance to an individual with a mobility disability

• The provision of an interpreter to someone who is deaf and seeks to fill out paperwork for public benefits.

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

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

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

organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

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

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

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

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

Allocated Resource: Resource dispatched to an incident.

American Red Cross: A nongovernmental humanitarian organization led by volunteers that provides relief to victims of disasters and helps people prevent, prepare for, respond to, and recover from emergencies. The American Red Cross accomplishes this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

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

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

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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

Appendix E. 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 Supporting Agency.

Attack: A hostile action taken against the United States by foreign forces or terrorists, resulting in the destruction of or damage to military targets, injury or death to the civilian population, or damage to or destruction of public and private property.

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

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

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

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

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

Capabilities-based Planning: Planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice. Capabilities-based planning addresses uncertainty by analyzing a wide range of scenarios to identify required capabilities.

Capacity – A combination of all the strengths and resources available within a community, society or organization that can reduce the level of risk, or the effects of a disaster. (From the *U N International Strategy for Disaster Reduction.*)

Capacity Building – Efforts aimed to develop human skills or societal infrastructure within a community or organization needed to reduce the level of risk, or the effects of a disaster. (From the *U.N. International Strategy for Disaster Reduction.)*

Catastrophic Incident – Any natural or man-made incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to local, State, Tribal, and private sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened.

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

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

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

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

Checklist: Written (or computerized) enumeration of actions to be taken by an individual or organization meant to aid memory rather than provide detailed instruction.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Citizen Corps: A community-based program, administered by FEMA, which includes Citizen Corps councils and other programs that bring government and nongovernmental entities together to conduct all-hazards emergency preparedness and operations. Through its network of state, territorial, tribal and local councils, Citizen Corps increases community preparedness and response capabilities through collaborative planning, public education, outreach, training, and volunteer service. Additionally, programs like the Community Emergency Response Team Program train members of the public in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Community: Community has more than one definition. Each use depends on the context:

• A political or geographical entity that has the authority to adopt and enforce laws and ordinances for the area under its jurisdiction. In most cases, the community is an incorporated town, city, township, village, or unincorporated area of a county. However, each state defines its own political subdivisions and forms of government.
• A group of individuals (community of interest) who have a religion, a lifestyle, activity interests, an interest in volunteer organizations, or other characteristics in common. These communities may belong to more than one geographic community. Examples include: faith-based and social organizations; nongovernmental and

volunteer organizations; private service providers; critical infrastructure operators; and local and regional corporations.

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

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

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

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

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

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

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

Consequence: An effect of an incident or occurrence.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

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

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

Appendix E. Acronyms and Glossary

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

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

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

Critical Infrastructure – Systems and assets, whether physical or virtual, so vital that the incapacity or destruction of such may have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any local, State, Tribal and Federal jurisdiction.

Cultural Resources – Aspects of a cultural system that are valued by or significantly representative of a culture or that contain significant information about a culture. Cultural resources may be tangible entities or cultural practices. Tangible cultural resources are categorized as districts, sites, buildings, structures, and objects for the National Register of Historic Places and as archeological resources, cultural landscapes, structures, museum objects and archives, and ethnographic resources for Federal management purposes. Also includes cultural items as that term is defined in section 2(3) of the *Native American Graves Protection and Repatriation Act* [25 USC 3001(3)]; and archeological resources, as that term is defined in section 3(1) of the *Archaeological Resources Protection Act* of 1979 [16 USC 470bb(1)].

Dam: A barrier built across a watercourse for the purpose of impounding, controlling, or diverting the flow of water.

Damage Assessment: The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities and services (e.g., hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, transportation networks) resulting from a human-caused or natural disaster.

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

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

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency

incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

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

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

Disability: According to the Americans with Disabilities Act, the term "individual with a disability" refers to "a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is regarded by others as having such an impairment." The term "disability" has the same meaning as that used in the Americans with Disabilities Act Amendments Act of 2008, P.L. 110-325, as incorporated into the Americans with Disabilities Act. See http://www.ada.gov/pubs/ada.htm for the definition and specific changes to the text of the Americans with Disabilities Act. State laws and local ordinances may also include individuals outside the Federal definition.

Disaster: An occurrence of a natural catastrophe, technological accident, or human-caused incident that has resulted in severe property damage, deaths, and/or multiple injuries. As used in this Guide, a "large-scale disaster" is one that exceeds the response capability of the local jurisdiction and requires state, and potentially Federal, involvement. As used in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), a "major disaster" is "any natural catastrophe [...] or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under [the] Act to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby" (Stafford Act, Sec. 102(2), 42 U.S.C. 5122(2)).

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

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

Earthquake: The sudden motion or trembling of the ground produced by abrupt displacement of rock masses, usually within the upper 10 to 20 miles of the earth's surface.

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

Emergency Assistance: According to the National Response Framework, emergency assistance is "assistance required by individuals, families, and their communities to ensure that immediate needs beyond the scope of the traditional 'mass care' services provided at the local level are addressed. These services include: support to evacuations (including registration and tracking of evacuees); reunification of families; provision of aid and services to special needs populations; evacuation, sheltering, and other emergency services for household pets and services animals; support to specialized shelters; support to medical shelters; nonconventional shelter management; coordination of donated goods and services; and coordination of voluntary agency assistance."

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

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

Emergency Medical Services: Services, including personnel, facilities, and equipment, required to ensure proper medical care for the sick and injured from the time of injury to the time of final disposition (which includes medical disposition within a hospital, temporary medical facility, or special care facility; release from the site; or being declared dead). Further, emergency medical services specifically includes those services immediately required to ensure proper medical care and specialized treatment for patients in a hospital and coordination of related hospital services.

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

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment,

facilities, supplies, and other resources available; and outlines how all actions will be coordinated.

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

Emergency Support Function: Used by the Federal Government and many state governments as the primary mechanism at the operational level to organize and provide assistance. Emergency Support Functions align categories of resources and provide strategic objectives for their use. Emergency Support Functions use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.

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

• *A spontaneous evacuation* occurs when residents or citizens in the threatened areas observe an incident or receive unofficial word of an actual or perceived threat and, without receiving instructions to do so, elect to evacuate the area. Their movement, means, and direction of travel are unorganized and unsupervised.
• *A voluntary evacuation* is a warning to persons within a designated area that a threat to life and property exists or is likely to exist in the immediate future. Individuals issued this type of warning or order are *not required* to evacuate; however, it would be to their advantage to do so.
• *A mandatory or directed evacuation* is a warning to persons within the designated area that an imminent threat to life and property exists and individuals *must* evacuate in accordance with the instructions of local officials.

Evacuees: All persons removed or moving from areas threatened or struck by a disaster.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

Federal Coordinating Officer: The official appointed by the President to execute Stafford Act authorities, including the commitment of FEMA resources and mission assignments of other Federal departments or agencies. In all cases, the Federal Coordinating Officer represents the FEMA Administrator in the field to discharge all FEMA responsibilities for the response and recovery efforts underway. For Stafford Act incidents, the Federal Coordinating Officer is the primary Federal representative with whom the State Coordinating Officer and other response officials interface to determine the most urgent needs and to set objectives for an effective response in collaboration with the Unified Coordination Group.

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

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

Flood: A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

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

Functional Needs – The needs of an individual who under usual circumstances is able to function on their own or with support systems. However, during an emergency, their level of independence is challenged.

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

Governor's Authorized Representative: An individual empowered by a Governor to: (1) execute all necessary documents for disaster assistance on behalf of the state, including certification of applications for public assistance; (2) represent the Governor of the impacted state in the Unified Coordination Group, when required; (3) coordinate and supervise the state disaster assistance program to include serving as its grant administrator; and (4) identify, in coordination with the State Coordinating Officer, the state's critical information needs for incorporation into a list of Essential Elements of Information.

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

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

Hazardous Material: Any substance or material that, when involved in an accident and released in sufficient quantities, poses a risk to people's health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

Household Pet: According to FEMA Disaster Assistance Policy 9253.19, "[a] domesticated animal, such as a dog, cat, bird, rabbit, rodent, or turtle, that is traditionally kept in the home for pleasure rather than for commercial purposes, can travel in commercial carriers, and be housed in temporary facilities. Household pets do not include reptiles (except turtles), amphibians, fish, insects/arachnids, farm animals (including horses), and animals kept for racing purposes." This definition is used by FEMA to determine assistance that FEMA will reimburse and is the definition used in the production of this Guide. Individual jurisdictions may have different definitions based on other criteria.

Hurricane: A tropical cyclone, formed in the atmosphere over warm ocean areas, in which wind speeds reach 74 miles per hour or more and blow in a large spiral around a relatively calm center or eye. Circulation is counter-clockwise in the Northern Hemisphere and clockwise in the Southern Hemisphere.

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

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

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

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

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

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

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being

E-16

hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

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

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

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

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

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

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

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

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

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

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

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

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

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

Letter of Expectation: See Delegation of Authority.

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

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

Likelihood: Estimate of the potential for an incident's occurrence.

Limited English Proficiency: Persons who do not speak English as their primary language and who have a limited ability to read, speak, write, or understand English.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township,

local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

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

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

Mass Care: The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include mass evacuation, mass sheltering, mass feeding, access and functional needs support, and household pet and service animal coordination.

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

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

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

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among

incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

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

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

National Emergency Management Information System (NEMIS): An integrated data management system that automates management of disaster response and recovery operations, including application registration, processing, and payment of assistance to disaster survivors.

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

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

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

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based

groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

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

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

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

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

Personal Responsibility: The obligation to be accountable for one's actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

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

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

Planning Assumptions: Parameters that are expected and used as a context, basis, or requirement for the development of response and recovery plans, processes, and procedures. If a planning assumption is not valid for a specific incident's circumstances, the plan may not be adequate to ensure response success. Alternative methods may be needed. For example, if a decontamination capability is based on the planning assumption that the facility is not within the zone of release, this assumption must be verified at the beginning of the response.

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

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This

Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

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

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

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

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

Preliminary Damage Assessment (PDA): A joint assessment used to determine the magnitude and impact of an event's damage. A FEMA/State team will usually visit local applicants and view their damage first-hand to assess the scope of damage and estimate repair costs. The State uses the results of the PDA to determine if the situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention.

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

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

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

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

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

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

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

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

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

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

Resilience – Ability to adapt to changing conditions and withstand and rapidly recover from disruption due to emergencies.

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

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

Resource Typing: Resource typing is defining and categorizing, by capability, the resources requested, deployed and used in incidents. Resource typing definitions establish a common language and defines a resource's (for equipment, teams, and units) minimum capabilities. NIMS resource typing definitions serve as the common language for the mobilization of resources.

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 Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and 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.

Retrograde: To return resources back to their original location.

Risk: The potential for an unwanted outcome resulting from an incident or occurrence, as determined by its likelihood and the associated consequences.

Risk Analysis: A systematic examination of the components and characteristics of risk.

Risk Assessment: A product or process that collects information and assigns values to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making.

Risk Identification

The process of finding, recognizing, and describing potential risks.

Risk Management

The process of identifying, analyzing, assessing, and communicating risk and accepting, avoiding,

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

Scenario: Hypothetical situation composed of a hazard, an entity impacted by that hazard, and associated conditions including consequences when appropriate.

Scenario-based Planning: A planning approach that uses a hazard vulnerability assessment to assess the hazard's impact on an organization on the basis of various threats that the organization could encounter. These threats (e.g., hurricane, terrorist attack) become the basis of the scenario.

Section: The Incident Command System organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics,

Finance/Administration, and Intelligence/Investigations (if established). The Section is organizationally situated between the Branch and the Incident Command.

Senior Official: The elected or appointed official who, by statute, is charged with implementing and administering laws, ordinances, and regulations for a jurisdiction. He or she may be a mayor, city manager, etc.

Service Animal: Any guide dog, signal dog, or other animal individually trained to assist an individual with a disability.

Service animals' jobs include, but are not limited to:

• Guiding individuals with impaired vision

• Alerting individuals with impaired hearing (to intruders or sounds such as a baby's cry, the doorbell, and fire alarms)

• Pulling a wheelchair

• Retrieving dropped items

• Alerting people of impending seizures

• Assisting people who have mobility disabilities with balance or stability.

Short-Term Recovery – Phase of recovery which addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure and the mobilization of recovery restarting and/or restoring essential services for recovery decision making.

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

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

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

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

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Stabilization – The process by which the immediate impacts of an incident on community systems are managed and contained.

Steady-State – A state where operations and procedures are normal and ongoing. Communities are considered to be at a steady-state prior to disasters and after recovery is complete.

Sustainability – Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

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

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

State Coordinating Officer: The individual appointed by the Governor to coordinate state disaster assistance efforts with those of the Federal Government. The State Coordinating Officer plays a critical role in managing the state response and recovery operations following Stafford Act declarations. The Governor of the affected state appoints the State Coordinating Officer, and lines of authority flow from the Governor to the State Coordinating Officer, following the state's policies and laws.

Storm Surge: A dome of sea water created by strong winds and low barometric pressure in a hurricane that causes severe coastal flooding as the hurricane strikes land.

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

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

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

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

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

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

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

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

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

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

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

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

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

Tornado: A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds can be as low as 65 miles per hour, but may reach 300 miles per hour or higher.

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

Tsunami

Sea waves produced by an undersea earthquake. Such sea waves can reach a significant height resulting in damage or devastation to coastal cities and low-lying coastal areas.

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

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

Underserved Populations/Communities – Groups that have limited or no access to resources or that are otherwise disenfranchised. These groups may include people who are socioeconomically disadvantaged; people with limited English proficiency; geographically isolated or educationally disenfranchised people; people of color as well as those of ethnic and national origin minorities; women and children; individuals with disabilities and others with access and functional needs; and seniors.

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

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

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

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

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

Appendix E. Acronyms and Glossary

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

Warning: The alerting of emergency response personnel and the public to the threat of extraordinary danger and the related effects that specific hazards may cause.

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