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City of Springfield Emergency Management Plan

Updated May 2007

The City of Springfield has developed the following All Hazards Emergency Management Plan. This is a living document, and will be updated periodically as additional planning and new information warrant. Please contact the [Fire and Life Safety Department](#) with any questions or suggestions.

Sincerely,

Dennis Murphy, Fire Chief
City of Springfield, Oregon

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FORWARD

The City Council and the City Manager, acting as the Director of Emergency Services, are charged with the responsibility to develop and implement an all-hazard emergency management plan for Springfield.

Prior to 1999, Springfield's Emergency Plan emphasized preparedness and response to all risks faced by the community. In 1999, additional emphasis was placed on mitigation and recovery to better fulfill the four phases of emergency management. Continuing the focus on mitigation and recovery, this plan has been developed and modeled after principles and concepts in emergency management created and refined following the attacks on September 11, 2001.

In Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents, the President directed the Secretary of Homeland Security to develop, submit for review to the Homeland Security Council, and administer a National Incident Management System (NIMS). This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents regardless of the type or size of the event.

NIMS integrates the standardized organizational structures such as Incident Command System (ICS), multi-agency coordination systems, and public information systems. ICS is a management system that provides a common organizational structure for small or complex incidents, both natural and manmade. ICS is now used in all levels of government, as well as in many private sector and other non-government organizations. Design requirements for ICS include:

- Providing for operations involving a single agency within a single jurisdiction; multiple agencies within a single jurisdiction; and multiple agencies from multiple jurisdictions;
- Providing for organizational structure that can be adapted to any emergency or incident, to which emergency organizations would respond;
- Being applicable and acceptable to users throughout the country;
- Being easily adaptable to any technology;
- Being easily expanded in a logical manner;
- Having basic, common elements of organization; terminology; and procedures;
- Being effective, yet basic enough to ensure low operational maintenance costs.

Authority and Adoption

Several key authorities guide the structure, development, and implementation of the City's Emergency Management Plan.

A. Federal

At the federal level there are a number of statutes, including:

Homeland Security act of 2002, Pub. Law 107-296, 116 Stat. 2135 (2002)

This act established the Department of Homeland Security with the mandate and legal authority to protect American citizens from the continuing threat of terrorism and to act as the focal point for natural and manmade crises and emergency planning.

Homeland Security Presidential Directive - 5

This directive is intended to provide a single, comprehensive national incident management system, which supports and outlines the unified approach that will be used by federal, state, and local governments in response to emergencies.

Robert T. Stafford Disaster Relief and Emergency Assistance Act

The Stafford Act establishes the programs and processes that the federal government will use to provide disaster and emergency services to state and local governments.

B. State

At the state level the following Oregon Revised Statutes provide the foundation for authorizing a jurisdiction to develop and implement the components of an emergency management plan. **ORS 401.305 through ORS 401.335**

ORS 401.305 Emergency management agency of city or county; emergency program manager; coordination of emergency management functions.

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

territorial limits of the county or city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the county or city. Such emergency management functions shall include, as a minimum, coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities, and establishment of an incident command structure for management of a coordinated response by all local emergency service agencies. [1983 c.586 ' 12; 1993 c.187 ' 9]

C. Local

The authority for provisions of the City of Springfield's emergency actions are contained in the **Municipal Code, Chapter 1, Sections 2.800 to 2.818, Emergency Management, as amended (by Ordinance No. 5866, 1 November 1997).**

GLOSSARY

Access Control Point	Designated sites identifying critical locations that can be used to control egress and ingress into a certain area.
Acutely Toxic Chemicals	Chemicals which can cause both severe short and long-term health effects after a single, brief exposure (short duration). These chemicals can cause damage to living tissue, impairment of the central nervous system, severe illness or, in extreme cases, death when ingested, inhaled or absorbed through the skin.
Advanced Life Support (ALS)	Emergency medical care beyond basic life support including one or more of the following: administration of drugs, defibrillation, insertion of special airways, or heart monitoring. Specially trained personnel who staff the department's medic units provide this level of care.
Agency	A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).
Agency Representative	A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.
Alert	Informs people of impending danger.
American National Red Cross	The national organization of the Red Cross organized to undertake activities for the relief of person suffering from disaster.
Apparatus	A vehicle used for fire fighting, such as a pumper or ladder truck.
Area Command (Unified Area Command)	An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some

	location other than an incident command post.
ARES (Amateur Radio Emergency Services)	Radio communications services conducted by volunteer licensed amateur radio operators providing emergency radio communications to local, regional, or state emergency management organizations.
Automatic Move-up	A procedure, under which fire crews, during an emergency, relocate to fire stations vacated by crews who have responded to the incident. This is done under prearranged plans, making the move-up “automatic.”
Basic Life Support (BLS)	Emergency medical care limited to establishing and maintaining an open airway, providing respiratory assistance and performing cardiopulmonary resuscitation. Fire crews provide this level of care.
Capability Assessment (CA)	Formal measurement of current capabilities against standards and criteria that have been established as necessary to perform basic emergency management functions.
Catastrophic Incident	Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, 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. All catastrophic events are Incidents of National Significance.
Category (CAT)	<p>When related to fallout shelter spaces, indicates a range of protection factors (PF). This is used to more easily define the capability of a shelter since there will be a wide range of protection factors throughout the facility. Categories normally used are:</p> <ul style="list-style-type: none"> • CAT 0 - PF 10 – 19 • CAT 1 - PF 20 – 39 • CAT 2 - PF 40 – 69 usually combined with CAT 3 extends the range to PF 99 CAT 4 - PF 100 – up
Chemtree: Chemical Transportation Emergency Center	Located in Washington, D.C., this facility, sponsored by the chemical industry, provides 24-hour assistance in dealing with chemical transportation emergencies.
Command Staff	In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer,

	and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.
Company	Basic unit of a fire department, a company consists of a piece of fire apparatus and the crew assigned to it. Personnel are selected, trained, and assigned to the various types of fire apparatus, resulting in engine companies (pumpers) and truck companies (ladder and snorkel trucks).
Contingency Plan	Document developed to identify and catalog all the elements required to respond to an emergency, defining responsibilities and specific tasks and serving as a response guide.
Continuity of Government (COG)	Provisions for ensuring the survival and operational capacity of government structure. Lines of succession in the lead and supporting agencies should be identified.
Damage Assessment	Appraisal or determination of actual effects resulting from an emergency or disaster. An estimate of the damages to a geographic area is made after a disaster has occurred, and serves as the basis for the Governor's request for a Presidential Disaster Declaration.
Decontamination	Reduction or removal of contaminating radioactive or chemical material from a structure, area, object, or person.
Deputy	A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.
Direction and Control	Direction and Control rests with the Executive Group (City Manager, Departmental Executive Managers, City Attorney), the Command Group (Command Section staff: Primary Public Information Officer, Liaison Officer, etc.), and the EMO Incident Commander. The Executive Group provides policy direction, and the Command Group determines Response activities and use of resources.
Disaster Recovery Center (DRC)	A facility established in a centralized location, within or near the disaster area, at which disaster victims (individuals, families, or businesses) apply for disaster aid.
Drill	Supervised instruction period aimed at testing, developing, and maintaining skills in a particular operation. A drill is often a component of an exercise.
Early Warning System	Automatic system of inter-connected smoke and/or heat detection devices within a building, monitored on a 24-hour basis by someone on the premises or connection to an alarm monitoring service.
Emergency	Absent a Presidentially declared emergency, any incident(s),

	human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency 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 Command Center (ECC)	Public Works, Roosevelt Yard. All public works activities are coordinated during large-scale emergency or disaster events.
Emergency Alert System (EAS)	Consists of a network broadcasting station and interconnecting facilities, which have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies.
Emergency Management	Refers to programs and capabilities designed to mitigate, prepare for, respond to, and recover from the effects of all hazards.
Emergency Management Organization (EMO)	Overall organization of emergency service and emergency management personnel who are responsible for carrying out emergency functions/activities in the event of an emergency situation.
Emergency Manager	Individual who has the primary, day-to-day responsibilities for emergency management programs and activities; coordinates a jurisdiction's mitigation, preparedness, response and recovery activities.
Emergency Medical Dispatching (EMD)	System under which communications personnel are trained to not only receive and dispatch emergency medical calls, but also provide instructions over the phone on how to handle such emergencies.
Emergency Medical Technician (EMT)	Individual who has received formal training in pre-hospital and emergency care and is state certified to attend to an ill, injured, or disabled individual. The state recognizes three levels of EMT certification: <ul style="list-style-type: none"> • Basic; • Intermediate; Paramedic
Emergency Operations Center (EOC)	The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines, e.g., fire, law enforcement, and medical services; by jurisdiction, e.g., Federal, State, regional, county, city, tribal; or some combination thereof.

Emergency Operations Plan	The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.
Emergency Public Information (EPI)	Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides direction actions required to be taken by the general public.
Emergency Support Function (ESF)	A grouping of government and certain private-sector capabilities into an organizational structure to provide the support, resources, program implementation, and services that are most likely to be needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal, when feasible, following domestic incidents. The ESFs serve as the primary operational-level mechanism to provide assistance to State, local, and tribal governments or to Federal departments and agencies conducting missions or primary Federal responsibility.
Engine	Fire department pumper, operated with a complement of three fire fighters.
Enhanced Life Support	Level of emergency medical care in which fire companies are staffed and equipped to provide some advanced life support techniques, such as cardiac monitoring and the use of defibrillation for certain heart problems.
Evacuees, Spontaneous	Persons who might leave an area in periods of intense crisis in response to a real or feared threat whether or not they are advised to.
Evacuation Recommendation	Recommendation made by a presiding official to all or part of the population to evacuate from a stricken or threatened area, considered necessary for the preservation of life or other disaster mitigation response or recovery.
Exclusion Zone	Area where contamination does or could occur.
Exercise	<p>Activity designed to promote emergency preparedness; test or evaluate emergency operation’s plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. There are three specific types of exercises:</p> <p><i>Tabletop Exercise:</i> Activity in which elected and appointed officials and key agency staff are presented with simulated emergency situations without time constraints. Usually informal, in a conference room environment; designed to elicit constructive discussion by the participants as they attempt to examine and then resolve problems based on existing emergency operating plans. Purpose is for participants to evaluate plans and procedures and resolve questions of coordination and assignment</p>

	<p>of responsibilities in a non-threatening format and under minimum stress.</p> <p>Functional Exercise: Activity designed to test or evaluate the capability of an individual function or complex activity within a function. Applicable where the activity is capable of being effectively evaluated in isolation from other emergency management activity.</p> <p>(Example) A Direction and Control functional exercise: Activity designed to test and evaluate the centralized emergency operations capability and timely response of one or more units of government under a stress environment. Centered in an EOC or interim EOC; simulates the use of outside activity and resources.</p> <p>Full-Scale Exercise: Intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. Involves testing of a major portion of the basic elements existing within emergency operations plan and organizations in a stress environment. This type of exercise includes mobilization of personnel and resources and actual movement of emergency workers, equipment, and resources required to demonstrate coordination and response capability.</p>
<p>Federal Coordinating Officer (FCO)</p>	<p>The Federal officer who is appointed to manage Federal resource support activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal disaster assistance resources and programs to the affected State and local governments, individual victims, and the private sector.</p>
<p>Federal Emergency Communications Coordinator (FECC)</p>	<p>That person, assigned by GSA, who functions as the principal Federal manager for emergency telecommunications requirements in major disasters, emergencies, and extraordinary situations, when requested by the FCO or FRC.</p>
<p>Federal Emergency Management Agency (FEMA)</p>	<p>FEMA prepares the nation for all hazards and manages federal response and recovery efforts following any national incident. FEMA also initiates mitigation activities, trains first responders, works with state and local emergency managers, and manages the National Flood Insurance Program and the U.S. Fire Administration. FEMA became part of the U.S. Department of Homeland Security on March 1, 2003.</p>
<p>Federal On-Scene Coordinator (FOSC) or (OSC)</p>	<p>The Federal official pre-designated by the EPA or the USCG to coordinate responses under subpart D or the NCP, or the government official designated to coordinate and direct removal actions under subpart E of the NCP.</p>

Federal Resource Coordinator (FRC)	The Federal official appointed to manage Federal resource support activities related to non-Stafford Act incidents. The FRC is responsible for coordinating support from other Federal departments and agencies using interagency agreements and MOUS.
Finance/Risk Management	Finance/Risk Management Section is established on incidents when agencies involved have a specific need for financial and risk management services. In the ICS, not all agencies will require the establishment of a separate Finance/Risk Management Section. In some cases where only one specific function is required, that position could be established as a Technical Specialist in the Planning Section.
First Responder	Local and non-governmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from Federal, State, local, tribal, or nongovernmental organizations.
Fixed Facility	Plant site where handling/transfer, processing, and/or storage of chemicals is performed.
Flood Hazard	Natural hazard defined in terms of the one hundred-year flood. This type of flood has a one- percent chance of occurring in any given year. People or structures located in the one hundred-year flood zone are vulnerable to injury and damages. A flood disaster is one that injures a number of people, causes significant property damage, or both.
Governor's Authorized Representative	Person named by the Governor in the Federal-State Agreement to execute, on behalf of the state, all necessary documents for disaster assistance following declaration of an emergency or major disaster, including certification of application for public assistance.
Governor's Proclamation-State of Disaster	The Governor, by executive order or by proclamation, declares a state of disaster if the Governor finds a disaster has occurred, or the occurrence or threat of disaster is imminent.
Groups, Institutionalized	Persons who reside in public and private group quarters of a varied nature rather than households. This includes hospital, nursing homes, orphanages, colleges, universities, and correctional facilities. Residents generally lack household possessions and/or transportation, and may require special care and/or custody.

Hazard	Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.
Hazard Analysis	In the context of HAZMAT planning, use of a simplified vapor dispersion model, which looks at the movement of toxic or explosive vapors over distance at a concentration level of concern to determine whether the amount of chemical at a facility or in a transport container poses a threat to the surrounding community and requires more detailed analysis and planning.
Hazard Mitigation	Any cost-effective measure which will reduce the potential for damage to a facility from a disaster event.
Hazard Mitigation Plan	Written plan describing coordinated hazard mitigation planning and implementation measures to accomplish the prevention or reduction of the adverse impact of natural and man-made hazards.
Hazardous Material (HAZMAT)	For the purposes of ESF #1, hazardous material is a substance or material, including a hazardous substance, that has been determined by the Secretary of Transportation to be capable of posing an unreasonable risk to health, safety, and property when transported in commerce, and which has been so designated (see 49 CFR 171.8). For the purposes of ESF #10 and the Oil and Hazardous Materials Incident Annex, the term is intended to mean hazardous substances, pollutants, and contaminants as defined by the NCP.
Hazardous Materials Incidents	Situation involving a spill or uncontrolled escape of a hazardous material from a fixed facility or mobile container.
Hazardous Substance	As defined by the NCP, any substance designated pursuant to section 311 (b)(2)(A) of the Clean Water Act; any element, compound, mixture, solution, or substance designated pursuant to section 102 of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA); any hazardous waste having the characteristics identified under or listed pursuant to section 3001 of the Solid Waste Disposal Act (but not including any waste the regulation of which under the Solid Waste Disposal Act (42 U.S.C. ' 6901 et seq.) has been suspended by act of Congress); any toxic pollutant listed under section 307 (a) of the Clean Water Act; any hazardous air pollutant listed under section 112 of the Clean Air Act (42 U.S.C. ' 7521 et seq.); and any imminently hazardous chemical substance or mixture with respect to which the EPA Administrator has taken action pursuant to section 7 of the Toxic Substances Control Act (15 U.S.C. ' 2601 et seq.).
High Risk Area	Areas designated by the federal government, or locally through a Hazard Vulnerability analysis, as relatively more likely to experience the direct effects of certain natural disaster or nuclear

	attack.
Incident	An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
Incident 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 Command Post (ICP)	The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
Incident Command System (ICS)	A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is 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 Commander	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
Incident of National Significance	Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of Federal, State, local, tribal, nongovernmental, and/or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation activities.

Intelligence Officer	The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.
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 at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.
Joint Information System (JIS)	Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.
Level of Concern	Concentration of an extremely hazardous substance in the air, above which may be serious immediate health effects to anyone exposed to it for short periods of time.
Liaison Officer	A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.
Local Emergency	Duly proclaimed existence of conditions of a disaster or of extreme peril to the safety or health of persons and property within local jurisdictional boundaries.
Local Government	A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of government (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or, in Alaska, a native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics	The Logistics Section is responsible for providing all support needs to the incident. The Logistics Section would order all resources from off-incident locations, in addition to providing facilities, transportation, supplies, equipment maintenance and fueling, feeding, communications, and medical services.
Maintenance Facility	Location where preventive maintenance and minor repairs can be made, both to Fire Department vehicles and specialized equipment, such a breathing apparatus’.
Major Disaster	As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the Untied States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.
Media Staging Area	Central location from which the media can operate. Media badges will be issued as news crews arrive and will be retrieved as they leave the scene.
Mitigation	The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.
Multi-jurisdictional Incident	An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.
Mutual Aid Agreement	Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.
National Coordinating Center for Telecommunications	A joint telecommunications industry--Federal Government operation established to assist in the initiation, coordination, restoration, and reconstitution of NS/EP telecommunications

	services and facilities.
National Counterterrorism Center (NCTC)	The NCTC serves as the primary Federal organization for analyzing and integrating all intelligence possessed or acquired by the U.S. Government pertaining to terrorism and counterterrorism, excepting purely domestic counterterrorism information. The NCTC may, consistent with applicable law, receive, retain, and disseminate information from any Federal, State, or local government or other source necessary to fulfill its responsibilities.
National Disaster Medical System (NDMS)	A coordinated partnership between DHS, HHS, DOD, and the Department of Veterans Affairs established for the purpose of responding to the needs of victims of a public health emergency. NDMS provides medical response assets and the movement of patients to health care facilities here definitive medical care is received when required.
National Incident Management System (NIMS)	A system mandated by HSPD-5 that provides a consistent, nationwide approach for Federal, State, local, and tribal government; the private sector; and NGOs to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.
National Infrastructure Coordinating Center (NICC)	Managed by the DHS Information Analysis and Infrastructure Protection Directorate, the NICC monitors the Nation's critical infrastructure and key resources on an ongoing basis. In the event of an incident, the NICC provides a coordinating vehicle to share information with critical infrastructure and key resources information sharing entities.
National Interagency Fire Center (NIFC)	.A facility located in Boise, ID, that is jointly operated by several Federal agencies and is dedicated to coordination, logistical support, and improved weather services in support of fire management operations throughout the United States
National Response Center (NRC)	A national communications center for activities related to oil and hazardous substance response actions. The National Response Center, located at DHS/USCG Headquarters in Washing, DC, receives and relays notices of oil and hazardous substances releases to the appropriate Federal OSC.

National Response Plan	A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.
National Response System	Pursuant to the NCP, the mechanism for coordinating response actions by all levels of government (40 CFR ' 300.21) for oil and hazardous substances spills and releases.
National Response Team (NRT)	The NRT, comprised of the 16 Federal agencies with major environmental and public health responsibilities, is the primary vehicle for coordinating Federal agency activities under the NCP. The NRT carries out national planning and response coordination and is the head of a highly organized Federal oil and hazardous substance emergency response network. EPA serves as the NRT Chair, and DHS/USCG serves as Vice Chair.
National Strike Force	The National Strike Force consists of three strike teams established by DHS/USCG on the Pacific, Atlantic, and Gulf coasts. The strike teams can provide advice and technical assistance for oil and hazardous substances removal, communications support, special equipment, and services.
Nongovernmental Organization	An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.
Nuclear Incident Response Team (NIRT)	Created by the Homeland Security Act to provide DHS with a nuclear/radiological response capability. When activated, the NIRT consists of specialized Federal response teams drawn from DOE and/or EPA. These teams may become DHS operational assets providing technical expertise and equipment when activated during a crisis or in response to a nuclear/radiological incident as part of the DHS Federal response.
On-Scene Command Post	Facility at a safe distance from an accident site, from which the incident commander, responders, and technical representatives can make response decisions, deploy manpower and equipment, maintain liaison with media, and handle communications.
Operations	Tactical operations at an incident include all activities that are directed toward reduction of the immediate hazard, establishing situation control, and restoration of normal operations.
Operational Period	Time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.
Operations Planning	Process of determining need for application of resources and determining methods of obtaining and committing resources to fill operational needs.

Oregon Law Enforcement Telecommunication Systems	Electronic message switching system network providing landline, teletype communication to federal, state, and local law enforcement agencies within Oregon.
Overpressure	Transient pressure (usually expressed in pounds per square inch) exceeding ambient pressure, manifested in the shock (or blast) wave from an explosion. Variation of overpressure with time depends on energy yield of explosion, distance from the point of burst, and medium value of overpressure at a given location and is generally experience at the instant the shock (or blast) wave reaches the location.
Perimeter	<p>Hazardous materials incidents may require the establishment of inside and outside perimeters</p> <p>Inside Perimeter: Only those directly involved in the response (Hazardous Materials team, necessary fire personnel, clean-up teams, etc.) shall be allowed into this area. Security of inside perimeter is the responsibility of the Fire Department.</p> <p>Outside Perimeter: Area to which other emergency responders (ambulance, emergency management, police, public works, and additional fire personnel) and the media will be allowed access. Security of the outside perimeter is the responsibility of the Police Department.</p>
Placard	<p>10 ¾" x 10 ¾" diamond shaped, color-coded sign affixed to the front, rear, and both sides of a transport vehicle identifying a specific hazard regarding the material being transported.</p> <p>704 Placard: Diamond-shaped, color-coded sign affixed to a stationary site designating the multiple hazards associated with chemical storage at that site.</p>
Planning	The Planning Section Chief is responsible for gathering and analyzing all data regarding incident operations and assigned resources, developing alternatives for tactical operations, conducting planning meetings, and preparing an Incident Action Plan for each operational period.
Plume	A vapor cloud formation associated with HAZMAT, which has shape and buoyancy.
Preparedness	The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is

	operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.
Prevention	Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such counter measures 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.
Principal Federal Official (PFO)	The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance.
Promulgation Document	Letter of approval or resolution of the Plan by the jurisdiction's chief executive.
Protected Groups	Groups, including women, minorities, and handicapped citizens identified for consideration under affirmative action guidelines.
Public Information Officer (PIO)	The PIO is the primary source for public information in the event of an emergency. The PIO is responsible for organizing and managing the emergency public information system and for establishing guidelines for the release of public information.
Radio Amateur Civil Emergency Services (RACES)	Radio communications services conducted by volunteer licensed amateur radio operators providing emergency radio communications to local, regional, or state emergency management organizations.
Radiological Emergency Response Teams (RERTs)	Teams provided by EPA's Office of Radiation and Indoor Air to support and respond to incidents or sites containing radiological hazards. These teams provide expertise in radiation monitoring, radionuclide analyses, radiation health physics, and risk assessment. RERTs can provide both mobile and fixed laboratory support during a response.
Rapid Response Center	Serves as central location for media and public to receive information about an emergency. Information is disseminated primarily through use of a "hotline" phone number publicized in the media. The Rapid Response Center is also used to conduct news conference, when necessary.

Reception Area	This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.
Recovery	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 person; 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.
Regional Response Teams (RRTs)	Regional counterparts to the National Response Team, the RRTs comprise regional representatives of the Federal agencies on the NRT and representatives of each State within the region. The RRTs serve as planning and preparedness bodies before a response, and provide coordination and advice to the Federal OSC during response actions.
Resource Guide	Current list of all resources (equipment, personnel, and supplies) which can be used by emergency services in response to local disaster or emergency.
Resource Management	Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.
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 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.
Response Time	The time necessary for an emergency vehicle, operating with warning lights and siren, to travel from its location to the scene of an emergency.
Risk	Probability that a hazard will occur during a particular time period.
Safety Officer	A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.
Section	The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Risk Management, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.
Self-Contained Breathing Apparatus (SCBA)	Air tanks and mask worn by fire fighters at fires and hazardous materials incidents.
Shelter Manager	A pre-trained individual, selected by the local coordinator, who provides for internal organization, administration, and operation of a shelter facility.
Shipping Papers	Documentation carried by the driver of a truck, or other mode of transportation, which states what the hazardous material is, the amount, and how it is package, i.e., boxes, drums, and tanks.
Span of Control	The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)
Staging Area (SA)	Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.
Standard Operating Procedures (SOP)	Steady and continuous reference to those procedures unique to a situation and used for accomplishing specialized functions.
State Coordinating Officer (SCO)	Person appointed by the Governor to serve as the on-scene representative for the Division of Emergency Management and to work in concert with the Federal Coordinating Officer in administering state and federal assistance to disaster victims.
State Emergency Management Plan	State Plan designated specifically for state-level response to emergencies or major disasters, which sets forth implementing federal disaster assistance.
State Radiation Team/ Radiological Monitoring Team	Response team dispatched to the site of a radiological incident by the Bureau of Radiation Control, Oregon Department of Health. Emergency management radiological monitoring resources, including aerial monitoring may augment the team(s), if requested, by the Department of Health. At the incident scene, all radiation control capabilities are coordinated by the

	Department of Health, which also furnishes technical guidance and other services to local governments.
Strategic	Strategic elements of incident management are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.
Strategic Plan	A plan that addresses long-term issues such as impact of weather forecasts, time phased resource requirements, and problems such as permanent housing for displaced disaster victims, environmental pollution, and infrastructure restoration.
Strike Team	A set number of resources of the same kind and type that have an established minimum number of personnel.
Subject-Matter Expert (SME)	.An individual who is a technical expert in a specific area or in performing a specialized job, task, or skill
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.
Terrorism	Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 1 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).
Traffic Control Points	Placed along evacuation routes, staffed by law enforcement officials, to direct and control movement to and from the area being evacuated.
Training Facility (Fire and Rescue)	Site where fire and emergency training can be conducted on a regular basis. Such facilities normally include a tower for practice in repelling and raising ladders, structures in which test burns may be conducted props for exercises in flammable liquid and gas fire fighting, multiple fire hydrants, and areas into which large volumes of water may be discharged. In addition to physical props necessary for “hands-on” training, such facilities normally include classroom areas and office space for training staff.
Triage	System of assigning priorities of medical treatment to the injured/ill on the basis of urgency and chance of survival.

Truck	Fire department ladder truck. Vehicles are normally equipped with either a mechanically operated aerial ladder or a boom and bucket type of device. Additionally, trucks are equipped with a full complement of hand-raised ladders, as well as specialized equipment not carried other fire apparatus such as forcible entry and rescue tools.
Unified Command	An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated member of the UC, often the senior person from agencies and/or disciplines participating in the US, to establish a common set of objectives and strategies and a single IAP.
Uniform Fire, Building and Mechanical Codes (UFC, UBS, UMC)	Standardized codes regulating construction, occupancy, access, and use of building, which have been adopted for use. The Planning and Development/Building and Permit Services Division and the Fire Prevention Bureau enforce codes.
Unit Log	Activity log describing chronology of events, incoming and outgoing messages, and other pertinent information for records relating to incident, as well as post-incident evaluation.
Urban Search and Rescue	Operational activities that include locating, extricating, and providing on-site medical treatment to victims trapped in collapsed structures.
Utility	Structures or systems of electrical power, water storage, supply and distribution, sewage collection and treatment, telephone, transportation, or other similar public service.
Volunteer	For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.
Volunteer Organization	Any chartered or otherwise duly recognized tax-exempt local, state, or national organization, which has provided or may provide services to state or local governments or individuals in a disaster or emergency.
Vulnerability	Susceptibility to injury or damage from hazards.
Vulnerable Zone	Area over which the airborne concentration of a chemical involved in an accidental release could reach the level of concern.
Warning	Notification of the imminent impact of a specific hazard, and immediate actions that should be taken.
Weapons of Mass Destruction (WMD)	As defined in Title 18, U.S.C. ' 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a

	propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release.
Wireless Priority Service (WPS)	XE "WPS (Wireless Priority Service)" WPS allows authorized NS/EP personnel to gain priority access to the next available wireless radio channel to initiate calls during an emergency when carrier channels may be congested.

ACRONYMS

ALS	Advanced Life Support
ARES	Amateur Radio Emergency Services
BLS	Basic Life Support
CA	Capability Assessment
CAT	Category
CENS	Community Emergency Notification System
CERT	Community Emergency Response Team
CMO	City Manager's Office
CSP	Community Shelter Plan
COG	Continuity of Government
DAC	Disaster Application Center
DEQ	Department of Environmental Quality
DFO	Disaster Field Office
DHS	Department of Homeland Security
DOC	Director of Communications
DOT	Department of Transportation
DOTT	Disaster Operations Task Team
DRC	Disaster Recovery Center
EAS	Emergency Alert System
ECC	Emergency Command Center
EIMS	Emergency Information Management System
EMD	Emergency Medical Dispatching
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency

EPI	Emergency Public Information
ESF	Emergency Support Function
EWEB	Eugene Water and Electric Board
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FOSC	Federal On-Scene Coordinator
FRP	Federal Response Plan
GETS	Government Emergency Telecom Services
GIS	Geographic Information System
HAZMAT	Hazardous Material
HSAS	Homeland Security Advisory System
HSC	Homeland Security Council
HSOC	Homeland Security Operations Center
HSPD	Homeland Security Presidential Directive
HSPD-5	Homeland Security Presidential Directive-5
HSAS	Homeland Security Advisory System
IAP	Incident Action Plan
ICS	Incident Command System
IEMS	Integrated Emergency Management System
IMS	Industrial Monitoring Section
ISD	Information Services Division
JIC	Joint Information Center
JIS	Joint Information System
LFA	Lead Federal Agency
LTD	Lane Transit District
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAWAS	National Warning System
NGO	Nongovernmental Organization
NIMS	National Incident Management System
NRP	National Response Plan

Acronyms

NVOAD	National Voluntary Organizations Active in Disaster
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
PIO	Public Information Officer
PMIC	Public and Medical Inquiry Center
RACES	Radio Amateur Civil Emergency Services
RDU	Rapid Deployment Unit
RESTAT	Resources Status
SCBA	Self-Contained Breathing Apparatus
SA	Staging Area
SARA	Superfund Amendments and Reauthorization Act
SCO	State Coordinating Officer
SITREP	Situation Report
SOP	Standard Operating Procedures
SPD	Springfield Police Department
SUB	Springfield Utility Board
TRT	Technical Rescue Team
US&R	Urban Search and Rescue
WMD	Weapons of Mass Destruction

HAZARD ANALYSIS

The City of Springfield has completed a Multi-Hazard Mitigation Plan for the Eugene-Springfield metropolitan area, which covers each of the major natural and anthropogenic hazards that might pose a risk to the citizens, buildings, or infrastructure of Springfield. For a complete hazard analysis, please refer to <http://www.ci.springfield.or.us>

The Multi-Hazard Mitigation Plan examines the following hazards that may significantly affect the Eugene-Springfield metropolitan area:

- ➡ Flooding
- ➡ Winter Storms
- ➡ Landslides
- ➡ Wildland/Urban Interface Fires
- ➡ Earthquakes
- ➡ Volcanic Hazards
- ➡ Dam Safety
- ➡ Disruption of Utility and Transportation Systems
- ➡ Hazmat Incidents
- ➡ Terrorism

Other events that could impact the City of Springfield include Civil Disturbances.

CITY OF SPRINGFIELD

EMERGENCY MANAGEMENT PLAN

Basic Plan



June 21, 2007

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN

6. BASIC PLAN

6.1 PURPOSE

This Plan sets forth the following actions to be taken by the emergency organizations designated by the City of Springfield and cooperating private institutions to:

- Prevent or reduce disasters;
- Reduce the vulnerability of city residents to any disasters that cannot be prevented;
- Assess capabilities and establish procedures for protecting citizens from the effects of disasters;
- Respond effectively to the actual occurrence of disasters; and
- Provide for recovery in the aftermath of any emergency involving extensive damage or other debilitating influence on the normal pattern of life within the community.

Used as a management tool, this Plan will increase the City's ability to develop a timely and efficient emergency program, thereby mitigating the effects of an emergency or disaster on people and property.

The Emergency Management Plan (**EMP**) emphasizes the extraordinary emergency response functions applicable to all emergencies or disasters, while recognizing the unique aspects of specific types of hazards. In addition, the EMP outlines basic response functions commonly applicable to all hazards in developing a systematic approach to the management of any type or magnitude of emergency or disaster.

The guidelines and procedures included in this plan have been prepared utilizing the best information and planning assumptions available at the time of preparation. There is no guarantee implied by this plan. In an emergency, resources may be overwhelmed and essential services may not be available. Deviation from these guidelines may be necessary given the facts of any particular situation.

6.2 SITUATION AND ASSUMPTIONS

6.2.1 Situation

The City of Springfield is exposed to various hazards, which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include drought, earthquake, fire/conflagration, flood, severe weather, and volcanic activity. There is also the threat of technological hazards, those caused by human omission or error, such as transportation accidents, hazardous materials incidents, or utility failures. A civil disturbance or a terrorism incident could also occur.

6.2.2 Assumptions

The City of Springfield will continue to be exposed to the hazards noted above as well as others which may develop in the future.

County and city governments are primarily responsible for emergency management actions and will commit all available resources to protect lives and minimize damage to property.

Outside assistance will be available in most emergency situations affecting the City. Although this Plan defines procedures for coordinating such assistance, it is essential for the City of Springfield to be prepared to carry out disaster response and short-term actions on an independent basis.

It is possible for a major disaster to occur at any time and at any place in the city. In some cases, dissemination of warning and increased readiness measures may be possible; however, many disasters and events can, and will, occur with little or no warning.

A major disaster event will likely affect the lives of many City of Springfield and other local response agency employees limiting or preventing them from performing emergency response activities.

Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their respective responsibilities in the implementation of this Emergency Management Plan.

The intent of this Plan is to reduce disaster-related losses.

6.3 PHASES OF EMERGENCY

The Basic Plan follows an all-hazard approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard-specific; therefore, this Plan accounts for activities before and after, as well as during, emergency operations. The phases of emergency management are addressed below.

6.3.1 Mitigation

Mitigation activities are those which eliminate or reduce the probability of a disaster occurring, including long-term activities that lessen the undesirable effects of unavoidable hazards.

6.3.2 Preparedness

Preparedness activities, programs, and systems are those that exist prior to an emergency and are used to support and enhance response to an emergency or disaster. Planning, training, and exercising are among the activities conducted under this phase.

6.3.3 Response

Response involves activities and programs designed to address both immediate and short-term effects at the onset of an emergency or disaster. Response is geared towards reducing casualties, damage, and facilitating recovery. Activities include direction and control, warning, evacuation, rescue, and other similar operations.

6.3.4 Recovery

Recovery involves both short-term and long-term processes. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or an improved, state of affairs. The appropriate time to institute mitigation measures, particularly those related to a recent emergency, is during the recovery period, including reassessing the EMP and planning process for deficiencies. Restoration to upgrade damaged areas is appropriate if it can be shown extra repairs will mitigate or lessen the chances of damages caused by another such similar disaster.

6.4 LEVELS OF EMERGENCY

To ensure that the City responds appropriately, emergency status and levels are listed below along with the action to be taken during each level. Emergency situations that are within the normal scope and control of the responsible department are not considered here.

Any given level may be bypassed, if necessary, to allow response to proceed directly to a higher level. As an emergency progresses to higher levels, the stated activities of previous levels will continue to be enacted.

6.4.1 Level One: Potential Emergency

6.4.1.1 Definition

At this level, there is a strong potential that the department attempting to control the emergency will exhaust its resources before bringing the emergency under control.

6.4.1.2 Action

All Executive Managers (or their designees), the Public Information Officer, and Police/Communications are notified of a possible emergency and will alert key personnel within their respective departments of the situation.

6.4.2 Level Two: Actual Local Emergency

6.4.2.1 Definition

The responsible department has determined that an emergency has proceeded beyond its capability to control, given its resources. The responsible department requires assistance from other departments to control a problem.

6.4.2.2 Action

Initial staffing for the EOC Executive Group will consist of the City Manager (Assistant City Manager); Fire & Life Safety Chief; Police Chief; and the Public Works Director. Executive Managers not immediately reporting to the EOC and the City Attorney will report to their respective offices and follow the procedures as outlined in the Emergency Management Plan and their respective annexes.

6.4.3 Level Three: Declare State of Emergency

6.4.3.1 Definition

The emergency is of a magnitude requiring County, State, and/or Federal assistance. Local resources, including mutual assistance response, are insufficient to cope with the situation, and the incident requires response from other levels of government to protect lives and minimize property damage for a large portion of the population.

6.4.3.2 Action

The City's Emergency Plan and EOC will be activated and a "state of emergency" will be declared, as outlined in ORS Chapter 401.309.

6.5 STEPS FOR DECLARATION OF EMERGENCY

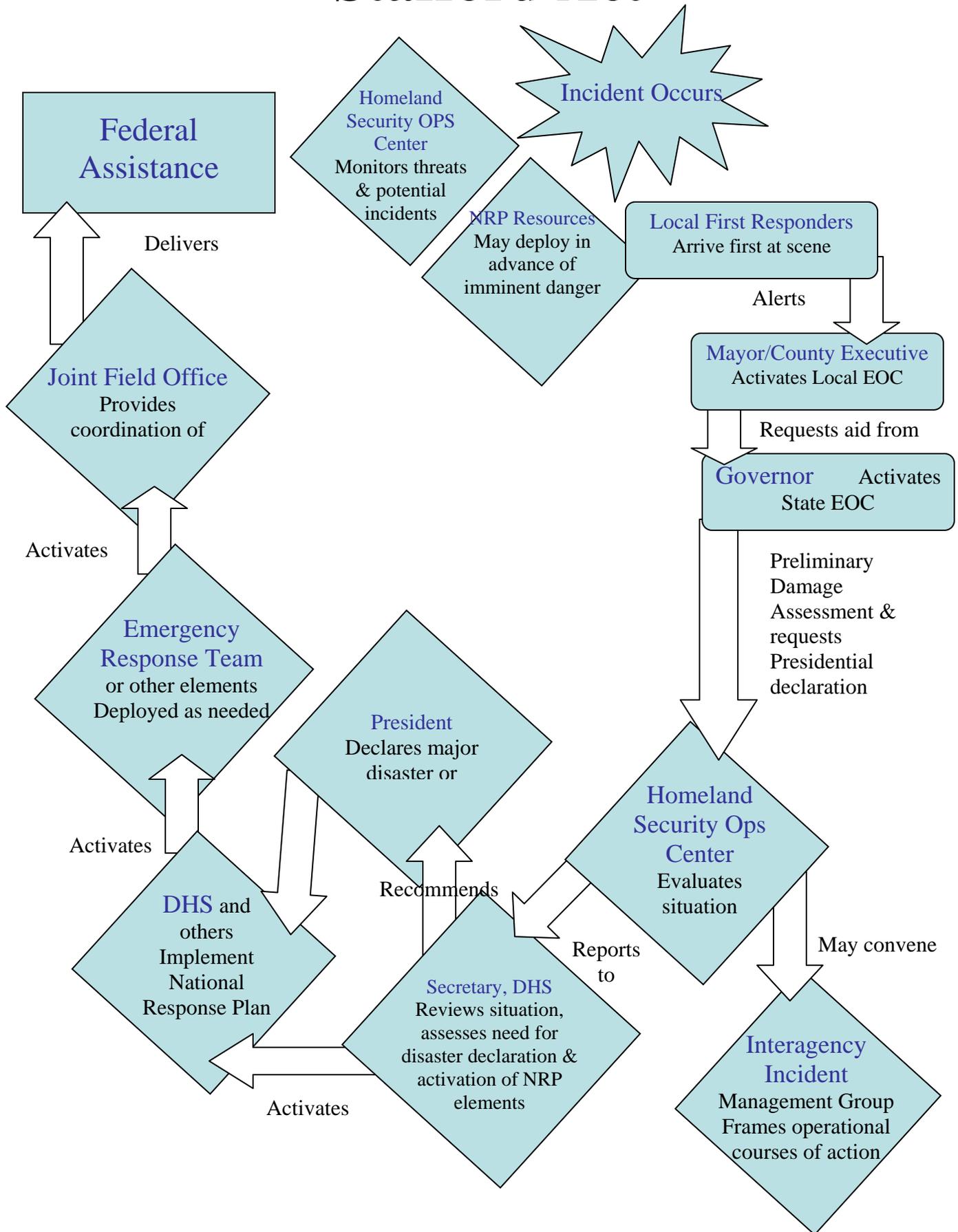
The City Manager will sign an order declaring a State of Emergency¹ for the City of Springfield when the situation progresses to a level three emergency. The City must first expend, or nearly deplete, its own resources, including those available through mutual aid agreements, before requesting assistance from Lane County. All requests will be made by the City Manager or by another official duly authorized by the City Manager or the EMP. After County resources have been expended, a declaration may be requested through the State.

Requests for State or Federal assistance, including National Guard or other military services, will be made to the Oregon Emergency Management Agency (OEM) in Salem *through* the Lane County Emergency Manager. Only the County's governing body may ask the Governor for a declaration of emergency. Only the Governor may request a declaration of emergency from the President of the United States.

Following a presidential declaration of emergency, Federal assistance will be made available.

¹Ordinance No. 5866, Section 2.800 – 2,818 Emergency Code, The Springfield Code (1997) is contained in the Legal Annex Section.

Stafford Act



6.6 CONCEPT OF OPERATIONS

Local government has the primary responsibility for emergency management operations. These operations are designed to protect lives, minimize property damage, and provide for continuation of critical services to customers. This Plan is based upon the concept that the emergency functions for various departments involved in emergency management will generally parallel normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases; however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of an emergency, and efforts that would typically be required for normal daily functions will be redirected to the accomplishment of emergency tasks by the department concerned.

If it should be determined that the normal functions of the City are not sufficient to meet the emergency or disaster effectively, the City Manager may declare a state of emergency. The effect of the declaration is to activate recovery and rehabilitation aspects of the Plan and authorize the furnishing of aid and assistance.

6.7 DIRECTION AND CONTROL

6.7.1 General

The City Manager is responsible for ensuring that coordinated and effective emergency response systems are developed and maintained. Departments will perform emergency activities closely related to those they perform routinely. Specific positions and departments are responsible for fulfilling their obligations as presented in the Basic Plan and individual annexes. The City Manager will designate an Incident Commander, based on the type of emergency at hand. Each department will be responsible for having its own standard operating procedures (SOPs) to be followed during applicable response and recovery operations.

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 when the situation threatens to expand beyond the City's response capabilities.

6.7.2 Continuity of City Operations

6.7.2.1 Succession of Authority

To maintain City operations and ensure the orderly continuation of leadership in an emergency situation, the following order of responsibility is established:

Springfield Code section 2.810 provides that in the event the Director of Emergency Services is unavailable or unable to perform his/her duties; those duties shall be performed by:

- Deputy Director of Emergency Services (Fire Chief);
- Deputy Director of Emergency Services (Police Chief); or
- Proper designee of Fire or Police Chief;

6.7.2.2 Preservation of Records

In order to provide normal government operations following a disaster, vital records must be protected, including legal documents and personnel records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly.

6.8 EMERGENCY MANAGEMENT ORGANIZATION

The Emergency Management Organization (**EMO**) consists of all levels of City government. The Mayor, City Council, City Manager, Department Executive Managers, City Attorney, and individual departments all have certain responsibilities in the mitigation, preparedness, response, and recovery phases of emergency management for the City of Springfield.

The Emergency Management Plan (**EMP**) is based on the National Incident Management System (**NIMS**) and the National Response Plan (**NRP**). The EMO is structured to follow the Incident Command System (**ICS**). Responsibilities within the EMO structure are as follows:

6.8.1 Mayor and City Council

- Convene City Council for emergency session(s) [Mayor];
- Assist in communication and coordination efforts with elected officials of other governmental entities [Mayor];
- Coordinate emergency public information with CMO staff and PIO;
- Be available to address the community, and act as a conduit, within their respective wards or evacuation centers, to disseminate information during the course of a disaster event;
- Meet, as needed, to provide policy direction and enact ordinances that reduce the impact to citizens. Examples include flood plain ordinances, land use and development codes, and anti-price-gouging ordinances; and
- Determine funding levels through the budget for emergency mitigation, planning, response, and recovery activities.

6.8.2 Executive Group

The City Manager will determine, based on the nature of an emergency, which Executive Managers will be notified. Department Executive Managers not immediately reporting to the EOC will either report to their respective departments to provide staff assistance or prepare to take a later shift as part of the Executive Group. The City Attorney's role is to advise other members of the Executive Group regarding legal matters and provide assistance in presenting emergency ordinances to the City Council for adoption. Members of the Executive Group will determine which legal measures are to be processed by the City Council. The City Manager is responsible for declaring a state of emergency and, if necessary, requesting additional assistance from other jurisdictions or higher levels of government. Responsibilities of the Executive Group are as follows:

- Provide resources to ensure staff receives necessary training for managing emergency events, including maintenance of the Emergency Plan;
- City Manager (or designee) will appoint the Incident Commander, and a second shift Incident Commander, when it becomes apparent the event will extend into a second shift;
- Maintain communication and support with Mayor and City Council; stay informed of event status;
- Determine City services to be curtailed or modified during the course of an emergency, including determining an appropriate time for services to come back online;

- Provide policy guidance to the Incident Commander;
- Review critical press releases prior to release;
- Determine priorities for City resources;
- Recommend emergency ordinances to the Council; and
- Review ordinances for legal and liability issues [City Attorney].

6.8.3 Incident Command System (ICS)

The City of Springfield has selected the Incident Command System (ICS) as the method for managing emergency incidents. The ICS structure utilizes a standard format, defining operational and support functions, by providing a standard description and pre-defining duties and responsibilities for each function, and delineating lines of authority and communication.

The City Manager is responsible for appointing the Incident Commander and will coordinate appointment of the IC with the Executive Manager of the specific department assigned responsibility for the disaster. The City Manager may determine that a unified command is appropriate for responding to certain events.

6.8.4 Department responsibilities:

6.8.4.1 Public Works

- Weather-related events, i.e., ice, snow, wind, flood;
- Volcanic eruption;
- Earthquake; and
- Environmental.

6.8.4.2 Fire & Life Safety

- Conflagration;
- Hazardous materials incident; and
- Transportation/mass casualty incident.

6.8.4.3 Police

- Civil disturbance; and
- Terrorist attack.

6.8.4.4 Incident Commander (IC)

In charge of all operational aspects of an emergency, the IC also acts as a liaison between the Executive Group and operational staff activities. In addition, the IC is responsible for coordinating all efforts and determining necessary resources for any given emergency. The IC will determine which elements of the Incident Command System will be implemented and may choose to delegate some duties.

6.8.4.5 Command Staff

Command staff includes the Public Information Officer; Liaison Officer; and Safety Officer, all of whom report directly to the IC.

6.8.4.6 General Staff

General staff includes the Operations Chief, Planning Chief, Logistics Chief, and Finance Chief, all of whom report directly to the IC.

6.9 EMERGENCY OPERATIONS CENTER (EOC)

6.9.1 Policy Room and Incident Command Room

The EOC consists of two rooms -- a Policy Room and an Incident Command Room. The EMO IC Response and support activities will be coordinated from the City Hall Emergency Operations Center (EOC), a pre-designated facility. The EOC will be activated upon notification of a possible or actual major emergency. During large-scale emergencies, the EOC may become the seat of government for the duration of a crisis, Command Staff, and General Staff will report to, and remain in, the Incident Command Room during the emergency.

The Executive Group consists of the City Manager, pre-assigned Executive Managers, and may include the City Attorney, as well as other Executive Managers, as needed. This group will meet in the Policy Room to determine policy issues, such as legal measures needed, declaring a state of emergency, and requesting additional assistance. The City Manager will appoint the IC.

The primary EOC is the City Hall EOC, located in the Library. If this facility is not functional when the EOC is activated, the backup EOC, the Police Station will be used.

During emergency operations and upon activation, the EOC staff will assemble, as outlined under the **Organization and Assignment of Functional Annex Responsibilities** heading, and exercise direction and control as outlined below:

6.9.2 Authority for Activating

Authority for activating and initiating the command structure of the EOC will be one of the following (as appropriate):

- City Manager;
- Assistant City Manager;
- Fire & Life Safety Chief;
- Police Chief; and
- Public Works Director.

If an Executive Manager activates the EOC, he/she will attempt to notify the City Manager

The Incident Commander will determine the level of staffing required; alert the appropriate personnel, agencies, and organizations; and keep the City Manager advised as to the status throughout the event;

The Incident Commander will serve as the overall EOC controller or may choose to delegate this function;

The EOC will operate on a 24-hour basis with rotating shifts as necessary until an emergency is over (typical rotation is on a 12 hour basis);

The Incident Commander will ensure the Lane County Emergency Manager is immediately notified upon activation. Periodic updates will be made as the situation requires;

6.9.3 EOC Locations: Two Emergency Operations Centers

6.9.3.1 Primary EOC

The City Hall EOC, located at 225 5th Street, will be the EOC for all activations unless it sustains damage or is otherwise inaccessible.

The EOC is maintained ready for use by the Emergency Program Manager. The EOC can be opened and prepared for immediate use by Fire & Life Safety Chief Officers. An Operations and Readiness Manual, outlining activation procedures, is available in the EOC.

6.9.3.2 Backup EOC

Police station, located at 344 A Street. The Backup EOC will be used if the Primary EOC is not functional.

If neither the primary nor the backup EOC is functional, the next alternate location is Fire Station 3, located at 1225 28th Street.

6.9.4 EOC Staff

Levels of staffing will be determined by the IC and the City Manager; generally, the IC and its command staff, general staff positions, and the Executive Group will report to the EOC;

6.9.5 Mobile EOC/Field Incident Command Post

The Field Incident Command Post is normally the point from which the actual field direction to emergency services personnel takes place, and can be utilized in a limited scope as an EOC in the event that all fixed EOCs are out of service. The Field Incident Command Post can, with its communications and administrative capabilities, be operated at a safe designated site as the EOC. It may be staffed by Police or Fire & EMS personnel in the event of a major incident, or by representatives from various departments.

6.9.6 Joint Information Center (JIC)

A Joint Information Center (JIC) will be established to support all EOC activations. The primary JIC location for a City-lead event will be the CMO and City Council Chamber, located at 225 5th Street. Lane County's JIC is located in the Lane County Public Service Building, 125 E 8th Ave, and is also available if needed. The JIC will coordinate all media and public information requests from the EOC, Field PIOs and CPI. News media are not authorized to be in the EOC during an activation.

6.10 EMERGENCY AUTHORITY

In accordance with ORS 401.309 Emergency Management series, as amended, the City Manager may take extraordinary measures in the interest of effective emergency management. Procedures associated with emergency powers are contained in the Legal Annex. These powers include but are not limited to:

- Declaration of a local state of disaster
- Wage, price, and rent controls and other economic stabilization measures
- Curfews, blockades, and limitations on utility usage
- Rules governing ingress to and egress from the affected area
- Other security measures

All physical resources within the City of Springfield, whether publicly or privately owned, may be utilized when deemed necessary by the City Manager. The City of Springfield assumes no financial or civil liability for the use of such resources. Accurate records of such use will be maintained to ensure proper reimbursement for those resources.

As provided for, in the Oregon Revised Statutes and Executive Order of the Governor, the City Manager may exercise the same powers, on an appropriate local scale, granted to the Governor.

6.11 ORGANIZATION AND ASSIGNMENT OF FUNCTIONAL ANNEX RESPONSIBILITIES

The Emergency Management Plan (EMP) consists of several components--the Basic Plan, Functional Annexes, Resource Guide, and a Departmental appendix. The Basic Plan describes the overall general framework and operation of the Emergency Management Plan. Members of the Executive Group will follow the Basic Plan during an emergency; their responsibilities are outlined in this component of the plan. All other individuals assigned to a position in the Emergency Management Organization will find a checklist of the assigned position's responsibilities in one of the functional annexes of the plan.

6.11.1 How the Functional Annexes Work

Each annex is set up to include a list of emergency personnel positions which may be staffed when the EOC is activated. For the purposes of this plan, a personnel position is a title identified within a functional annex and accompanied by a checklist of responsibilities. An ICS position has standard ICS duties, titles, and a checklist of responsibilities.

Based on the Incident Command System (ICS), all of the activities that occur during an emergency situation are grouped into general categories, such as evacuation and law enforcement. In most cases, the department for which these functional activities most resemble normal day-to-day operations will take the lead on developing, carrying out, and updating the annex. For example, the Police Department is normally responsible for traffic control. This responsibility will carry through as traffic control is needed in evacuation and other circumstances. Most of the individuals who staff that annex will probably be from that department; however, in some cases, other departments may have an assisting role in carrying out that annex. When this happens, those individuals from assisting departments who help to staff the positions outlined in the annex will report to the appropriate person designated in the annex chain of command flow chart. This person may or may not be from the department for which the individual works under normal operating conditions.

6.12 ADMINISTRATION AND LOGISTICS

6.12.1 Mutual Aid Agreements

Should local resources prove to be inadequate during an emergency; requests will be made for assistance from other local jurisdictions and agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings. Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

6.12.2 State/Federal Assistance

Requests for State or Federal assistance, including National Guard or other military services, will be made to the Oregon Emergency Management Agency (OEM) in Salem *through* the Lane County Emergency Manager. Only the County may ask the Governor for a declaration of emergency. Only the Governor may request a declaration of emergency from the President of the United States. Following a presidential declaration of emergency, Federal assistance will be made available.

6.13 PLAN DEVELOPMENT, MAINTENANCE AND IMPLEMENTATION

- The development and continued update of all functional annexes is the responsibility of each of the lead departments identified on each annex and in the Basic Plan section of this document.
- An annual review and update of the Basic Plan, as well as other remaining components of the Plan, will be the responsibility of the Emergency Management Committee.
- The Plan will be updated, as necessary, based upon deficiencies identified by drills and exercises, changes in local government structure, technological changes, etc. Approved changes will be incorporated into the Plan and forwarded to all departments and individuals identified as having possession of a full version of the plan. Changes to the Basic Plan will be forwarded to holders of a full plan as well as to those who hold Basic Plans only.
- The Plan will be activated at least once a year in the form of a simulated emergency in order to provide practical experience to those having EOC responsibilities.
- Each department will be responsible for providing the appropriate training to those individuals who will be expected to participate in the implementation of the Plan.
- This Plan supersedes and rescinds all previous editions of the City of Springfield Emergency Management Plan and is effective upon signing by the City Manager. *If any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this Plan.*

6.14 EMERGENCY MANAGEMENT PREPAREDNESS

- Ensure Command staff and General staff have attended basic Incident Command System (ICS) training and annual trainings on emergency management; staff trained in ICS should receive a 4-hour refresher course every two years;
- Ensure staff designated for ICS positions receive the Oregon Emergency Management (OEM) course related to the positions they are designated for. The Emergency Management Committee (EMC) will conduct one tabletop exercise and one functional or full-scale exercise annually for EMO staff. The EOC will be tested during at least one of the annual exercises.
- The EMC will keep the City Hall EOC and back-up EOC, at 344 A Street, in a state of readiness. The City Hall EOC will be started up and tested by EMC a minimum of two times per year.
- Ensure the City Resource Guide is kept updated on an ongoing basis and the Basic Plan, Functional Annexes, and other remaining components receive an annual review and are updated as needed.

- Recommend ordinances which provide for emergency powers as well as promulgation of the Emergency Management Plan which will supersede other ordinances and procedures during a disaster situation.

6.15 FUNCTIONAL ANNEX RESPONSIBILITIES

6.15.1 Annex A - Emergency Management Organization Annex

→Lead Department: Fire & Life Safety

This annex outlines the EMO Annex structure and Direction and Control elements of key personnel responding to an emergency situation when partial or full activation of the Response portion of the Emergency Management Plan occurs. Standard Incident Command System (ICS) personnel position checklists, to be utilized by individuals filling the positions described in the functional annexes, are found in this annex as well as individual annex sections. The EMO function involves the use of the EOC to facilitate policymaking, coordination, and control of operations by covering the process of obtaining and analyzing emergency management information, which provides a basis for decision making. Alternate EOCs, mobile EOCs, and field command posts are also outlined.

- Identify NIMS as the management system for emergency response;
- Outline duties and responsibilities for ICS positions.

6.15.2 Annex B - Care & Management of the Deceased Annex

→Lead Department: Fire & Life Safety

This annex describes steps to be taken in the care and handling of individuals who are deceased due to the occurrence of a disaster. Activities are outlined concerning care and management for the deceased, including tagging of bodies, identification of deceased individuals, execution of the evidentiary process, transportation of bodies, notifying of next of kin, and coordination with mortuary facilities.

- Provide resource to identify, track, and preserve deceased;
- Provide for coordination of Police, Fire, EMS, and Medical Examiner in managing care of deceased.

6.15.3 Annex C - Communications Annex

→Lead Department: Police, Fire & Life Safety

The Communications annex deals with establishing, using, maintaining, augmenting, and providing communications support necessary for emergency response and recovery operations.

- Establish and maintain emergency communications systems;
- Coordinate use of all public and private communication systems necessary during emergencies;
- Coordinate and manage all emergency communications operated within the EOC following activation;
- Provide for operational needs of Central Lane 9-1-1 Center and Lane County Fire Defense Board EOC (Base 1).

6.15.4 Annex D - Damage Assessment Annex

→Lead Department: Development Services, Public Works

The purpose of this function is to ensure that personnel and procedures are available to provide preliminary estimates and descriptions on the extent of damage resulting from large-scale disasters. Personnel in this annex are responsible for posting buildings that are unsafe to occupy, condemning structures beyond repair, and evaluating street systems, bridges, wastewater collection systems, and other infrastructure for use and safety.

- Establish a damage assessment team from City employees with inspection/assessment capabilities and responsibilities.
- Develop systems for reporting and compiling information on dollar damage to tax-supported facilities and private property.
- Assist in determining geographic extent of damaged area.
- Compile estimates of damage for requesting disaster assistance.
- Assess damage to streets, bridges, traffic control devices, wastewater treatment system, airport facilities, and other public works infrastructure.

6.15.5 Annex E - Debris Management Annex

→Lead Department: Public Works

This annex describes procedures to be followed in the removal and recovery of debris resulting from natural and technological disasters or other major incidents. A coordinated effort will be necessary for the removal, collection, and disposal of debris generated from a large event. The goal will be to use existing solid-waste best-practice

strategies and methods to reduce, reuse, recycle, recover, and landfill where feasible. Initial debris assessment will determine if a disaster event is of significance to request assistance from outside resources. Debris management will help establish priorities for the allocation of resources, collaborate with damage assessment team needs, physically remove debris, open transportation routes, and, if needed, located temporary storage sites for the collection and recovery of debris.

- Establish and operate debris storage and disposal sites;
- Identify method for estimation of debris quantities;
- Provide for appropriate recovery and recycling efforts.

6.15.6 Annex F - Employee Services Annex

→Lead Department: Human Resources

This annex covers delivery of such services as counseling under disaster conditions. Care and counseling of City employees and their families during an emergency situation is addressed, in addition to counseling services for the public.

- Provide counseling services for disaster victims [American Red Cross]; and
- Provide employee assistance for staff and victims.

6.15.7 Annex G - Evacuation Annex

→Lead Department: Police

The goal of this function is to relocate citizens to safe areas when emergencies or threats necessitate such action. This annex establishes procedures for carrying out complete or partial evacuation of citizens from within the jurisdiction, focusing on movement by defining areas likely to be evacuated, determining destinations, and outlining an approach for controlling the flow of traffic. Procedures for return movement are also included.

- Identify high-hazard areas and number of potential evacuees;
- Coordinate evacuation planning to include:
 - ◆ Movement control;
 - ◆ Health/medical requirements;
 - ◆ Transportation needs;
 - ◆ Emergency public information materials; and
 - ◆ Shelter/reception.

6.15.8 Annex H - Facilities Annex

→Lead Department: Public Works

The Public Works function provides for flexible emergency response including the design, repair, restoration, and operation of City facilities. During a disaster event Public Works may play a key role in establishing site command posts, staging areas, and other temporary facilities. Public Works would also be in a lead role for relocating City staff from damaged buildings to secure sites. Public Works will coordinate operation and maintenance of all generators that may be used in the operation of City facilities.

- Ensure buildings critical to response efforts remain operational;
- Provide post-event inspections of City-owned facilities to determine extent of damage (ATC 20 inspections);
- Establish temporary facilities as needed.

6.15.9 Annex I - Finance

→Lead Department: Finance

The purpose of this annex is to ensure appropriate records, required for local governments to obtain State and Federal government reimbursement in the event of a disaster, are kept, including compilations of damages, injury, and allocations of public and private resources. This annex also provides for the maintenance of financial systems during all phases of an emergency, in addition to tracking incident costs.

- Maintain records of emergency-related expenditures for purchases and personnel.
- Evaluate effect of damage on City economic index, tax base, bond ratings, insurance ratings, etc., for use in long-range recovery planning.

6.15.10 Annex J - Fire and Rescue Annex

→Lead Department: Fire & Life Safety

The Fire and Rescue annex is designed to provide a formal operational plan which, when implemented, will provide the City of Springfield with a firefighting capability able to meet the demands of a disaster situation. In addition to firefighting, responsibilities for rescue, weather emergencies, and radiological defense operations are addressed. The checklist format is designed to serve strictly as a memory guide and is in no way intended to require implementation of every step or to necessarily list all the steps that may be needed to effectively stabilize the disaster.

- Fire prevention and suppression;
- Search and rescue operations;
- Inspection of damaged area for fire hazards; and

- Hazardous spills containment and clean-up.

6.15.11 Annex K - Law Enforcement Annex

→Lead Department: Police

Law enforcement provides resources to maintain civil order and ensure security of citizens, property, and, when necessary, incident scenes at which there is need for protection of evidence pending collection and corresponding investigation. This annex covers responsibilities and procedures for maintaining security and order under crisis conditions and eventual recovery. Procedures for augmenting forces during emergencies are also described.

- Law enforcement;
- Traffic and crowd control;
- Isolation of damaged area(s);
- Damage reconnaissance and reporting;
- Civil disturbances; and
- Security at the Emergency Operations Center (EOC).

6.15.12 Annex L - Legal Annex

→Lead Department: City Manager's Office

The purpose of the Legal annex is to provide a plan for utilizing emergency powers of government that can be activated during disaster situations and to advise staff and officials on specific liabilities associated with disaster response and recovery activities. The following activities may require legal advice:

- 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;
- Use any publicly or privately owned resource with or without payment to the owner;
- Review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers;
- Prepare and/or recommend local legislation needed to implement emergency powers;
- Advise City officials and department heads on record-keeping requirements and other documentation necessary for exercising emergency powers.

6.15.13 Annex M - Medical Care and Transport Annex

→Lead Department: Fire & Life Safety

The Emergency Medical Care and Transport annex is designed to provide a formal operational plan to organize and effectively manage the use of emergency medical personnel, facilities, and supplies. Efficient use of medical resources will assist in minimizing casualty and disability from injury and illness. The checklist format is designed to serve strictly as a memory guide and is in no way intended to require implementation of every step or to necessarily list all the steps that may be needed to effectively provide emergency medical care and transport to the citizens of Springfield and surrounding community in the event of a disaster.

- Coordinate planning efforts of hospital and other health facilities with City planning requirements;
- Coordinate patient loads of health facilities during emergencies;
- Coordinate triage and first aid activities immediately after disaster strikes, including EMS; and
- Develop emergency health and sanitation standards and procedures.

6.15.14 Annex N - Public Information and Alert and Warning Annex

→Lead Department: City Manager's Office

The goal of this functional activity is to increase public awareness of hazards and to provide information to the public before, during, and after emergencies. This annex also provides for the effective collection and dissemination of information to control rumors. This annex establishes responsibilities and procedures to:

- Conduct ongoing hazard awareness and public education programs;
- Compile and prepare emergency information for the public before an emergency occurs;
- Receive and disseminate warning information to the public and key City officials;
- Disseminate emergency public information as requested;
- Arrange for media representatives to receive regular briefings on the City status during extended emergency situations; and
- Handle unscheduled inquiries from the media and public.

6.15.15 Annex O - Public Works Annex

→Lead Department: Public Works

The Public Works function provides for a flexible emergency response capability involving engineering, construction, repair, and restoration of essential public facilities

and infrastructure. During a disaster event, the Public Works Department may provide support for heavy rescue operations and may play a key role in establishing multipurpose staging areas and onsite command posts. Major responsibilities of the Public Works Department during a disaster event include operation of the major street system; sanitary and storm sewer collection system, pump stations, pressure mains, and Regional Wastewater Treatment Plant; traffic control systems; debris removal; contract repair of infrastructure; parks, maintenance of fleet vehicles; and key City buildings. Public Works will use consultants and contractors to supplement in-house resources.

- Traffic maintenance;
- Barricading of hazardous areas and unsafe infrastructures until repairs can be made;
- Priority restoration/protection of streets and bridges, as well as waste treatment and collection systems;
- Augmentation of sanitation services;
- Provide fuel and repair for City fleet;
- Provide environmental assessment (coordinate with DEQ); and
- Operate and maintain emergency generators.

6.15.16 Annex P - Shelter and Mass Care Annex

→Lead Department: Library, American Red Cross

In this Annex, the City's Library administration is responsible for being the intermediary between the City of Springfield and the Oregon Pacific Chapter of the American Red Cross in the event of an emergency requiring shelter and mass care.

Due to the nature of their mission, the Red Cross will assume the lead in establishing shelters and mass care needs, working with other volunteer groups, Springfield School District 19, and the City's Library.

If transportation is required for public evacuation, the Library representative will relay those requests to the Lane Transit District (LTD) and to Springfield School District 19.

- Maintain the Community Shelter Plan;
- Supervise the Shelter Management program (stocking, marking, equipping, etc.) for natural disaster shelters;
- Coordinate support with City and County departments, relief agencies, and volunteer groups;
- Identify emergency feeding sites;
- Identify clothing sources for disaster victims;
- Secure emergency food source supplies;
- Coordinate operations of shelter facilities, whether operated by the City, local volunteers, or organized disaster relief agencies; and

- Coordinate special care requirement for sheltered groups, i.e., children, the elderly, the disabled, etc.

6.15.17 Annex Q - Terrorism Annex

→Lead Department: Police

The purpose of this annex is to provide a crisis and consequence management plan for responding to and recovering from a terrorist-initiated weapon of mass destruction (WMD) incident. This annex supplements the Emergency Management Plan already in effect and is intended to be used in conjunction with any and all existing functional annexes that may need to be implemented in the course of responding to or recovering from such an incident.

- Identify, acquire, and plan usage of resources needed to prevent or resolve a terrorist threat or act;
- Protect public health and safety;
- Restore essential government services;
- Provide emergency relief to governments, businesses, and individuals affected by consequences of terrorist act.

6.15.18 Annex R - Volunteer Coordination Annex

→Lead Department: Human Resources

The purpose of this annex is to provide framework for efficient utilization of volunteers during a disaster event. Volunteers are a valuable resource during disaster events throughout the response and recovery phases, and provide a great variety of skills, talents, and eagerness to assist in disaster situations. The volunteer function must be organized and efficient to ensure maximum utilization of this resource.

- Provide tracking and coordination of emergent volunteer efforts;
- Recruit volunteers when specific need is identified;
- Manage emergent volunteer staging area;
- Manage sign-up and check-in process for volunteer

6.15.19 Annex S- Pandemic Influenza Annex

→Lead Department: Fire & Life Safety

World-wide pandemics of influenza occur when a novel (new or different) virus emerges, to which the population has little immunity. During the 20th century there were three such pandemics, the most notable of which was the 1918 Spanish influenza responsible

for 20 million deaths throughout the world. Public health experts are currently concerned about the risk of another pandemic arising from the current epidemic of avian influenza that has been affecting domestic and wild birds in Asia and spreading rapidly to other parts of the world. When such strains of avian influenza interact with the common strains of human influenza, a mutation can occur that leads to a virus capable of human-to-human transmission, potentially resulting in a pandemic strain of influenza. Based on Oregon State Public Health estimates, a moderate pandemic could result in 2717 deaths in Oregon. This level of disease activity would disrupt all aspects of society and severely affect the economy.

The purpose of this annex is to manage the impact of an influenza pandemic on City of Springfield employees and service delivery via the health impacts with two main strategies:

- Infection control - Control infection by reducing spread within City owned facilities, and
- Maintenance of services - Maintenance of essential services during the pandemic period.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**7. ANNEX A: Emergency Management Organization**

→Lead Department: City Manager's Office
→Lead ICS Section: Command

7.1 PURPOSE

This annex outlines the structure and Direction and Control elements of key personnel responding to an emergency situation when partial or full activation of the Response portion of the Emergency Management Plan (EMP) occurs. The City has adopted and will operate under the National Incident Management System (NIMS). Standard Incident Command System (ICS) personnel position checklists, to be utilized by individuals filling the positions described in the functional annexes, are found in this annex as well as in the individual annex sections. The Emergency Management Organization (EMO) function involves the use of the Emergency Operations Center (EOC) to facilitate policy-making, coordination, and control of operations by covering the process of obtaining and analyzing emergency management information, which provides a basis for decision-making. Alternate EOCs, mobile EOCs, and field command posts are also outlined.

7.2 SITUATION AND ASSUMPTIONS**7.2.1 Situation**

The City of Springfield is exposed to various hazards, which have the potential to disrupt the community, cause damage, and create casualties. Potential natural hazards include drought, landslide, earthquake, fire/conflagration, flood, severe weather, and volcanic activity. There is also a potential threat of technological hazards, those caused by human omission or error, such as transportation accidents, hazardous material incidents, or utility failures. The potential for civil disorder or a terrorist attack also exists.

7.2.2 Assumptions

- The City of Springfield will continue to be exposed to the hazards noted above as well as others which may develop in the future;
- County and City governments are primarily responsible for emergency actions and will commit all available resources to protect lives and minimize damage to property;

- Outside assistance will be available in most emergency situations affecting the City. Although the EMP defines procedures for coordinating such assistance, it is essential for the City of Springfield to be prepared to carry out disaster response and short-term actions on an independent basis;
- It is possible for a major disaster to occur at any time and at any place in the city. In some cases, dissemination of warning and increased readiness measures may be possible; however, many disasters and events can, and will, occur with little or no warning;
- Local government officials recognize their responsibilities towards providing for the safety and well-being of the public and are prepared to assume their respective responsibilities in the implementation of this EMP;
- City personnel may not necessarily fill the same roles during a response to an emergency as during normal day-to-day operations;
- The intent of this EMP is to reduce disaster-related losses;
- Transportation systems, utilities, and communication systems may be severely disrupted or inoperable; response operations may be impacted by the condition of these systems;
- City buildings may be damaged or destroyed by a disaster event. Damaged or destroyed buildings may require the immediate relocation of critical response operations and may impact the response effort;
- A disaster event may affect the lives of many City employees and other local response staff, preventing or limiting them from performing emergency response activities.

7.3 GENERAL PROCEDURES AND RESPONSIBILITIES -- ICS

Following activation, the EMO Incident Commander (IC) will ensure necessary staff positions are filled. Direction and Control staff positions will carry the responsibilities described in this section.

Individual annexes outline the EMO structure, including flow of command. An organizational flow chart, depicting the EMO Chain of Command, is included in this annex. For a detailed description of the EMO refer to Section 6.15.1 of the EMP.

7.3.1 General Instructions Applicable to all ICS Personnel

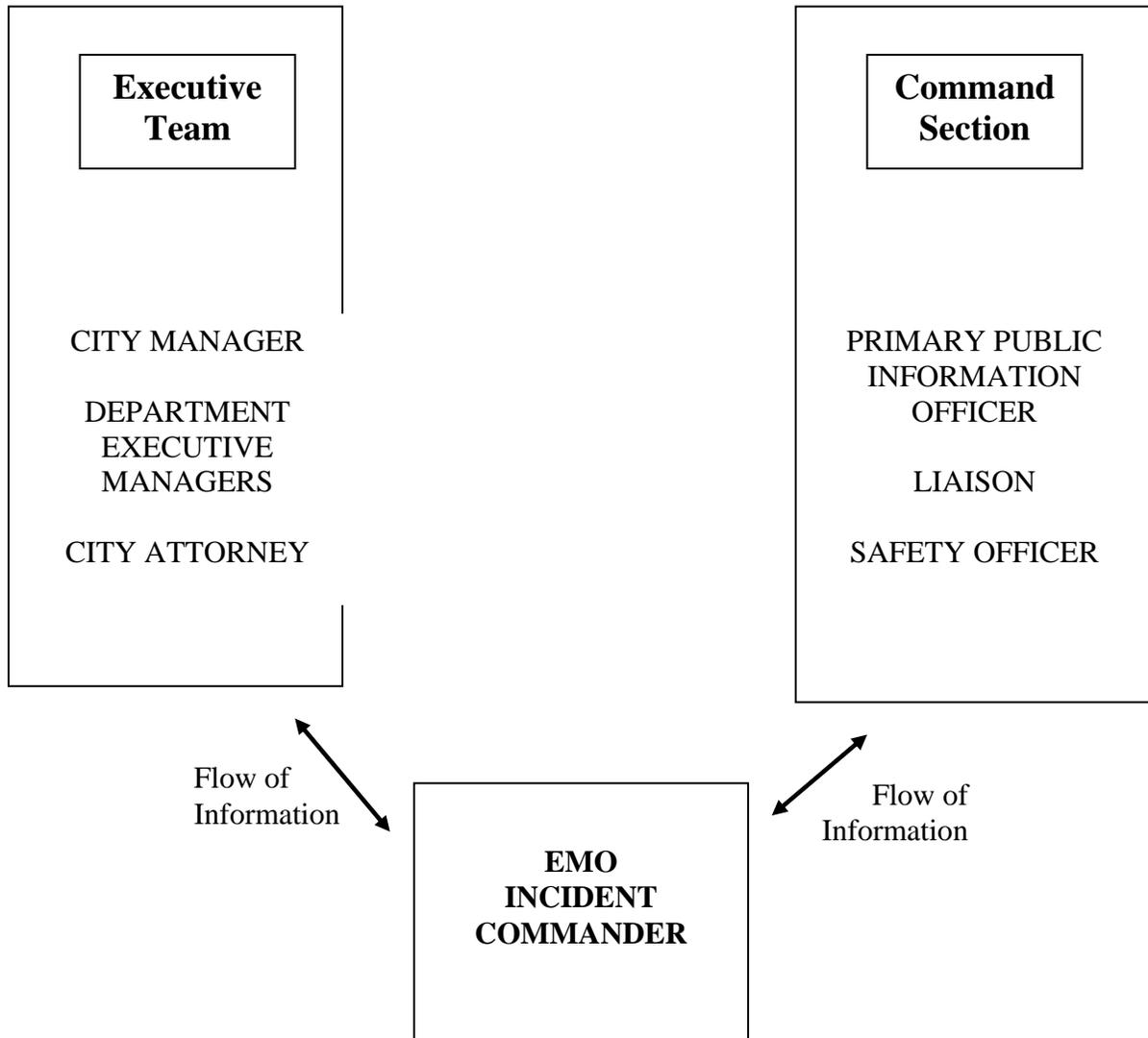
- Receive incident assignment and communications channel from appropriate individual;
- Receive briefing from immediate supervisor;
- Agency representatives from assisting agencies will report to Liaison Officer at EOC (or designated location) upon check-in;
- Radio communications regarding incident will be addressed as "(Incident Name) Communications";

- Radio transmissions will use clear text and ICS terminology (no codes);
- Acquire work materials;
- Organize and brief subordinates;
- Complete forms/reports required for assigned position; submit to Documentation Unit;
- Respond to demobilization orders;
- Brief subordinates on demobilization;
- Return to home department/agency (or other assignment) upon release.

7.3.2 Emergency Management Organization Direction and Control

See chart on the following page.

CHAIN OF COMMAND
Emergency Management Organization Annex
Organizational Chart



7.4 PHASES OF EMERGENCY MANAGEMENT

7.4.1 Mitigation

→Departments Involved: N/A

7.4.2 Preparedness

→Departments Involved: Executive Team

- Ensure Command staff and General staff have attended basic National Incident Management System, Incident Command System (NIMS ICS) training and annual trainings on emergency management; staff trained in ICS should receive a 4-hour refresher course every two years;
- Ensure staff designated for ICS positions receive the Oregon Emergency Management (OEM) course related to the positions they are designated to fill. The Emergency Management Committee (EMC) will conduct one tabletop exercise and one functional or full-scale exercise annually for EMO staff. The EOC will be tested during at least one of the annual exercises;
- The EMC will keep the Springfield Police Department EOC and back-up EOC, at Springfield City Hall, in a state of readiness. The Police Department EOC will be started up and tested by EMC a minimum of four times per year;
- Ensure the EMP, Functional Annexes, and other remaining components receive an annual review and are updated accordingly. The Resource Guide will receive a formal update biannually. Specific criteria are outlined in the front of the Resource Guide;
- Recommend ordinances that provide for emergency powers as well as promulgation of the EMP that will supersede other ordinances and procedures during a disaster situation.

7.4.3 Response

→ Departments Involved:	Fire & Life Safety Police Public Works Library Development Services Human Resources Public Information Staff
--------------------------------	--

Position:	Mayor & City Council
Responsible Department/Division:	City Manager's Office
Supervisor:	N/A
Reports to (location):	N/A
Applicable ICS Section:	N/A

- Convene City Council for emergency session(s) [Mayor];
- Assist in communication and coordination efforts with elected officials of other government entities [Mayor];
- Coordinate emergency public information with City Manager’s Office (CMO) staff and Public Information Officer (PIO);
- Be available to address the community, and act as a conduit within their respective wards or evacuation centers, to disseminate information during the course of a disaster event;
- Meet, as needed, to provide policy direction and enact ordinances that reduce the impact to citizens. Examples include flood plain ordinances, land use and development codes, and anti-price-gouging ordinances;
- Determine funding levels through the budget for emergency mitigation, planning, response, and recovery activities.

Position:	City Manager; City Attorney; Executive Team
Responsible Department/Division:	City Manager's Office
Supervisor:	City Council
Reports to (location):	EOC
Applicable ICS Section:	N/A

- Provide resources to ensure staff receives necessary training for managing emergency events, including maintenance of the EMP;
- City Manager (or designee) will appoint the IC, and a second shift IC, when it becomes apparent the event will extend into a second shift;

- Maintain communication and support with Mayor and City Council; stay informed of event status;
- Determine City services to be curtailed or modified during the course of an emergency, including determining an appropriate time for services to be restored;
- Provide policy guidance to the IC;
- Review critical press releases prior to release;
- Determine priorities for City resources;
- Recommend emergency ordinances to the Council; and
- Review ordinances for legal and liability issues [City Attorney].

7.5 INCIDENT COMMAND SYSTEM (ICS)

The City of Springfield has selected the NIMS and the ICS as the method for managing emergency incidents. The ICS structure utilizes a standard format, defining operational and support functions, by providing a standard description and pre-defining duties and responsibilities for each function, and delineating lines of authority and communication.

The City Manager is responsible for appointing the IC and will coordinate appointment of the IC with the Department Head of the specific department assigned responsibility for the disaster.

7.5.1 Department responsibilities

7.5.1.1 Public Works

- Weather related events, e.g., ice, snow, wind, flood;
- Volcano;
- Earthquake;
- Major infrastructure failure.

7.5.1.2 Fire & Life Safety

- Conflagration;
- Hazardous materials incident;
- Transportation/mass casualty incident.

7.5.1.3 Police

- Civil disturbance;
- Terrorist attack.

7.5.2 Incident Commander (IC)

In charge of all operational aspects of an emergency, the IC also acts as a liaison between the Executive Team and operational staff activities. In addition, the IC is responsible for coordinating all efforts and determining necessary resources for any given emergency. The IC will determine which elements of the ICS will be implemented and may choose to delegate some duties.

7.5.3 Command Staff

Command Staff includes the PIO, Liaison Officer, and Safety Officer, all of whom report directly to the IC.

7.5.4 General Staff

General Staff includes the Operations Chief, Planning Chief, Logistics Chief, and Finance Chief, all of whom report directly to the IC.

Position:	EMO IC
Responsible Department/Division:	Varies – Appointed by City Manager
Supervisor:	Coordinate with Executive Team
Reports to (location):	EOC
Applicable ICS Section:	Command

The IC is the manager of emergency response activities, including developing and overseeing implementation of strategic goals and objectives and ordering release of necessary resources. The IC also acts as a liaison between the Executive Team and operational staff activities. The IC may choose to delegate certain duties.

Responsibilities include:

- Obtain incident briefing; assess situation;
- Identify and establish strategic goals and objectives; develop Incident Action Plan;
- Activate and brief appropriate positions. All functions not assigned by the IC are the responsibility of the IC;
- Determine information needs and inform staff of requirements;
- Ensure planning meetings are conducted, as required;
- Notify, and keep informed, City Manager and Executive Team on response and activity status of incident;
- Authorize implementation of Response portions of EMP, as needed;
- Approve requests for, and release of, additional resources;
- Authorize release of information to media;
- Authorize evacuation request;
- Coordinate staff activity;
- Request declaration of state of emergency from City Manager, as necessary;
- Approve plan for demobilization.

7.6 COMMAND SECTION

7.6.1 Primary Public Information Officer

Position:	Primary Public Information Officer
Responsible Department/Division:	City Manager’s Office
Supervisor:	EMO Incident Command
Reports to (location):	EOC
Applicable ICS Section:	Command

The Primary Public Information Officer (PPIO) is responsible for organizing and managing the emergency public information system and establishing guidelines for the release of public information. In addition to the responsibilities identified under NIMS ICS, as an EOC Command Staff member, the PPIO has the following added responsibilities:

- Establish contact with the Field Public Information Officer (FPIO)/spokesperson;
- Establish contact with media;
- Begin releasing lifesaving/health preservation instructions, and explain what City is doing to respond to emergency;
- Evaluate emergency and call in additional staff as needed;
- Contact CMO staff to confirm they have notified Mayor and City Council of emergency;
- In the event of a major, long-term emergency that is confined to the City of Springfield, appoint media spokesperson and open Joint Information Center (JIC). The JIC for both the Springfield Police EOC and the City Hall Backup EOC will be located adjacent to the EOCs. All information should be sent to JIC via courier, FAX, or e-mail;
- Establish a Public and Media Inquiry Phone Center (PMIC), located at Springfield Police, to support all EOC and JIC activations. Send emergency public information reports via courier;
- Assign public information liaison to open center for disaster information calls and rumor control at the backup EOC, if needed. Send emergency public information reports via courier, FAX, or e-mail. Refer to Public Information Staff Section in Resource Guide for addresses and phone numbers;
- Develop and maintain file for PIO employee time reports and submit reports to the Finance/Risk Management section;
- Gather time reports from all personnel assigned to public information and check that all identification is correct and signed;
- Close out time documents prior to personnel leaving incident;
- During emergencies of long duration, establish shift system to ensure public information employees get adequate rest and are able to check in with their families;
- Maintain media contact log and documentation.

7.6.2 Safety Officer

Position:	Safety Officer
ICS Position No:	3
Responsible Department/Division:	All
Supervisor (during emergency):	IC
Reports to (location):	EOC
Applicable ICS Section:	Command

The Safety Officer will monitor and assesses hazardous situations and develops procedures to ensure personal safety, including correcting unsafe actions through the IC (or without IC approval if immediate action is necessary); includes safety messages in incident plans.

Oregon Revised Statutes require a Safety Officer with requisite training to attend all related incidents. The IC will determine whether or not the Safety Officer needs the assistance of additional staff. Responsibilities include:

- Identify hazardous situations associated with incident;
- Identify potential unsafe situations;
- Exercise emergency authority to stop or prevent unsafe actions;
- Investigate accidents that occur within incident areas;
- Participate in planning meetings;
- Review and approve Incident Action Plan (IAP).

7.6.3 Liaison Officer

Position:	Liaison Officer
ICS Position No:	4
Responsible Department/Division:	CMO
Supervisor (during emergency):	EMO Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Command

Assigned by the IC in consultation with the City Manager, the Liaison Officer communicates information between Command staff and the assisting departmental representatives not part of the EMO. Responsibilities include:

- Obtain briefing from EMO IC;
- Identify representatives from each agency, including locations of communications links;
- Provide point of contact for assisting and/or cooperating agency representatives;
- Serve as contact for assisting departmental representatives;

- Establish work space;
- Monitor incident operations to identify potential inter-organizational problems;
- Interview agency representatives concerning resources, capabilities, and restrictions on use, and report on status at planning meetings;
- Maintain unit log.

7.7 OPERATIONS SECTION

The Operations Section manages all operations directly applicable to the primary mission, interpreting strategy established by the EMO IC, and implementing it tactically according to the EMP functional annexes. This section designates on-scene personnel (whose responsibilities are detailed in department manuals). The EMO IC may request that the Operations Section Chief operate on-scene.

7.7.1 Operations Section Chief

Position:	Operations Section Chief
Responsible Department/Division:	Fire & Life Safety; Police; Public Works; (varies with incident type)
Supervisor:	EMO Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Operations

The Operations Section Chief will:

- Obtain briefing from EMO IC;
- Develop Operations portion of IAP;
- Brief and assign Operations personnel in accordance with IAP;
- Assess life safety, and adjust perimeters and evacuation plans as necessary;
- Determine need; request additional resources as needed;
- Evaluate situation and provide update to Planning Section;
- Organize section to ensure personnel safety and adequate span of control;
- Brief, assign, and supervise Operations Section personnel to execute operations;
- Report information about special activities, events, and occurrences to EMO IC;
- Maintain unit log.

7.7.2 Branch Director

Position:	Branch Director
Responsible Department/Division:	Fire & Life Safety; Police; Public Works
Supervisor:	Operations Section Chief
Reports to (location):	Normal Duty Station or on-scene, if appropriate

Applicable ICS Section:	Operations
--------------------------------	------------

The Branch Director will:

- Obtain briefing from Operations Section Chief;
- Develop alternatives for branch control operations with subordinates;
- Review, and modify as necessary, division and/or group assignments;
- Assign specific work tasks to division/group supervisors;
- Resolve logistical problems reported by subordinates;
- Report to Operations Chief if hazardous situations occur, actions must be modified, additional resources are needed, surplus resources are available, or significant events occur;
- Maintain unit log.

7.7.3 Division/Group Supervisor

Position:	Division/Group Supervisor
Responsible Department/Division:	Fire & Life Safety; Police; Public Works
Supervisor:	Branch Director
Reports to (location):	Normal Duty Station or on-scene, if appropriate
Applicable ICS Section:	Operations

The Division/Group Supervisor will:

- Obtain briefing from Branch Director or Operations Chief;
- Identify resources assigned to division or group;
- Advise Communications and/or Resource Unit regarding changes in status of resources assigned to division or group;
- Coordinate activities with adjacent divisions/groups;
- Determine need for assistance on assigned tasks;
- Submit situation and resource status information to Branch Director or Operations Chief;
- Resolve logistical problems within division and/or group;
- Maintain unit log.

7.7.4 Strike Team/Task Force Leader

Position:	Strike Team/Task Force Leader
Responsible Department/Division:	Fire & Life Safety; Police; Public Works
Supervisor:	Division/Group Supervisor
Reports to (location):	Normal Duty Station or on-scene, if appropriate
Applicable ICS Section:	Operations

The Strike Team/Task Force Leader will:

- Obtain briefing from Branch Director or Operations Chief;
- Obtain briefing from division/group Supervisor;
- Review and assign tasks to subordinates;
- Monitor work progress; revise as necessary;
- Coordinate activities with adjacent strike team and task forces;
- Submit situation and resource status reports to Branch Director;
- Report special events;
- Request logistical support;
- Maintain unit log.

7.7.5 Staging Area Manager

Position:	Staging Area Manager
Responsible Department/Division:	Fire & Life Safety; Police; Public Works
Supervisor:	Operation Section Chief
Reports to (location):	Field Command Post
Applicable ICS Section:	Operations

The Staging Area Manager will:

- Obtain briefing
- Proceed to Staging area and establish layout;
- Determine support needs for equipment, feeding, sanitation, and security;
- Post areas for identification and traffic control;
- Respond to requests for resource assignments;
- Obtain and issue receipts for radio equipment and other supplies distributed and received at staging area;
- Establish check-in procedures that document condition of equipment, materials, and resources;
- Report resource status changes as required;
- Maintain orderly condition of staging area;
- Maintain unit log.

7.8 PLANNING SECTION

7.8.1 Planning Section Chief

Position:	Planning Section Chief
Responsible Department/Division:	Varies with incident
Supervisor:	EMO Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Planning

The Planning Section is responsible for collection, evaluation, dissemination, and use of information regarding the development of an incident and the status of resources. Responsibilities include:

- Obtain briefing from EMO IC;
- Organize and staff section, as appropriate;
- Appoint Damage Assessment Director, and supervise damage assessment activities;
- Ensure resources are tracked;
- Compile and display incident status summary information;
- Assemble information regarding alternative strategies;
- Identify and utilize personnel familiar with incident area as advisors (or to staff appropriate functions);
- Provide periodic predictions on incident potential; develop contingency plans;
- Keep Operations Chief and IC apprised of changing weather conditions;
- Supervise preparation of IAP;
- Advise General staff of significant changes in incident status;
- Identify need for specialized resources;
- Provide incident traffic plan;
- Ensure coordination between Planning Section and Command staff;
- Prepare recommendations for release of resources; submit to IC;
- Maintain unit log.

7.8.2 Resource Unit Leader

Position:	Resource Unit Leader
Responsible Department/Division:	
Supervisor:	Varies
Reports to (location):	EOC or on-scene if appropriate
Applicable ICS Section:	Planning

The Resource Unit Leader will:

- Obtain briefing from Planning Section Chief;
- Collect, post, and maintain incident resource status, including personnel, apparatus, transportation and support vehicles;
- Maintain master list of resources checked in at incident;
- Organize and staff unit, as appropriate;
- Establish check-in function at specified locations;
- Prepare and maintain organization chart and resource assignment, if required by Planning Section Chief; [ICS form 201]
- Prepare Organization Assignment List [ICS form 203] and Organization Chart [ICS form 207] if necessary;
- Prepare appropriate parts of Division/Group Assignment Lists [ICS form 204] if necessary;

- Participate in Planning meetings as required by Planning Section Chief;
- Maintain unit log.

7.8.3 Situation Unit Leader

Position:	Situation Unit Leader
Responsible Department/Division:	Varies with Incident Type
Supervisor:	Planning Section Chief
Reports to (location):	EOC or on-scene if appropriate
Applicable ICS Section:	Planning

The Situation Unit Leader will:

- Obtain briefing from Planning Section Chief;
- Organize and staff unit as appropriate;
- Compile, maintain, and display incident status information;
- Provide situation evaluation and analysis for Command and Operations; prepare information on alternative strategies;
- Prepare predictions of incident potential at request of Command and Operations;
- Prepare information on contingency planning;
- Provide photographic services and maps;
- Provide updated weather information and track/report changing weather conditions;
- Participate in Planning meetings as required by Planning Section Chief;
- Prepare incident summary report;
- Prepare traffic plan, if needed;
- Maintain unit log.

7.8.4 Documentation Unit Leader

Position:	Documentation Unit Leader
Responsible Department/Division:	
Supervisor:	Planning Section Chief
Reports to (location):	EOC
Applicable ICS Section:	Planning

The Documentation Unit Leader will:

- Obtain briefing from Planning Section Chief;
- Establish and organize incident files;
- Establish photocopy service and respond to requests for copies;
- File and retain duplicate copies of official forms/reports;
- Check accuracy and completeness of records submitted for files; correct errors and/or omissions by contacting appropriate ICS units;
- Prepare incident documentation for Planning Section Chief upon request;

- Retain and store incident files for after-incident use;
- Maintain unit log.

7.8.5 Demobilization Unit Leader

Position:	Demobilization Unit Leader
Responsible Department/Division:	Varies with Incident Type
Supervisor:	Planning Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Planning

The Demobilization Unit is responsible for preparation of the Demobilization Plan for releasing resources obtained from outside the jurisdiction. The Unit's main task is assisting incident sections/units in ensuring that a safe, orderly, and cost-effective demobilization of personnel and equipment is accomplished. Responsibilities include:

- Obtain briefing from Planning Section Chief;
- Review incident resource records; determine probable size of demobilization effort required;
- Assess and fill unit needs for additional personnel, work space, and supplies;
- Obtain objectives, priorities, and constraints on demobilization from Planning Section Chief;
- Monitor ongoing Operations Section resource needs;
- Obtain identification and description of surplus resources and probable release times;
- Maintain unit log.

7.8.6 Technical Specialist

Position:	Technical Specialist
Responsible Department/Division:	Varies with Incident Type
Supervisor:	Planning Section Chief
Reports to (location):	Normal Duty Station, EOC or on-scene, if appropriate
Applicable ICS Section:	Planning

Technical specialists are advisors with special skills needed to support incident operations. Technical specialists often work in the Situation Unit but may be assigned anywhere in the ICS organization as needed:

- Obtain briefing from Planning Section Chief;
- Participate in development of IAC; review general control objectives, including alternative strategies;

- Conduct technical analysis in specialty area, e.g., weather, fire behavior, toxicology, geology;
- Apply special skills and knowledge to support incident operations;
- Complete and forward all necessary documentation.

7.9 LOGISTICS SECTION

7.9.1 Logistics Section Chief

Position:	Logistics Section Chief
Responsible Department/Division:	Public Works, Fire & Life Safety, Police
Supervisor:	EMO Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Logistics

Provides facilities, services, and materials to support incident response.

Responsibilities include:

- Obtain briefing from EMO IC;
- Organize Logistics Section;
- Assemble, brief, and assign work locations and preliminary work tasks to personnel;
- Identify service and support requirements for planned and expected operations;
- Review and assist in revising traffic plans;
- Determine system for request and release of additional resources (with approval from IC);
- Contact adjoining and mutual aid cooperators;
- Research availability of additional resources;
- Oversee general welfare and safety of section personnel;
- Review and assist in implementing evacuation plan;
- Develop communications and medical plans;
- Maintain unit log.

7.9.2 Service Branch Director

Position:	Service Branch Director
Responsible Department/Division:	Fire & Life Safety, Police
Supervisor:	Logistics Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Logistics

Provides communications, food, and medical support. Depending on needs, Director may perform all tasks or request assistance from Unit leaders in Communications, Food, and Medical units. Responsibilities include:

- Obtain briefing from Logistics Section Chief;
- Determine level of service required to support operations;
- Confirm dispatch of branch personnel;
- Participate in planning meetings of Logistics section personnel;
- Review IAP;
- Organize and prepare assignments for service branch personnel;
- Coordinate activities of branch units;
- Inform Logistics Chief of branch activities;
- Resolve service branch problems;
- Maintain unit log.

7.9.3 Communications Unit Leader

Position:	Communications Unit Leader
Responsible Department/Division:	Police
Supervisor:	Service Branch Director
Reports to (location):	EOC
Applicable ICS Section:	Logistics

Communications Unit Leader will:

- Supervise Communications unit activities;
- Obtain briefing from Logistics Section Chief or Service Branch Director;
- Review IAP;
- Determine incident organization and communications plan;
- Assess communications systems in use; advise on capabilities/limitations;
- Prepare ICS communications plan for radio use;
- Determine need/availability of additional radios, phone systems; report activity, procurement to Supply Unit;
- Determine unit personnel needs; ensure adequate EOC staffing;
- Assess communications systems in use; advise on capabilities/limitations; document malfunctioning equipment; ensure faulty equipment is repaired/replaced;
- Supervise integration of volunteer Amateur Radio Operators into communications system;
- Act as liaison with other public safety communications agencies;
- Activate and supervise Emergency Reporting Centers, as needed. Set up Message Center location as required;
- Demobilize EOC as per Incident Demobilization Plan;
- Maintain unit log.

7.9.4 Incident Dispatcher

Position:	Incident Dispatcher
Responsible Department/Division:	Police/Communications
Supervisor:	Resource Leader
Reports to (location):	EOC
Applicable ICS Section:	Planning

The Incident Dispatcher is responsible for receiving and transmitting radio, phone, computer, and fax messages among and between personnel. Responsibilities include:

- Obtain briefing from Planning Section Chief or Resource Unit Leader regarding current status of resources currently assigned to incident, location of staging area, and the current level of protection for the City of Springfield;
- Obtain briefing from Communications Unit Leader regarding communications procedures, frequencies in use, networks to be established, equipment status, capabilities, limitations, and restrictions;
- Coordinate dispatch of resources with Central Lane 9-1-1;
- Ensure reasonable level of protection for entire Central Lane service area;
- Track/record status of resources (engines, aerials, water tenders, etc.) associated with the incident);
- Process special resource orders (tows, heavy equipment, air tankers, etc);
- Coordinate requests from field with Resource and/or Supply Unit;
- Provide briefing to relief personnel on current activities, equipment status, any unusual communications situations;
- Maintain incident message logs and records of significant or unusual events related to the Unit; turn all message logs and equipment documentation in to the Communications Unit Leader

7.9.5 Food Unit Leader

Position:	Food Unit Leader
Responsible Department/Division:	Library
Supervisor:	Service Branch Director
Reports to (location):	On-scene
Applicable ICS Section:	Logistics

The Food Unit Leader will:

- Obtain briefing from Logistics Section Chief;
- Identify location of food preparation, serving areas, number of incident personnel to be fed; determine most efficient method of providing food;
- Determine best method of feeding to fit each situation;
- Serve as City liaison to private or volunteer food services when activated;
- Contact, schedule, and supervise cooks and other unit personnel;

- Order supplies, equipment, and food from Supply Unit;
- Set up food equipment;
- Prepare menus; provide well-balanced meals;
- Ensure sufficient potable water;
- Oversee health and safety measures;
- Maintain inventory of food and check in food orders;
- Coordinate cost information with Finance Section;
- Coordinate transportation of food and drinks to scene with Ground Support;
- Maintain unit log.

7.9.6 Medical Unit Leader

Position:	Medical Unit Leader
Responsible Department/Division:	Fire & Life Safety
Supervisor:	Service Branch Director
Reports to (location):	On-scene
Applicable ICS Section:	Logistics

The Medical Unit Leader will:

- Obtain briefing from Service Branch Director or Logistics Section Chief;
- Determine level of emergency medical activities performed prior to unit activation;
- Activate Medical Unit;
- Prepare Medical Emergency Plan (MEP):
- Establish medical assembly and triage area, ambulance traffic route, landing zone for flights, and aid station location;
- Determine hazard specific information;
- Coordinate MEP with local hospitals;
- Declare major medical emergency as needed;
- Respond to requests for medical aid, transportation, and supplies;
- Prepare medical reports and submit reports as directed;
- Maintain unit log.

7.9.7 Support Branch Director

Position:	Support Branch Director
Responsible Department/Division:	Public Works
Supervisor:	Logistics Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Logistics

The Support Branch Director provides facilities, services, and materials to support incident response. Responsibilities include:

- Obtain briefing from Logistics Section Chief;
- Identify support branch personnel dispatched to incident;
- Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director;
- Prepare initial organization and assignments for support operations;
- Assemble and brief support branch personnel;
- Determine whether assigned branch resources are sufficient;
- Maintain surveillance of assigned unit’s work progress and inform Section Chief of activities;
- Resolve any problems associated with requests from Operations Section;
- Maintain unit log.

7.9.8 Supply Unit Leader

Position:	Supply Unit Leader
Responsible Department/Division:	Finance
Supervisor:	Service Branch Director
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Logistics

The Supply Unit Leader will:

- Obtain briefing from Service Branch Director or Logistics Section Chief; determine charge code for incident;
- Determine type and amount of supplies and equipment on hand and en route;
- Designate area for receiving ordered supplies and equipment (work with Facilities Unit);
- Develop and implement safety and security requirements for supply areas;
- Order, receive, distribute, and store supplies and equipment;
- Maintain inventory of supplies and equipment;
- Receive and respond to requests for personnel, supplies, and equipment;
- Service reusable equipment;
- Maintain record of all orders; submit to Documentation Unit;
- Advise affected unit or section of changes in arrival times of requested resources;
- Maintain unit log.

7.9.9 Facilities Unit Leader

Position:	Facilities Unit Leader
Responsible Department/Division:	Public Works
Supervisor:	Support Branch Director
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Logistics

The Facilities Unit Leader will:

- Obtain briefing from Logistics Section Chief or Support Branch Director;
- Determine requirements for each emergency-related facility to be established;
- Prepare layout(s) of incident facilities and notify unit leaders of layout(s);
- Activate incident facilities;
- Provide base/facility managers, maintenance, and security services;
- Maintain unit log.

7.10 FINANCE/RISK MANAGEMENT SECTION

7.10.1 Finance/Risk Management Section Chief

Position:	Finance/Risk Management Section Chief
Responsible Department/Division:	Finance
Supervisor:	EMO Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Finance/Risk Management

The Finance/Risk Management section will track equipment, facilities, and vehicle resource utilization. Responsibilities include:

- Obtain briefing from EMO IC;
- Attend planning meetings;
- Identify and order supply and support needs for Finance/Risk Management section;
- Develop operating plan for Finance/Risk Management functions;
- Inform EMO IC when section is fully functional;
- Prepare incident cost analysis for EOC staff as directed by EMO IC;
- Brief City administrative personnel on all incident-related business management issues and follow up accordingly;
- Meet with assisting and cooperating agencies as required;
- Provide input in all planning sessions on financial and cost analysis;
- Verify all personnel time records related to response activity, and transfer non-City records to home jurisdiction or agency;
- Participate in demobilization planning;
- Ensure that all obligation documents initiated by the incident are properly completed;
- Develop and maintain documentation needed to support claims for insurance recovery and FEMA reimbursement.
- Maintain unit log.

7.10.2 Time Unit Leader

Position:	Time Unit Leader
Responsible Department/Division:	Finance
Supervisor:	Finance/Risk Management Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Time Unit Leader is responsible for personnel and equipment time documentation. Responsibilities include:

- Obtain briefing from Finance/Risk Management Section Chief;
- Determine incident requirements for time recording;
- Contact participating agency representatives;
- Organize and staff Time Unit, as appropriate, including objectives and assignments;
- Ensure daily personnel and equipment time recording documents are prepared in compliance with City policy;
- Submit cost estimate data to Cost Unit as requested;
- Establish records security;
- Release time reports to respective agency representatives prior to demobilization;
- Brief Finance/Risk Management Section Chief on current problems, outstanding issues, and follow-up needs;
- Maintain unit log.

7.10.3 Procurement Unit Leader

Position:	Procurement Unit Leader
Responsible Department/Division:	Finance
Supervisor:	Finance/Risk Management Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Procurement Unit Leader is responsible for coordination of purchases, including purchase orders, accounts payable, and general financial resource needs through all phases of an emergency. Responsibilities include:

- Obtain briefing from Finance/Risk Management Section Chief;
- Develop incident procurement plan;
- Establish contact with supply vendors as needed;
- Prepare and sign emergency contracts and service agreements as needed;
- Provide cost data from contracts, rental agreements, etc., to Cost Unit Leader;
- Interpret contracts and resolve claims or disputes within delegated authority;
- Complete processing and submit documents for payment;

- Coordinate use of petty cash funds as necessary;
- Maintain unit log.

7.10.4 Compensation/Claims Unit Leader

Position:	Compensation/Claims Unit Leader
Responsible Department/Division:	Finance/HR
Supervisor:	Finance/Risk Management Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Compensation/Claims Unit Leader is responsible for managing all liability and Workers’ Compensation claims during the Response and Recovery phases of an emergency, including communication and coordination with the City’s insurance broker and insurance companies. Responsibilities include:

- Obtain briefing from Finance/Risk Management Section Chief;
- Establish contact with incident Safety Officer and Liaison Officer or department representatives;
- Ensure evidence is gathered and claims documentation is prepared for events involving damage to public or private properties that could result in claims against the City;
- Ensure evidence is gathered and claims documentation is prepared for events involving damage to City property to support insurance claims;
- Provide analysis of injuries and coordinate with Safety Officer;
- Process Workers’ Compensation claims;
- Apprise Finance/Risk Management Chief on unit status and activity;
- Maintain unit log.

7.10.5 Compensation for Injury Specialist

Position:	Compensation for Injury Specialist
Responsible Department/Division:	Finance/HR
Supervisor:	Compensation/Claims Unit Leader
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Compensation Injury Specialist will:

- Obtain briefing from Compensation/Claims Unit Leader or Finance/Risk Management Section Chief;
- Establish procedures with Operations on prompt notification of injuries or deaths;
- Establish contact with Incident Safety Officer and agency representatives;
- Report on status of hospitalized personnel;
- Obtain witness statements from Safety Officer and others;

- Maintain injury log with analysis of injuries occurring during incident;
- Arrange for notification of next of kin for seriously injured or deceased employees;
- Coordinate administrative paperwork on serious injuries or death;
- Maintain unit log.

7.10.6 Claims Specialist

Position:	Claims Specialist
Responsible Department/Division:	Finance/HR
Supervisor:	Compensation/Claims Unit Leader
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Claims Specialist will:

- Obtain briefing from Compensation/Claims Unit Leader or Finance/Risk Management Section Chief;
- Develop and maintain log of potential claims;
- Coordinate claims prevention plan with applicable incident functions;
- Initiate investigation of all claims other than personal injury;
- Coordinate with investigation team as necessary;
- Obtain witness statements pertaining to claims other than personal injury;
- Document incomplete investigations and follow-up, as needed, by City;
- Keep Compensation/Claims Unit Leader advised on nature and status of all claims;
- Maintain unit log.

7.10.7 Cost Unit Specialist

Position:	Cost Unit Specialist
Responsible Department/Division:	Finance
Supervisor:	Finance/Risk Management Section Chief
Reports to (location):	Normal Duty Station
Applicable ICS Section:	Finance/Risk Management

The Cost Unit Specialist is responsible for collecting all cost data and providing cost estimates for an event. Responsibilities include:

- Obtain briefing from Finance/Risk Management Section Chief;
- Obtain and record all cost data;
- Summarize incident costs by operational period or as directed by Finance/Risk Management Section Chief;
- Estimate resource use costs for planning;
- Recommend cost savings to Finance/Risk Management Section Chief;
- Maintain cumulative incident cost records;

- Complete all records accurately prior to demobilization;
- Maintain unit log.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**8. ANNEX B: Care & Management of the Deceased**

→Lead Department: Fire & Life Safety
→Lead ICS Section: Operations

8.1 PURPOSE

This Annex describes steps to be taken in the care and handling of individuals who are deceased due to the occurrence of a disaster. Activities are outlined concerning care and management for the deceased, including tagging of bodies, identification of the deceased, execution of the evidentiary process, transportation of bodies, notification of next of kin, and coordination with mortuary facilities.

8.2 SITUATION AND ASSUMPTIONS**8.2.1 Situation**

The occurrence or the ensuing impact of a disaster often results in loss of life. The magnitude of loss will vary depending on the type and intensity of the emergency. Even when the number of fatalities is relatively low, the normal process and facilities for handling of the deceased may be overburdened, especially given the impact of other activities that will take place during a disaster situation. Care must be taken to properly identify and preserve the deceased.

8.2.2 Assumptions

- In most disaster situations there will be loss of life;
- Existing fire and police personnel and equipment will be able to handle most emergency situations, utilizing on-duty resources and emergency callout in addition to the use of existing mutual aid agreements. If additional support is required, assistance will be requested from state and federal agencies;
- The Lane County Medical Examiner's Office will assume overall responsibility for management of the remains of deceased individuals;
- Local funeral directors will be available to provide assistance during an emergency situation.

8.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Overall coordination and management of the remains of deceased individuals is the responsibility of the Lane County Medical Examiner's Office. The County's responsibility includes, but may not be limited to, identification of the deceased, preservation of remains, and notification of next of kin.

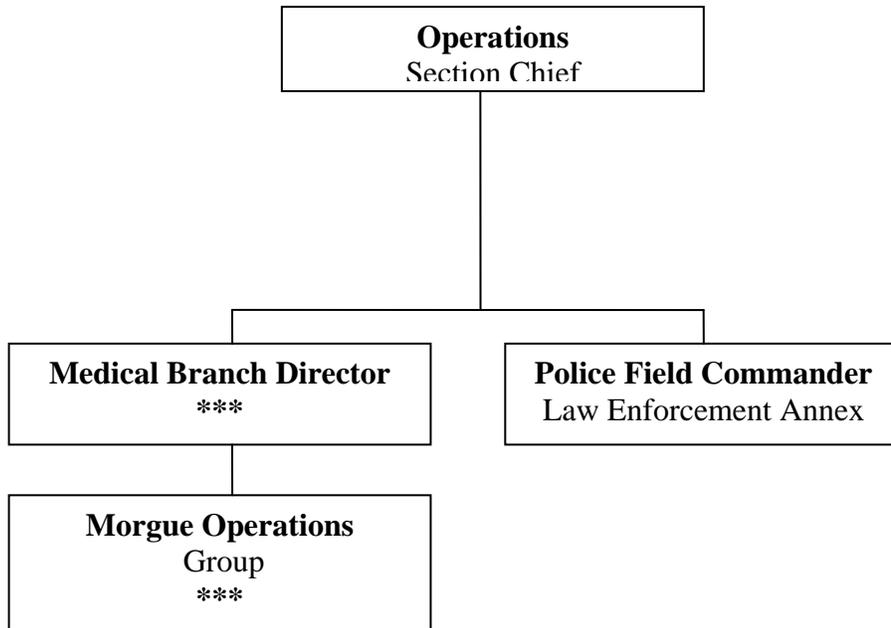
The accomplishment of this function requires the cooperation and coordination of Police, Fire, and EMS responders, as well as the Medical Examiner and investigators from all jurisdictions involved. In all cases, bodies and body parts will, in so far as possible, be treated with respect and appropriate decorum.

- The initial emergency responders to a mass casualty incident will be Police and Fire & Life Safety personnel, with the Medical Operations Branch having responsibility for triage, treating, and transporting patients; Police will secure the scene;
- After the safety of the scene is stabilized, and all surviving patients have been treated and transported, attention will turn to recovering the deceased;
- The Medical Examiner will, with the assistance of EMS personnel, estimate the number of fatalities to determine the scale of resources needed;
- At that time the responsibility for managing the scene transfers from Fire/EMS to law enforcement. Deceased at the scene are treated as evidence, i.e., not disturbed until examined *in situ*;
- The scene at that time is considered a crime scene or other fatal incident, requiring death investigation;
- The scene is processed by Police and any other law enforcement or investigative personnel appropriate to the legal jurisdiction;
- The Medical Examiner will recover, identify, and process the deceased within the scene's investigation, with the assistance of Police and Fire/EMS personnel as needed.

8.3.1 Care and Management of the Deceased Organizational Chart

See chart on the following page.

CHAIN OF COMMAND
Care & Management of the Deceased
Organizational Chart



***Also found in Medical Care & Transport Annex

8.4 PHASES OF EMERGENCY MANAGEMENT**8.4.1 Preparedness****→ Departments Involved: Fire & Life Safety, Police**

- Develop emergency response procedures and checklists for Fire & Life Safety personnel and display in each fire station [Fire & Life Safety];
- Provide training for emergency response personnel in disaster procedures;
- Review/revise disaster procedures on periodic basis [Fire & Life Safety];
- Conduct or participate in periodic disaster exercises in conjunction with other agencies [Fire & Life Safety];
- Establish emergency service agreements with local funeral directors' association (Oregon Funeral Directors Association), or individual funeral directors, regarding their handling of fatalities and ability to provide morgue facilities if hospital facilities' capabilities are exceeded [Fire & Life Safety];
- Identify resources to establish temporary morgue, including refrigerated trailers, as needed [Fire & Life Safety];
- Equip and maintain disaster trailer for dealing with multi-casualty incidents.

8.4.2 Response

→ Departments Involved: Fire/EMS, Police

Position:	Medical Branch Director
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Deputy Chief – Field Operations
Reports to (location):	Field Command Post
Applicable ICS Section:	Operations

Refer to the *MEDICAL CARE & TRANSPORT Annex M* for a more complete description of Medical Branch Director responsibilities.

The Medical Branch Director will:

- Notify Lane County Medical Examiner’s Office;
- For air or land transportation accidents, notify National Transportation Safety Board.

Position:	Morgue Operations Group
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Medical Branch Director
Reports to (location):	Medical Branch Headquarters
Applicable ICS Section:	Operations

The Morgue Operations Group will:

- Coordinate activities with responding federal identification teams;
- Mark location of body or body parts using body tags/markers (located in the Fire & Life Safety supply room) or use spray paint;
- Assign teams of personnel to move bodies to designated areas at appropriate time, as determined by the Medical Examiner;
- Ensure all identification and personal effects are kept with respective bodies;
- If number of deceased exceeds local funeral homes’ capacity to maintain remains (30 refrigerated body trays), coordinate with appropriate providers to obtain refrigerated trucks (with steel floors) to stabilize remains;
- If refrigerated trucks are necessary to set up temporary storage of bodies, cover all private sector company markings with plastic tarps or other material;
- If there are numerous bodies to process in hot weather, have available, and use as necessary, the following:

- Mentholatum, oil of wintergreen, or other strong odoriferous product that can be rubbed inside face masks to assist recovery personnel working at the incident to tolerate decomposing tissue odors;
 - An insecticide agent to combat proliferation of maggots;
 - Large fans to exhaust fumes/odors from temporary morgue sites;
- Ensure all recovery workers adhere to universal precautions to reduce risk of blood-borne pathogen exposure;
 - Ensure all necessary and appropriate documentation is completed and copies sent to Cost Unit of Plan’s Finance/Risk Management section;
 - Ensure incident recovery process is photographed as much as possible (include with documentation) for use with post-incident evaluation.

Air Transportation Accident

- If the incident involves aircraft, ensure location of cabin crew is photographed prior to removal of bodies from cabin;
- Remove deceased crew when advised to do so from National Transportation Safety Board.

Position:	Police Field Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Incident Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

Refer to *Law Enforcement Annex* for more complete description of the responsibilities of Police Field Commander.

- Secure area from unauthorized persons.

8.4.3 Recovery**→ Departments Involved: Fire & Life Safety**

- Determine whether removal of soil saturated with blood and body fluids should be initiated (soil should be considered hazardous material in such circumstances);
- Evaluate supply levels and re-supply as necessary;
- Conduct debriefing sessions for Fire & Life Safety personnel;
- Conduct post-incident sessions to critically analyze overall operational effectiveness and identify areas needing improvement;
- Obtain information about and evaluate loss and damage to equipment, condition of personnel, and other pertinent data;
- Provide psychological counseling for all personnel [Fire & Life Safety];
- Complete all documentation reports necessary for records and reimbursement and send copies to Cost Unit;
- Evaluate operations and all information collected during response, make necessary improvements, and submit revisions to City's EMP;
- Return to normal operations as soon as possible;
- Prepare summary report critiquing the incident.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**9. ANNEX C: Communications**

→Lead Department: Police
→Lead ICS Section: Logistics

9.1 PURPOSE

The Communications Annex deals with establishing, using, maintaining, augmenting, and providing communications support necessary for emergency response and recovery operations.

9.2 SITUATION AND ASSUMPTIONS**9.2.1 Situation**

The Springfield Police Department provides communication services to the Springfield Police Department. As a designated Secondary Public Safety Answering Point (PSAP), the Department coordinates activities with the Central Lane 9-1-1 Center, and monitors the radio frequencies of other local public safety responders.

9.2.2 Assumptions

Should an event occur which requires implementation of this Plan, **Communications** will devote full attention and resources to sustaining communications support to the City's activated EOC and other public safety agencies involved in response and recovery operations.

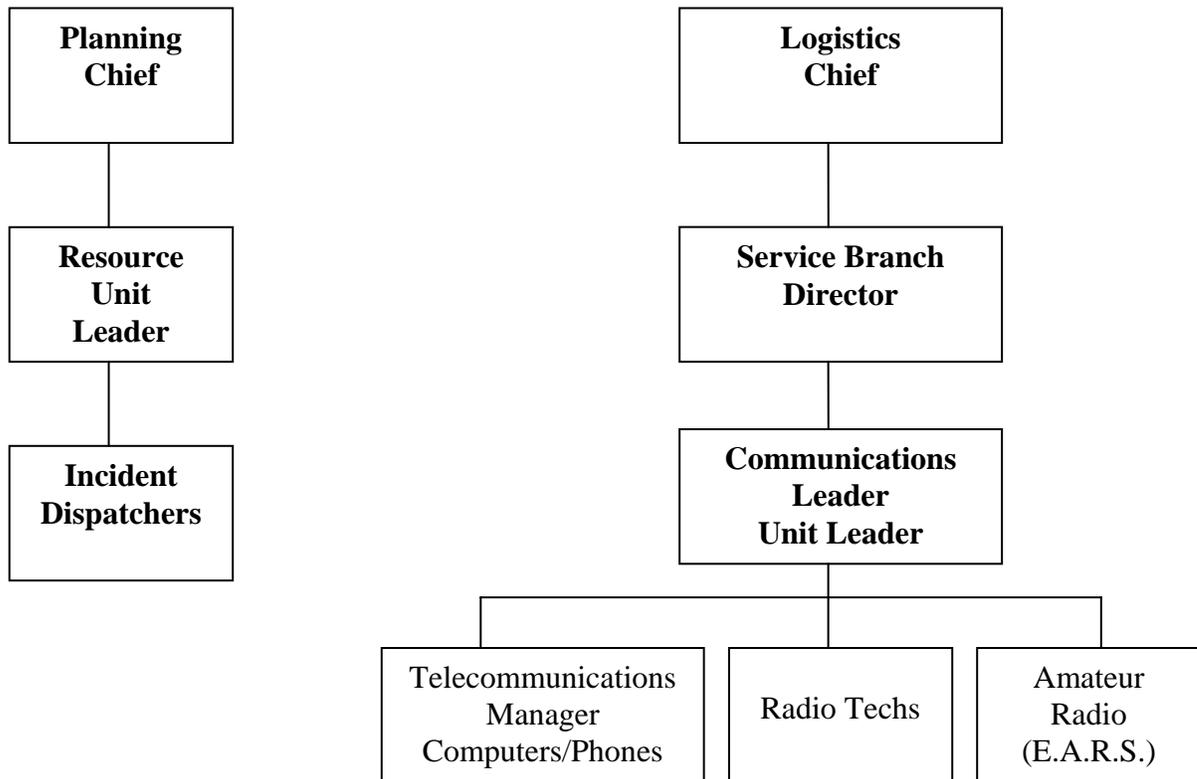
Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be neutralized by a particular hazard occurrence. Additional communications equipment required for emergency operations will be secured through private citizens, businesses, and/or other governmental agencies.

9.3 GENERAL PROCEDURES AND RESPONSIBILITIES

When an emergency is declared and the EOC is activated, **Communications** has responsibility for providing support to the City's EMP in addition to ensuring continued Police and Fire & Life Safety communications support during the response and recovery period.

9.3.1 Communications Organizational Chart

**CHAIN OF COMMAND
Communications Annex
*Organizational Chart***



9.4 PHASES OF EMERGENCY MANAGEMENT**9.4.1 Mitigation****→ Departments Involved: Police**

Communications has attempted to identify and profile hazards most likely to have direct effects on operations of the **City of Springfield's Communications Center** and the safety of its personnel. Training, facility preparation, development of operating procedures, and guidelines aimed at lessening unavoidable effects of each specific hazard are on-going steps in mitigation.

9.4.2 Preparedness**→ Departments Involved: Police**

- Ensure EOCs are equipped with necessary communications equipment needed for effective operation [Communications Manager];
- Coordinate routine maintenance of installed communications equipment to ensure effective operation [Communications Manager];
- Conduct regular drills in emergency procedures with communications personnel [Communications Manager];
- Ensure regular maintenance and testing of primary and back-up communications systems to ensure both will function properly when activated [Division Manager];
- Update and train division personnel in emergency procedures [Division Manager];
- Coordinate the use of computerized automatic dialing systems through the 9-1-1 Center; identify dialing group needs [Communications Manager].

9.4.3 Response

➔ **Departments Involved: Police/Communications, Information Technology**

9.4.3.1 Division Manager

Position:	Division Manager
Responsible Department/Division:	Police/IT Department
Emergency Supervisor (title):	Services Branch Director
Reports to (location):	EOC
Applicable ICS Section:	Logistics

- Serve as Communications unit leader at EOC; may coordinate all emergency telecommunications activities;
- Notify local public safety dispatch centers of existing emergency. Act as liaison with other communications agencies;
- Establish and maintain contact with Lane County Emergency Manager;
- Coordinate demobilization of EOC in accordance with Incident Demobilization Plan.

9.4.3.2 Communications Manager

Position:	Communications Manager
Responsible Department/Division:	Police
Emergency Supervisor (title):	Division Manager
Reports to (location):	SPD/Communications
Applicable ICS Section:	Logistics

- Serve as Communications Unit Leader at EOC, if needed;
- Immediately delegate recall of Public Safety personnel to Dispatch staff, using the following, or a similar, format:

"This is **(name)** of the **Springfield** Police Department. An emergency situation is in progress. **(type of emergency and brief description of current status)**. The **(location)** EOC has been activated, and you are required to report to your emergency duty station immediately."

- Delegate the recall of other City Personnel to appropriate Department Liaisons;
- Designate a lead Dispatcher as the Communications Supervisor, if appropriate;
- Ensure EOP notifications have been made;
- Establish and maintain contact with City radio technicians;

- Supervise integration of volunteer Amateur Radio Operators into communications system;
- Determine need for auxiliary support staff and make assignments accordingly.

9.4.3.3 Communications Supervisor(s)

Position:	Communications Supervisor(s)
Responsible Department/Division:	Police/Communications
Emergency Supervisor (title):	Communications Manager
Reports to (location):	SPD/Communications
Applicable ICS Section:	Logistics

- Oversee Communications Center operations;
- Notify Technical Services division manager and Communications manager. Initiate callback of Personnel as needed, for staffing of **Communications Center and EOC**; delegate task to Records personnel, as needed;
- **Coordinate requests for activation of the** Community Emergency Notification System (CENS);
- Responding off-duty supervisors will assist in initiation of 12-hour shift schedule, with sufficient personnel to adequately staff positions in the Communications Center, EOC, and Base 1;
- Off-duty supervisors will oversee Base 1 operations and act as a liaison with Emergency Amateur Radio Services (EARS) personnel.

9.4.3.4 Telecommunications Manager

Position:	Telecommunications Manager
Responsible Department/Division:	IT
Emergency Supervisor (title):	Network Manager
Reports to (location):	Regular Duty Station
Applicable ICS Section:	Logistics

- Provide and install all telephone and computer equipment necessary for operation of the EOC;
- Provide additional telephone, data and radio circuit lines, telephone equipment, voice processing, computer equipment, fax machines, pay phones, and cell phones as requested;
- Put phone company and other service providers on standby notice for emergency response to requests for telephone lines, equipment, and service;
- Ensure that computer technicians, phone technicians, and cabling are available for immediate response to service requests;

- Receive equipment and service requests from departments; prioritize according to most critical needs; coordinate requests with Communications Unit Leader;
- Recall City of Springfield cell phones and laptop computers, as necessary, for disaster response and recovery use;
- Coordinate with other regional telecommunications managers in securing, prioritizing, and sharing all telecommunications resources in the event of a regional disaster.

9.4.3.5 Incident Dispatcher

Position:	Incident Dispatcher
Responsible Department/Division:	Police/Communications
Emergency Supervisor (title):	Resource Unit Leader
Reports to (location):	EOC
Applicable ICS Section:	Planning

The Incident Dispatcher is responsible for receiving and transmitting radio, phone, computer, and fax messages among personnel. Responsibilities include:

- Obtain briefing from Planning Section Chief or Resource Unit Leader regarding current status of resources currently assigned to incident, location of staging area, and the current level of protection for the City;
- Obtain briefing from Communications Unit Leader regarding communications procedures, frequencies in use, networks to be established, equipment status, capabilities, limitations, and restrictions;
- Receive and transmit phone, radio, computer, and fax messages among personnel related to incident;
- Coordinate dispatch of resources with Central Lane 9-1-1;
- Ensure reasonable level of protection for entire City of Springfield service area;
- Track/record status of resources (Engines, Aerials, Water Tenders, etc.) associated with incident);
- Process special resource orders (tows, heavy equipment, air tankers, etc.);
- Coordinate requests from field with Resource and/or Supply Unit;
- Provide briefing to Relief on current activities, equipment status, any unusual communications situations
- Maintain incident message logs and records of significant or unusual events related to the Unit; turn all message logs and equipment documentation in to the Communications Unit Leader.

9.4.3.6 EOC Communications Officers

Position:	EOC Base 1 Communications Officers
Responsible Department/Division:	Police/Communications
Emergency Supervisor (title):	Communications Manager
Reports to (location):	EOC, Base 1
Applicable ICS Section:	Logistics

- Receive and transmit messages within the EOC;
- Receive and transmit messages from individuals external to the incident response operations via Communications Center;
- Serve as lead dispatcher or incident dispatcher, as needed.

9.4.4 Recovery

→ Departments Involved: Police/Communications, IT

- Evaluate physical, mental, emotional condition of personnel and initiate immediate formal post-incident stress debriefing;
- Coordinate with command the collection and securing of all documents relating to activation of EOC (tape recordings, written materials, schedules, etc.);
- Provide copies of documents and records to Finance/Risk Management Section, Cost Unit for purposes of obtaining disaster relief assistance;
- Coordinate disconnection and removal of phone, data and radio circuits, phone equipment, computer equipment, cabling, and services if no long needed [Telecommunications Manager];
- Prepare summary of circuits, equipment, and services required during disaster activities, including service, costs, response times, length of time needed, and unit requesting [Telecommunications Manager];
- Restock, check, prepare EOCs, Back-up Center, **Communications Center**;
- Critique response internally;
- Evaluate operations and collected information during response and recovery; make necessary revisions and submit to City EMP.

9.5 OTHER ANNEX-SPECIFIC INFORMATION

The Central Lane Emergency Plan (Red Book) contains the following documents and information:

- A. City of **Springfield** Communications Contingency Plan;
- B. Center for Public Inquiry Plan;
- C. Emergency Amateur Radio Services (EARS) activation;
- D. Emergency Telephone Service;
- E. Radio Systems;
- F. Eugene~Springfield Communications Interoperability Plan.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**10. ANNEX D: Damage Assessment**

→Lead Department: Development Services, Public Works
→Lead ICS Section: Planning

10.1 PURPOSE

This Annex describes procedures to be followed in the assessment and reporting of physical damage resulting from disasters. Initial damage assessment will determine whether a disaster event is of significance to request assistance from outside resources. Damage assessment will help establish priorities for allocation of resources and identify requirements for conducting recovery operations.

10.2 SITUATION AND ASSUMPTIONS**10.2.1 Situation**

Disaster events have the potential for causing death, injury, and extensive damage to public and private property. A planned damage assessment and reporting procedure is essential for effective response and recovery operations. Damage assessment procedures are critical to the cost recovery process initiated during presidentially declared disasters.

A disaster event such as an earthquake or bomb blast may occur instantaneously, or a disaster event such as a flood or snowstorm may be slow-building. Disaster events may be very localized or have regional impacts. The nature of the event will require that damage assessment procedures be flexible and dynamic.

10.2.2 Assumptions

- Immediate assessment of public infrastructure will be critical following a disaster event. Assessment of facilities housing response staff, e.g., fire stations, fleet operations, police, 9-1-1 operations, and EOC will be critical;
- Transportation and communications systems may be severely disrupted or inoperable. Immediate and comprehensive damage assessment may be impacted by the condition of these systems;
- Adequate personnel, equipment, and facilities will be assigned to manage the damage assessment function;

- The ability of damage assessment staff to begin work immediately may depend on their personal condition, as well as the condition of their families and homes.

10.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Damage assessment is a Planning Section responsibility. The Planning Chief may appoint a Damage Assessment Manager, e.g., City Engineer or Building Official, to coordinate all phases of damage assessment. Damage assessment consists of four phases:

- 1) Rapid Damage Assessment (RDA) (windshield survey);
- 2) Initial Damage Assessment (IDA);
- 3) Preliminary Damage Assessment (PDA);
- 4) Secondary Damage Assessment (SDA).

Staff for conducting damage assessment would generally come from the Engineering and Community Services Divisions. The exact makeup of the teams would be determined by the Damage Assessment Manager depending on the nature of the event.

10.3.1 Rapid Damage Assessment

The RDA process, sometimes referred to as a windshield survey, is conducted immediately after an event occurs and should be completed within 24 hours of an event. The first phase of the windshield survey will be coordinated by Fire Department District Chiefs, utilizing station companies. This phase will focus on immediate life-threatening situations. Included in this phase will be specific occupancies listed on each fire company's Earthquake Priority Inspection list. Information gathered by the Fire Department will be forwarded to the Damage Assessment Manager. Rapid assessment provides the Incident Commander with quick information to assess the size of an event and the extent of damage, in addition to prioritizing facilities critical to government response and recovery activities. These facilities generally include: 911 centers, Emergency Operation Centers, Police and Fire stations, Public Works facilities, sewer and water facilities, hospitals, bridges and roads, electrical systems, etc. Depending on the nature of the event, a hazardous material facility may be considered critical. Police, Fire, Building, and Public Works staff responding to the emergency should report damage information to the Damage Assessment Manager. The American Red Cross (ARC) may provide limited damage assessment information and could provide additional assessment information related to residential properties, based on National Red Cross approval.

10.3.2 Initial Damage Assessment

The IDA process will provide supporting information for a state of emergency declaration and requesting a presidentially declared disaster. This assessment is more detailed than the rapid assessment, including estimates of financial losses of public and private property. The IDA should be completed within 72 hours of an event.

10.3.3 Preliminary Damage Assessment

The PDA process is generally performed by teams consisting of Red Cross, Federal, State, and local agency representatives. Teams consist of technical staff who can evaluate emergency and recovery project costs. A team representative should have the authorization to make reimbursement decisions.

10.3.4 Secondary Damage Assessment

The SDA is performed by teams of technical staff to determine if buildings, roads, bridges, and other critical infrastructure are safe for use or occupancy. The first priority for assessment is generally given to buildings, roads, and bridges critical to response and recovery efforts, as well as facilities essential to continuation of government services. Building assessment is performed by Development Services staff. Public Works, Maintenance Division will be utilized to assist with inspection and analysis of City buildings. Road and bridge assessments are conducted by Public Works Engineering.

The Building Official has the authority to declare buildings unsafe to occupy. Buildings that have been inspected will be posted as:

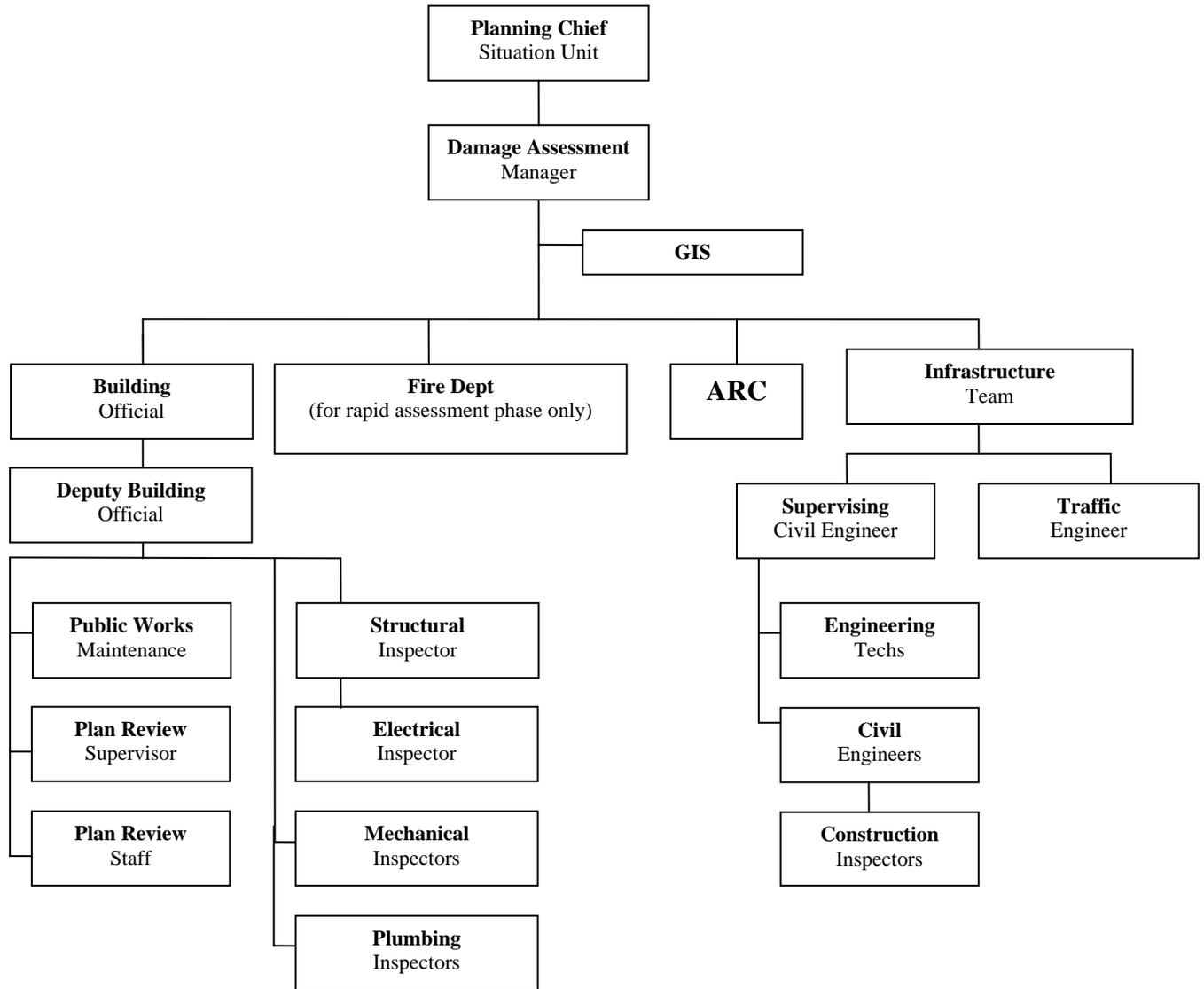
- safe to occupy (green);
- safe to occupy with repair-temporary occupancy (yellow);
- unsafe to occupy (red);

The City Engineer has parallel authority for roads and bridges.

10.3.5 Damage Assessment Annex Organizational Chart

See the chart on the following page.

CHAIN OF COMMAND Damage Assessment Annex *Organizational Chart*



10.4 PHASES OF EMERGENCY MANAGEMENT**10.4.1 Preparedness**

→ Departments Involved: Development Services, Fire & Life Safety, Police, Public Works

- Discuss specific roles for damage assessment staff and teams;
- Discuss expected method of communication that will be used during damage assessment;
- Integrate use of Geographic Information System (GIS) to record damage assessment for addresses and facilities;
- Provide damage assessment training and certification for appropriate Development Services and Maintenance staff (FEMA ATC 20 damage assessment);
- Review various forms to be completed during damage assessment process;
- Review Infrastructure Team training.

10.4.2 Response

→Departments Involved: Development Services, Fire & Life Safety, Finance, Police, Public Works

10.4.2.1 Damage Assessment Manager

Position:	Damage Assessment Director
Responsible Department/Division:	Public Works/DSD
Emergency Supervisor (title):	Section Unit Leader
Reports to (location):	EOC
Applicable ICS Section:	Planning

- Coordinate all phases of damage assessment;
- Provide technical assistance in evaluation of public buildings and public infrastructure damaged by an event; prepare priority list for those facilities with highest risk to the public health, welfare, and safety;
- Secure services of other professionals, as necessary, to assist in damage assessment and development of repair strategies;
- Provide records and mapping information regarding damaged infrastructure and structures including streets, sewers, street lights, signals, airport, bridges, etc.;
- Ensure inspections are conducted of residential, commercial, and public building structures and facilities; ensure posting is made concerning unsafe to occupy, where necessary, or structures are condemned if beyond repair;
- Ensure licensed civil engineers, as well as field inspection staff, perform inspections to determine whether infrastructure is useable or unsafe;
- Ensure field inspection staff from Transportation Division investigates damage to traffic signals and lighting systems;
- Establish priorities based on type of event with focus on key transportation links, 911 centers, Emergency Operation Centers, Police and Fire stations, hospitals, sanitary and storm sewer systems, and water systems;
- Provide photographic services and maps;
- Collect incident data at earliest possible opportunity; continue collecting data throughout incident;
- Form, assign, and supervise damage assessment teams and other field observers;
- Collect, compile, and maintain damage records;
- Make initial disaster report to County, State, and Federal level agencies as appropriate; follow up with required paperwork to support requests for assistance;
- Coordinate with PIO and EMO IC regarding keeping the public informed about hazardous roads, bridges, drinking water, etc.;

- Notify Logistics of need to relocate building occupants from hazardous structures;
- Ensure unsafe facilities, roads, bridges, etc., are visibly marked as unsafe;
- Coordinate damage assessment information with Finance/Risk Management Section;
- Maintain unit log.

10.4.2.2 Development Services Building Official

Position:	Building Official
Responsible Department/Division:	Development Services
Emergency Supervisor (title):	Damage Assessment Manager
Reports to (location):	EOC
Applicable ICS Section:	Planning

- Obtain briefing from Damage Assessment Manager;
- Assist Damage Assessment Manager in prioritizing and coordinating order of assessment;
- Establish contact with PW staff;
- Determine which inspection specialties are needed and ensure contacts are made; PW has licensed electricians available to assist in inspection of public buildings if necessary;
- Assign field inspectors to damage assessment teams and deploy to areas where damage assessment is needed;
- Coordinate inspections and assist in determining damage to key facilities according to highest priority;
- Report inspection results to Damage Assessment Manager;
- Provide documentation of damage identified in inspections.

10.4.2.3 Public Works Division Manager

Position:	Public Works Division Manager
Responsible Department/Division:	Public Works, Maintenance
Emergency Supervisor (title):	Building Official
Reports to (location):	EOC
Applicable ICS Section:	Planning

- Contact Building Official to coordinate inspections;
- Coordinate damage assessment to City buildings
- Assist Building Official in posting damaged City buildings;
- Report financial loss or damage to City buildings;
- Report inspection results to Building Official.

10.4.2.4 Infrastructure Team Manager

Position:	Infrastructure Team Manager
Responsible Department/Division:	PW Engineering
Emergency Supervisor (title):	Damage Assessment Manager
Reports to (location):	Engineering Division
Applicable ICS Section:	Planning

- Coordinate damage assessment activities related to City street systems, sewer systems, drainage systems;
- Prioritize damage assessment activities;
- Notify PW Maintenance Division of infrastructure to barricade or post as unsafe;
- Report financial loss to Finance/Risk Management;
- Report inspection results to the Damage Assessment Manager.

10.4.3 Recovery

→ Departments Involved: Public Works, Development Services

- After emergency situation is resolved, continue to provide building inspections related to health and life safety;
- Complete all documentation reports necessary for records and reimbursement;
- PW Administration will compile all costs associated with event and work with Finance/Risk Management to obtain County, State and Federal reimbursement;
- Evaluate operations and collected information during response; submit necessary improvements and revisions to the City’s EMP.

10.4.3.1 Civil Disturbance

- Public Works Maintenance staff will determine damage to City facilities;
- After other investigations are complete, Public Works Maintenance staff will act as owner's representative in arranging for repairs, etc.

10.4.3.2 Flood

- Engineering, Transportation, and Maintenance Division will analyze damaged streets, sewers, drainage channels, and bridges for needed repairs. City Engineer is responsible for coordinating activities and administering any contractual services as needed;
- Building Official will determine damage to buildings and the possible need to post buildings as “dangerous”.

10.4.3.3 Severe Weather: Wind/Ice/Other

- Engineering, Transportation, and Maintenance crews will analyze damaged streets, sewers, drainage channels and bridges for needed repairs. Engineering will coordinate, as necessary, contractual services;
- Building official will determine damage to buildings and the possible need to post buildings as “dangerous”.

10.4.3.4 Earthquake

- Building Official will coordinate the issuance and inspection of emergency repair permits for damaged structures.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**11. ANNEX E: Debris Management**

→Lead Department: Development Services, Public Works
→Lead ICS Section: Operations/Public Works Branch

11.1 PURPOSE

This Annex describes procedures to be followed in the removal and recovery of debris resulting from natural and technological disasters or other major incidents. A coordinated effort will be necessary for the removal, collection, and disposal of debris generated from a large event. The goal will be to use existing solid waste best practice strategies and methods to reduce, reuse, recycle, or recover, with landfill as a final option. Initial debris assessment will determine if a disaster event is of significance to request assistance from outside resources. Debris Management staff will help establish priorities for the allocation of resources, collaborate with damage assessment team needs, physically remove debris, open transportation routes, and, if needed, locate temporary storage sites for the collection and recovery of debris.

11.2 SITUATION AND ASSUMPTIONS**11.2.1 Situation**

Disaster events such as windstorms, floods, earthquakes, and other natural and technological emergencies have the potential for causing extensive damage to public and private property. In order to facilitate a return to normalcy, the safety and appearance of the environment is of utmost importance. A planned debris removal and recovery procedure is essential for quickly opening major transportation arteries, providing access to critical facilities, and for removing debris-related threats to public health and safety.

Debris management needs will depend on the size and character of the event. Localized events may present challenges associated with the collection of hazardous materials and construction and demolition type debris. Natural events, such as floods, snow storms, and windstorms may present more organic material accumulations. The nature of the event will require that debris management procedures be flexible and dynamic. Substantial amounts of contaminated debris will result in the need for innovative solutions and decision-making.

The City of Springfield regulates the collection of garbage and recyclables within the city limits through a franchise agreement with a private collection firm. In a disaster

debris event, their responsibility will be to supply collection containers and to transport debris to appropriate processing facilities and regional landfills.

Lane County operates the current debris transfer station in Glenwood and the Short Mountain Landfill site south of Goshen. Lane County is responsible for disposal of solid waste generated within the county. Lane County's responsibilities include:

- Disposal of solid wastes at the Short Mountain Landfill;
- Operation of regional transfer stations;
- Hauling of solid waste from transfer stations to the Short Mountain Landfill site;
- Collection and processing of household hazardous wastes;
- Managing a public information program that provides options for disposal of a broad range of solid wastes (including reuse, recovery, recycling, composting, and landfill disposal).

11.2.2 Assumptions

- Information by initial damage assessment teams will be helpful in determining the amounts and types of debris as well as priorities for emergency debris removal;
- A large-scale disaster event will likely impact the lives of many local response staff to a degree that they may not be available for immediate emergency debris removal;
- Damage to City facilities and equipment may hamper initial emergency debris removal efforts;
- During most disasters, electricity will be lost for a period of time and communications systems will be lost or overloaded;
- Roads, bridges, and overpasses may be damaged, limiting access for debris removal;
- A local disaster will be declared. A State and Federal disaster may be declared;
- Emergency powers may be enacted during a declared disaster to prevent price gouging, to temporarily suspend codes and relax permit and zoning processes, and to streamline purchasing procedures;
- Contracts with private sector partners will be necessary to augment public efforts;
- Assume that debris may be contaminated with chemical and/or biological agents unless determined otherwise;
- In the event that debris sites are crime scenes, evidence procurement will take precedence over debris removal;
- Human and/or animal remains may be located within debris; see Care and Management of the Deceased Annex;
- The solid waste hierarchy for removing debris will be to reuse, recycle, compost, recover energy, and, finally, landfill.

11.3 GENERAL PROCEDURES AND RESPONSIBILITIES**11.3.1 Definition**

Debris management is a Planning Section/Public Works Section responsibility. The Public Works Director may appoint a Debris Management Director to coordinate all the phases of debris management.

The City of Springfield has distinct programs that will be brought together to coordinate disaster debris management.

11.3.2 Public Works/Maintenance Division

Public Works/Maintenance Division – Responsible for labor, dispatch, and equipment necessary for debris removal, storage, and recycling operations. Depending on the size of the disaster, staff will interface with private contractors operating collection equipment and managing recycling and disposal sites or may carry out these activities independently;

11.3.3 Public Works

Public Works Maintenance, Solid Waste and Recycling – Responsible for contract development, community education, and storage site plan. Staff will interface with the PIO, Oregon Department of Environmental Quality (DEQ), and the Federal Emergency Management Agency (FEMA).

Debris management consists of five phases:

- Damage assessment (carried out under Damage Assessment Annex);
- Debris forecasting/estimating;
- Public information activities;
- Debris removal;
- Temporary debris storage site operations.

11.3.4 Debris Forecasting/Estimating

Debris forecasting is crucial to determining the size of the response needed. In general, the following formula may be used to determine the amount of material that will be encountered from any building after the disaster event:

$$\frac{L \times W \times H}{27} \times .33 = \text{cubic yards of material}$$

Aerial and surface photos may be useful after a disaster event to assist in calculating the amount of debris generated. News reports should be constantly reviewed in order

to identify affected areas. The amounts and locations of debris generated will determine the size of the response necessary. For any event that results in more than 100 cubic yards of material being generated, assume that outside assistance will be required and that a temporary debris storage site may be necessary.

Debris forecasting activities will require special considerations in the event of a disaster that claims human or animal life. All debris should be evaluated for possible hazardous waste. Other considerations include historically sensitive structures, environmentally sensitive locations, salvageable items, crime scene integrity, and victim memorials. Safety consideration for debris removal personnel should at all times be paramount.

Debris estimates should be grouped into the following categories whenever possible in order to ascertain the collection equipment most appropriate to be dispatched:

- Putrescible (stinky stuff);
- Woody Recyclables;
- Non-Woody Recyclables;
- Miscellaneous Dry Waste;
- Hazardous Waste;
- Privately owned property (vehicles) on public roadways;
- Electronics Equipment;
- Dead Bodies.

11.3.5 Debris Storage Sites

Debris storage sites will be identified by the site selection teams from the County and City's Public Works agencies with assistance from local municipalities. Technical assistance may also be available from the State or Army Corps of Engineers.

Sites may need to be established where debris from residential buildings is temporarily stored by address. The owners or tenants of that address would be permitted to search the debris pile to salvage possessions, valuables, and family heirlooms.

The site selection size and area should comply with all applicable County, State, and Federal rules and regulations, including Fish and Wildlife, Forestry, Fire Conservation, Historical Preservation, State Department of Environmental Quality (DEQ) permitting, and the Endangered Species Act. Temporary storage/reduction site size should be appropriate size acreage.

The DEQ, Land Quality Division, Regional Environmental Solutions Section, permits disposal facilities within the state. In the event of a large disaster, this agency will be the contact for permits to establish temporary storage sites for debris. In the City of Springfield, the key position is the Waste Reduction Analyst. The permit application process will be expedited in the event of a disaster event.

The sites used in this Plan may be temporary or permanent. Sites may be restricted for one type of material or may be a multi-use site. The priority land ownership will be county, local, special district, state, federal, and, finally, private property, taking into consideration road condition and access.

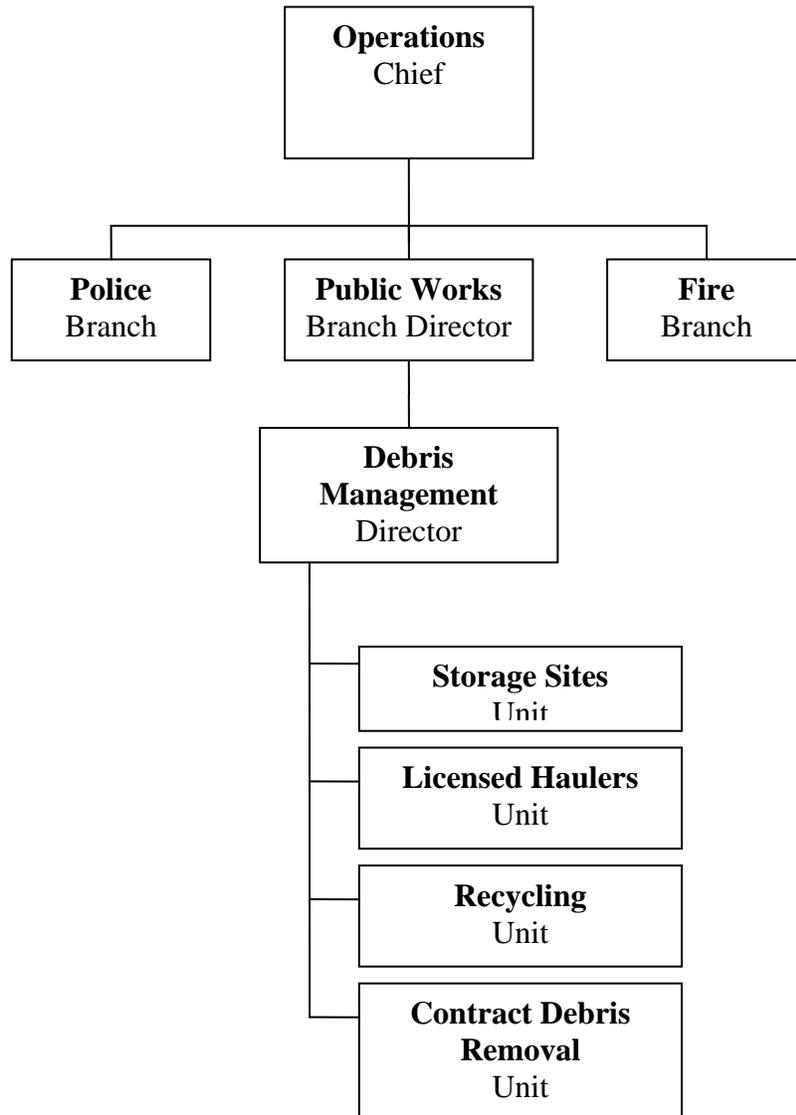
Sites selected and identified as potential areas in case of a disaster will be inventoried. The inventory of potential sites is kept in the Resource Guide. Prior to use of a site, the following activities will be completed at a minimum:

- Site survey;
- Documentation;
- Photos/video of area;
- Condition of roads;
- Soil samples;
- Water samples;
- Land stability samples.

11.3.6 Debris Management Annex Organizational Chart

See organizational chart on the following page.

CHAIN OF COMMAND
Debris Management Annex
Organizational Chart



11.4 PHASES OF EMERGENCY MANAGEMENT

11.4.1 Preparedness

→ Departments Involved: PW, Development Svcs, Fire & Life Safety, Police

- Maintain list of potential sites for temporary storage and recycling activities (see Resource Guide);
- Maintain list of licensed hauling and removal contractors for removal activities (see Resource Guide);
- Maintain list of recycling processes (see Resource Guide);
- Maintain sample contracts for debris removal activities;
- Periodically review debris removal plans of other jurisdictions;
- Maintain a file of professional journal articles concerning debris removal;
- Periodically communicate with State and County officials regarding debris removal planning;
- Maintain public information information regarding debris removal.

11.4.2 Response

→ Departments Involved: PW, Development Svcs, Fire & Life Safety, Police

11.4.2.1 Debris Management Director

Position:	Debris Management Director
Responsible Department/Division:	Public Works/Development Services
Emergency Supervisor (title):	Public Works Branch Director
Reports to (location):	Public Works
Applicable ICS Section:	Operations

- Oversee all phases of debris removal;
- Provide debris removal information to PIO;
- Coordinate FEMA reimbursement recordkeeping process and ensure documentation requirements are met;
- Work with PW Branch Director to establish debris removal priority areas;
- Ensure damage assessment activities are completed prior to debris removal;
- Coordinate debris removal with police and fire operations;
- Coordinate with state and regional officials regarding permits and disposal procedure;
- Establish recycling, reuse, and disposal priorities;
- Identify equipment needs;
- Determine City involvement, i.e., decide when to bring in private contractors;

- Staff EOC as needed;
- Maintain unit log.

11.4.2.2 Storage Site Unit Supervisor

Position:	Storage Site Unit Supervisor
Responsible Department/Division:	Public Works/Development Services
Emergency Supervisor (title):	Debris Management Director
Reports to (location):	Public Works
Applicable ICS Section:	Operations

- Oversee all activities related to operation of temporary storage sites;
- Determine storage site location(s);
- Communicate storage site location(s) to contractors, City staff, EOC, PIO;
- Prioritize and delegate activities at storage site(s);
- Document initial condition of storage site(s), adjacent properties, and entry/exit roads;
- Document ongoing operations;
- Document volumes and types of materials handled;
- Develop signage for site(s);
- Ensure site security;
- Prioritize recycling, reuse, and disposal activities in coordination with Unit Director;
- Secure necessary state permits for site(s);
- Maintain unit log.

11.4.2.3 Recycling Unit Supervisor

Position:	Recycling Unit Supervisor
Responsible Department/Division:	Public Works/Development Services
Emergency Supervisor (title):	Debris Management Director
Reports to (location):	Public Works
Applicable ICS Section:	Operations

- Oversee all aspects of recycling operations related to debris removal;
- Prioritize recycling, reuse, and disposal activities; ensure maximum use of recycling and reuse opportunities;
- Develop contracts with processors;
- Coordinate recycling locations with licensed hauler unit supervisor;
- Document recovery volumes;
- Coordinate hazardous waste removal and processing;
- Work with Volunteer Coordinator to utilize volunteers for recycling efforts;
- Maintain unit log.

11.4.2.4 Licensed Hauler Unit Supervisor

Position:	Licensed Hauler Unit Supervisor
Responsible Department/Division:	Public Works/Development Services
Emergency Supervisor (title):	Debris Management Director
Reports to (location):	Public Works
Applicable ICS Section:	Operations

- Oversee all licensed hauler activities related to debris removal;
- Develop and administer contracts with licensed haulers;
- Document expenses;
- Communicate debris removal priorities for recycling, reuse, and disposal;
- Develop driver authorization documents;
- Provide routing information;
- Provide maps and information on storage site locations;
- Coordinate community collection information with PIO;
- Coordinate garbage and recycling services for mass care facilities;
- Maintain unit log.

11.4.2.5 Contract Debris Removal Unit Supervisor

Position:	Contract Debris Removal Unit Supervisor
Responsible Department/Division:	Public Works/Development Services
Emergency Supervisor (title):	Debris Management Director
Reports to (location):	Public Works
Applicable ICS Section:	Operations

- Develop and administer contracts with vendors for debris removal (sample debris removal contracts available at Public Works Maintenance);
- Document debris removal by type and volume;
- Document conditions of contract equipment prior to proceeding with any work;
- Maintain unit log.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**12. ANNEX F: Employee Services**

→Lead Department: Human Resources
→Lead ICS Section: Logistics

12.1 PURPOSE

This Annex covers delivery of three key services to employees and their families under disaster conditions: counseling, message delivery, and a drop-off/pick-up point for personal items such as clothing, food and medications.

12.2 SITUATION AND ASSUMPTIONS**12.2.1 Situation**

The City of Springfield is subject to a number of disaster circumstances that could occur locally and create a need for a central location to coordinate or facilitate contact between working employees and their families.

12.2.2 Assumptions

- City employees may be working for long periods of time without leaving the job site;
- Employees and their families will need the ability to communicate with each other during a disaster;
- There will be injuries and possible fatalities among City employees during a disaster situation;
- During a disaster, families will experience a high level of emotional anxiety concerning the safety of City workers;
- Employee assistance will be available through the City's Employee Assistance Program to assist City employees and their families in dealing with the trauma of a disaster;
- Adequate phone lines, computers, network systems, and other automated equipment will be available to handle the volume of calls sent and received, and to maintain connection with other City offices;

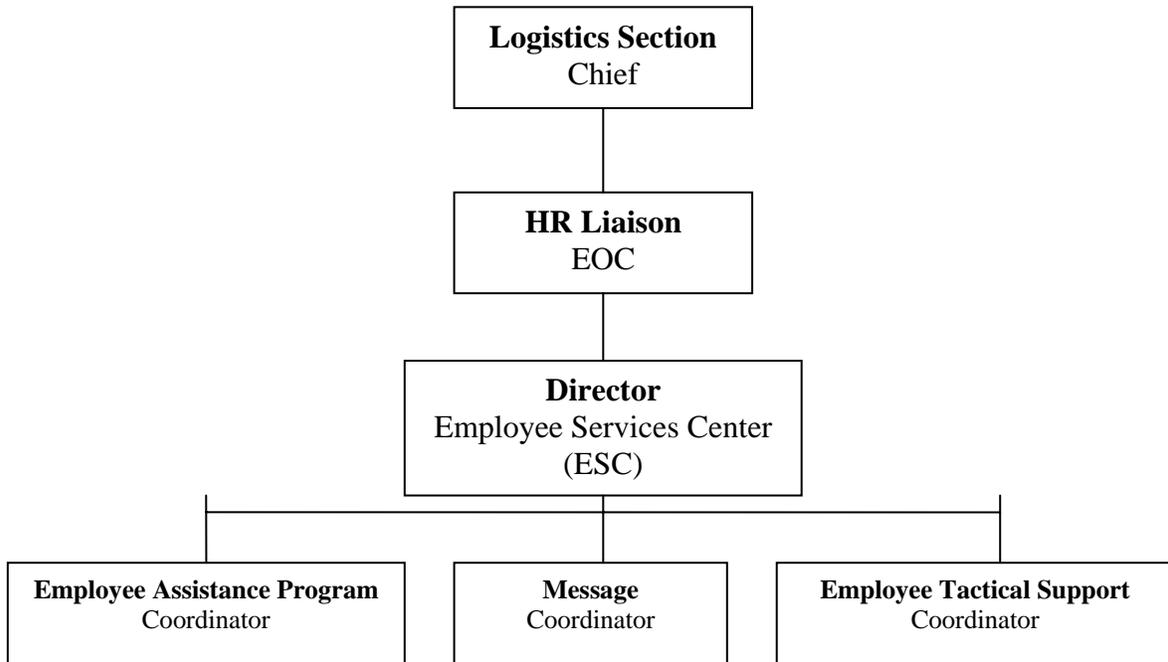
- Cellular phones and two-way radios will be available from the EOC's Logistics Section in the event of power outages;
- A fax machine will be available to send information to other agencies and City locations as required;
- The Library has a backup generator that will provide emergency power for the telephone system, emergency lighting, HVA, the staff elevator (#4), and the data closets;
- The Jesse Maine Room will be available as a backup Council Chamber and the Library Meeting Room will be available as an alternate Council Chamber;
- The Library Meeting Room will be available as a backup site for the media's joint information center (JIC).

12.3 GENERAL PROCEDURES AND RESPONSIBILITIES

The Springfield Public Library will be utilized as a staging area for communication between City workers and their families. During a disaster, the Library will be transformed into an Employee Services center for employees, who are working for extended periods of time on a disaster. The Library will maintain a team of City staff available to: (1) manage the phones for sending and receiving messages; (2) create space for Employee Assistance counselors; (3) coordinate receiving and the delivery of employees' personal items such as clothing, food and medications.

12.3.1 Employee Services Annex Organizational Chart

**CHAIN OF COMMAND
Employee Services Annex
*Organizational Chart***



12.4 PHASES OF EMERGENCY MANAGEMENT

12.4.1 Mitigation

→ Departments Involved: Human Resources

N/A

12.4.2 Preparedness

→ Departments Involved: Human Resources

12.4.2.1 HR Liaison Responsibilities

- Ensure trained City staff will be available to manage an ESC at the Library, or other assigned site, during a disaster;
- Identify communication equipment and appropriate support systems required;
- Confirm HR agreement with the City’s Employee Assistance Program on the role they will play in a disaster to assist City staff;
- Identify lead workers who will assume supervisory position over the Library or optional facility during its use as the Employee Services Center;
- In January of each year, communicate with all City employees to remind them of the mission of the Employee Services Center and its phone number and location.

12.4.2.2 Employee Services Center Director Responsibilities

- Develop and maintain a disaster plan to enable the Library to be converted into an Employee Services Center for workers and families, to send and receive messages and personal items and receive counseling;
- Develop and maintain a list of Library employees able to fulfill the roles at the Employee Services Center;
- Develop and maintain agreements with Public Works Maintenance staff;
- Develop a plan for dealing with anyone from the general public who may be in the building at the time an emergency occurs;
- In January share with all Library employees the Emergency Management Plan, outlining procedures for Library staff concerning responsibilities, including designated management team assignments;

- Orient and train two alternate Employee Services Directors: Public Services Manager and Technology Manager.

12.4.2.3 Employee Assistance Program Coordinator Responsibilities

- Contact a Direction for Employee Assistance representative in January of each year to verify phone and pager numbers and emergency procedures;
- Develop a plan to use the ASD Conference Rooms as counseling rooms;
- Develop a plan for scheduling counseling spaces and providing support services to the DEA staff, as needed;
- Orient and train two alternate Employee Assistance Coordinators: Youth Services Manager and Adult Services Manager.

12.4.2.4 Message Coordinator Responsibilities

- Develop message log system to track the reception and successful relay of all messages;
- Orient and train two alternate Message Coordinators: HR Manager and Finance Manager;
- Be prepared to forward HR phone lines to optional site's phone bank as directed by the HR Liaison.

12.4.2.5 Employee Tactical Support Coordinator Responsibilities

- Develop a plan for the location of tactical support staff, item storage, and item pickup systems;
- Maintain a supply of lanterns and/or flashlights and batteries for emergency lighting;
- Develop and maintain a security plan for the operation of the Employee Services Center.

12.4.3 Response

→ Departments Involved: Human Resources, American Red Cross

Position:	Employee Services Director
Responsible Department/Division:	HR
Emergency Supervisor (title):	HR Liaison
Reports to (location):	Library
Applicable ICS Section:	Logistics

The Employee Services Center Director will be notified by the HR Liaison that the Library needs to be utilized as an Employee Services Center as the result of a disaster. The HR Liaison will notify the Executive Manager and the Director on duty when the Employee Services Center is operational.

12.4.3.1 HR Liaison Duties

- Report to the Emergency Operations Center and coordinate with alternate HR Liaisons to cover other shifts;
- Notify the Primary Public Information Officer that the Employee Services Center has been activated, and inform them of the contact phone number;
- Provide the ESC Director a list of contact numbers in other departments for message distribution and staff work assignment referrals.

12.4.3.2 Employee Service Center Director Duties

- Report to the Human Resources Department or alternate Employee Services Center site;
- Notify lead staff of situation; instruct staff to report to HR or optional site;
- Notify HR Liaison if a City radio and/or cell phone is needed;
- Maintain regular communication on situation with the HR Liaison; all communication with the EOC should be through the HR Liaison;
- Maintain a journal to document activity and decisions made during the life of the Employee Services Center;
- HR staff is to provide their own meals. Coffee, juice and snacks are to be provided free of charge to staff, City staff visitors, City staff family members and volunteers. Pre-approval of purchases by the Logistics Section is required. HR staff will purchase approved provisions at local vendors as needed;

- For long-term Employee Services Center operation, or under unusual circumstances, it may be possible to get approved purchase of meals for staff and volunteers. If large numbers of meals are needed, the Red Cross may be called in for support. Contact the HR Liaison for approval to use City funds and to determine whether to contact the Red Cross for additional support;
- Send copies of journal and other pertinent documentation to HR Liaison immediately after demobilization of Employee Services Center.

12.4.3.3 Employee Assistance Program Coordinator Responsibilities

- Contact Direction for Employee Assistance Program representative to give alert and/or request counseling services;
- Make all Circulation Supervisors and Youth Services Manager offices (Rooms 122, 123, 125, and 127) available for use as private spaces for counseling, and implement a schedule;
- Coordinate the scheduling and payroll recordkeeping of Library staff.

12.4.3.4 Message Coordinator Responsibilities

- Set up ASD as a City staff message staff center; this will include the following communication equipment:
 - Phones for incoming messages and staff call-ins
 - Phone lines for outgoing employee calls
 - Two-way radios will be an alternate method of distributing messages to employees in the field; contact Employee Services Center Director for radios;
- Implement message log system to track reception and successful relay of all messages;
- Message staff are responsible for forwarding all messages to an employee directly, or through their supervisor/alternate supervisor;
- Message staff are to direct non-HR employees that have work assignment questions to contact their supervisor and/or department for directions.

12.4.3.5 Employee Tactical Support Coordinator Responsibilities

- Use the log system to track the reception and successful pickup of all items to and from employees and their family members; a master log book will indicate name, item description, employee's work site, employee's contact

phone number, delivery date, pickup date, and the initials of the staff member checking in/out the item;

- Tactical support staff are responsible for notifying an employee, either directly or through their supervisor, that an item is available for pickup;
- Only Library staff are to label and move personal items. With the exception of medications, perishable items cannot be refrigerated, and staff must inform employees to limit the content of valuables;
- The ASD Kitchen area will house staff medications;
- Personal effects for delivery to City staff will be stored in ASD;
- Items for pickup by family and friends of City employees will be stored in ASD.

12.4.3.6 Miscellaneous

- The backup generator is designed to power:
 - egress lighting at all exits
 - access control system

12.4.4 Recovery

→ Departments Involved: Human Resources

12.4.4.1 Employee Service Center Director Duties

- Complete all documentation reports necessary for records and reimbursements and send copies to Cost Unit;
- Coordinate with Maintenance staff to remove trash and garbage and assist in returning equipment to its original location;
- Evaluate operations and collected information during response; submit necessary improvements and revisions to the Emergency Management Plan via the HR Liaison.

12.4.4.2 Employee Assistance Program Coordinator Duties

- Complete all documentation reports necessary for records and reimbursements and send copies to the Employee Services Center Director;
- Evaluate operations and collected information during response; submit necessary improvements and revisions to the EMP via the Employee Services Center Director.

12.4.4.3 Message Coordinator Duties

- Complete all documentation reports necessary for records and reimbursements; send copies to the Employee Services Director;
- Evaluate operations and collected information during response; submit necessary improvements and revisions to the EMP via the Employee Services Center Director.

12.4.4.4 Employee Tactical Support Coordinator Duties

- Complete all documentation/reports necessary for records and reimbursements and send copies to the Employee Services Center Director;
- Evaluate operations and collected information during response; submit necessary improvements and revisions to the EMP via the Employee Services Center Director.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**13. ANNEX G: Evacuation**

→Lead Department: Police
→Lead ICS Section: Operations

13.1 PURPOSE

This annex establishes procedures for carrying out complete or partial evacuation of citizens, relocating them to safe areas when emergencies or threats necessitate such action. It defines areas likely to be evacuated; determines destinations; and outlines an approach for controlling the flow of traffic. Procedures for return movement are included.

13.2 SITUATION AND ASSUMPTIONS**13.2.1 Situation**

Evacuating hazardous areas and relocation of citizens within the jurisdiction may be the most effective action for protecting citizens in many disasters or disaster-threat situations. Evacuation/Relocation operations are most effective when plans and systems are developed and tested before they are needed.

13.2.2 Assumptions

- The number of people initially affected is not the only criterion for deciding whether or not to activate the EMO. The nature of a threat, possibility of escalation, need for expert consultation, and related factors must also be considered;
- People who refuse to follow the evacuation instructions of public officials will be identified and left alone until all who are willing to leave have done so. Then, if time and resources permit, consider making further efforts to persuade those remaining to evacuate;
- It is assumed that the public will receive and understand official information related to evacuation. Most people will act in their own interest and evacuate dangerous areas when advised to do so by local government authorities; however, some individuals may refuse to evacuate;
- While some disaster events are slow-moving, providing ample reaction time, the worst case assumption is that there will be little or no warning of the need to evacuate;

- The decision to evacuate could occur day or night, leaving little control over start time;
- There would not normally be time to obtain staffing support from outside resources; local government resources could be severely stressed;
- Many evacuees may seek shelter with relatives or friends rather than use designated shelter facilities;
- Most evacuees will use private transportation means; however, transportation may need to be provided for some evacuees.

13.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Evacuation may prove to be the only practical means of protecting citizens from the effects of a disaster. Simply defined, evacuation is movement of people from a place of danger to a place of relative safety. Problems involved may range from minor to enormous, depending on the dimensions and characteristics of the hazard, and the number of people to be evacuated.

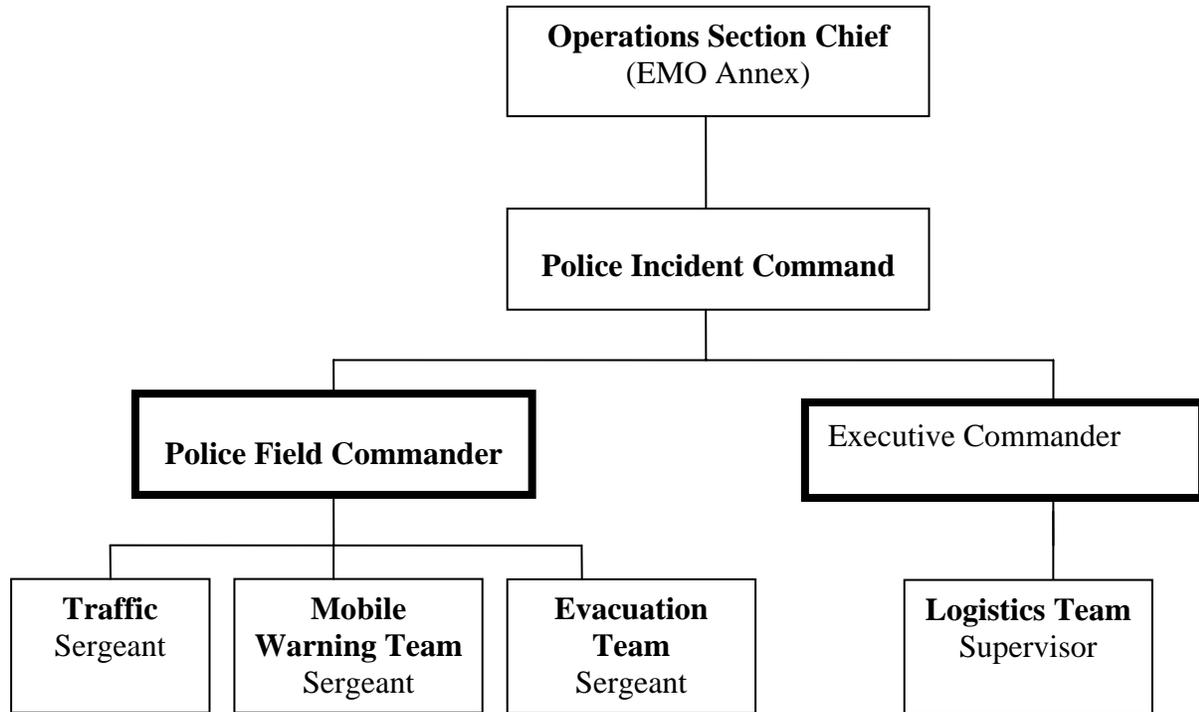
It is entirely possible to evacuate a large number of people without activating the EMO. At the same time, an emergency calling for evacuation of only a few people might occur or be exacerbated by secondary effects or time constraints.

This Annex treats evacuation in the generic sense, i.e., the annex is applicable to any evacuation situation. Special hazard-specific responsibilities, if any, are addressed in each individual staff position's responsibility checklist. These may include factors unique to evacuation for specific disasters.

13.3.1 Evacuation Annex Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Evacuation Annex
Organizational Chart



13.4 PHASES of EMERGENCY MANAGEMENT

13.4.1 Mitigation

→Departments Involved: City Manager’s Office, Development Services, Police, Public Works

- Identify potential areas in need of evacuation, e.g., flood plains, areas near hazardous materials, etc. [DSD];
- Identify locations of potential infrastructure failure. [DSD, PW];
- Discourage development in hazard zones, particularly residential development [DSD];
- Develop a public information program to increase citizen awareness of reasons for possible evacuation, routes to travel, availability of transportation, reception locations, appropriate food, clothing, and other essential items to pack when evacuating, etc. [CMO Public Information Officer].

13.4.2 Preparedness

→Departments Involved: Human Resources, Police, Public Works

- Plan evacuation routes, taking into account access routes for emergency vehicles/equipment, traffic capacities, and likely road conditions [Police] [Public Works];
- Educate public on evacuation procedures [CMO Public Information Officer];
- Coordinate with mass care facilities [HR].

13.4.3 Response

→Departments Involved: Human Resources, Police, Public Works

13.4.3.1 Police Incident Commander

Position:	Police Incident Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Operation Section Chief
Reports to (location):	EOC Operations Room
Applicable ICS Section:	Operations

The Police Incident Commander will assume functional command responsibility for all police personnel engaged directly or indirectly in the evacuation of individuals from specified areas. Responsibilities include:

- Determine perimeters of the incident and area to be evacuated;
- Consider using CENS to notify people in affected area(s);
- Procure necessary personnel and resources to effect evacuation;
- Provide briefing to Police Field Commander and Executive Commander;
- Notify Executive Commander to arrange for needed housing and human services;
- Prepare for transition to prolonged operation, e.g., scheduling of personnel, (twelve hour shifts);
- Initiate evacuation;
- Prepare for return of evacuees.

13.4.3.2 Police Field Commander

Position:	Police Field Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Incident Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Police Field Commander will assume functional field command responsibility for all police personnel directly engaged in providing warnings, traffic direction, and evacuation of individuals from specified areas. Responsibilities include:

- Ensure establishment of perimeters of incident and confirm area to be evacuated;
- Stage and deploy necessary personnel and resources to effect evacuation;
- Provide briefing to Motors, Mobile Warning, and Evacuation Teams' Sergeants;
- Effect evacuation;
- Maintain security of evacuated areas;
- Prepare for return of evacuees.

13.4.3.3 Traffic Team Sergeant

Position:	Traffic Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Traffic Team Sergeant has the responsibility to provide ingress and egress for essential traffic, in addition to providing perimeter assistance.

Responsibilities include:

- Traffic officers, including motorcycle officers, will provide traffic control for essential traffic, including ingress for emergency vehicles/equipment and egress for evacuees;
- Provide limited and specialized assistance to Mobile Warning and Evacuation Teams;
- Additional, non-motor officers may be assigned to the Traffic Team.

13.4.3.4 Mobile Warning Team Sergeant

Position:	Mobile Warning Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Mobile Warning Sergeant and team will be activated when other means for communicating warnings have (1) been pre-empted due to the nature of an emergency, e.g., power, equipment, or other communications site failure; or (2) need to be augmented for other reasons. Responsibilities include:

- Develop grid of affected area for providing audible warning of need for evacuation via bullhorn or vehicle public address system;
- Provide additional information, as needed, via mobile, audio systems, or printed evacuation orders.

13.4.3.5 Evacuation Team Sergeant

Position:	Evacuation Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Evacuation Team Sergeants have responsibilities for directing teams of officers to facilitate evacuation by assigned areas. Responsibilities include:

- Provide direction to line personnel to effect evacuation of assigned area;
- Ensure evacuees take only essential items, e.g., glasses, necessary medication, etc;

- Maintain records of specific evacuations and persons who refuse to evacuate;
- Provide printed and verbal information to evacuees of pertinent information.

13.4.3.6 Executive Commander

Position:	Executive Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Incident Commander
Reports to (location):	EOC Operation
Applicable ICS Section:	Operations

13.4.3.7 Logistics Supervisor

Position:	Logistics Supervisor
Responsible Department/Division:	Police
Emergency Supervisor (title):	Executive Commander
Reports to (location):	EOC Operation
Applicable ICS Section:	Operations

13.4.3.8 Human Resource Liaison

Position:	HR Liaison
Responsible Department/Division:	Police
Emergency Supervisor (title):	Executive Commander
Reports to (location):	EOC Operation
Applicable ICS Section:	Operations

The HR liaison is responsible for planning and coordinating physical relocation efforts with HR designee. Responsibilities include:

- Establish liaison with HR housing, and human services designee(s);
- Keep Police Command and Evacuation Teams informed of evacuation plans as they develop.

13.4.4 Recovery

→ Departments Involved: Human Resources, Police

- Facilitate orderly return of residents by area; coordinate with HR for transportation;
- Evaluate operations and any information collected during response; make necessary improvements and submit revisions to City EMP.

- Complete documentation necessary for records and reimbursement and submit copies to the Cost Management Unit.

13.5 OTHER ANNEX-SPECIFIC INFORMATION**13.5.1 Evacuation Routes**

- Refer to the following Evacuation Plans as appropriate:
 - ◆ South Hills Fire Evacuation Plans

13.5.2 Evacuation Warnings

- Coordinate warnings through media with assistance of PIO;
- Automated warnings through the Citizen Emergency Notification System (CENS) will conform to guidelines of that program;
- Personal contact or voice-amplified warnings may be used to supplement CENS notifications.

13.5.3 Access Control

- Coordinate establishment of checkpoints with Emergency Operations personnel to facilitate tracking of affected residents.

13.5.4 Re-entry

- Account for re-entry of affected residents (preferably through established checkpoints).

13.6 Sample Emergency Broadcast System Messages

EVACUATION:

The Incident Commander, Chief of Police and the Springfield City Manager request the immediate evacuation of the area between _____ Street on the east, _____ Street on the west, _____ Street on the south, and _____ Street on the north due to _____ emergency. Please take medications and personal supplies with you and evacuate to a point (N,S,E,W) of _____ Street, by traveling (_____) on _____ Street. Failure to evacuate may result in (give details) _____. The American Red Cross is opening shelters for the general public at (locations)_____. If you need help in evacuating your home, please signal emergency workers by placing a white cloth on your front door. Do not call 9-1-1 unless your life is in immediate danger.

13.7 City of Springfield Evacuation Order

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

Therefore:

- 1. The City of Springfield is ordering the immediate evacuation of:

- 2. The City of Springfield requests those needing special assistance to call _____. This number has been established to respond to evacuation requests only.
- 3. The City of Springfield is restricting all entry into the hazard area. No one will be allowed to re-enter the area after _____ a.m./p.m.
- 4. Information and instructions by the City of Springfield will be transmitted by radio. Listen to _____ AM and _____ FM. Public Information is also available from American Red Cross representatives. They may be found at facilities now being opened to the public for emergency housing.
- 5. The City of Springfield will advise the public regarding lifting this order when public safety is assured.
- 6. Any person not abiding by this Order is subject to arrest for obstructing governmental administration and corresponding penalties.

City Manager

Date

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**14. ANNEX H: Facilities**

→Lead Department: Public Works/Maintenance
→Lead ICS Section: Logistics

14.1 PURPOSE

The Facilities Unit function provides for flexible emergency response including the design, repair, restoration, and operation of City facilities. During a disaster event, the Facilities Unit may play a key role in establishing site command posts, staging areas, and other temporary facilities. The Facilities Unit would also be in a lead role in relocating City staff from damaged buildings to secure sites. The Facilities Unit and Fleet Unit will coordinate operation and maintenance of all generators that may be used.

14.2 SITUATION AND ASSUMPTIONS**14.2.1 Situation**

The City of Springfield is subject to disaster events that would create a need for emergency Facilities Unit to respond. A major incident, such as an earthquake, would likely result in damage or destruction of City facilities that house emergency response operations, such as Police, Fire & Life Safety, and Public Works. Emergency response operations may need to be relocated to other facilities or may need temporary on-site command posts.

14.2.2 Assumptions

- A disaster event will likely result in damage to City facilities, which may require the relocation of key staff, services, and resources;
- During most natural disasters, electricity will be unavailable for an extended period of time;
- All Facilities Unit equipment and personnel will be available to assist with any disaster;
- A major disaster will affect the lives of many City (including Facilities Unit) and local response staff, preventing or limiting them from performing emergency response activities;
- Facilities Unit will contract for services when a disaster exceeds the resources of the department.

14.3 GENERAL PROCEDURES AND RESPONSIBILITIES

During a disaster event, the Facilities Unit Leader will normally be the Public Works Maintenance Division Manager. The Facilities Unit Leader will coordinate priorities for repair and restoration of any damaged City facilities with the Logistics Chief and Incident Commander.

Highest priority for available facility resources would generally be the following:

- City Hall EOC;
- Backup EOC/ECC;
- Police and Fire Department facilities;
- Radio Communication facilities;
- Fleet facilities/fueling sites;
- Public Works Response Operations;
- Regional Wastewater Treatment Plant.

During most major disaster events, there is a total or partial loss of power for some period of time. Coordination with Fleet for operation of generators at critical response operations facilities will be a high priority.

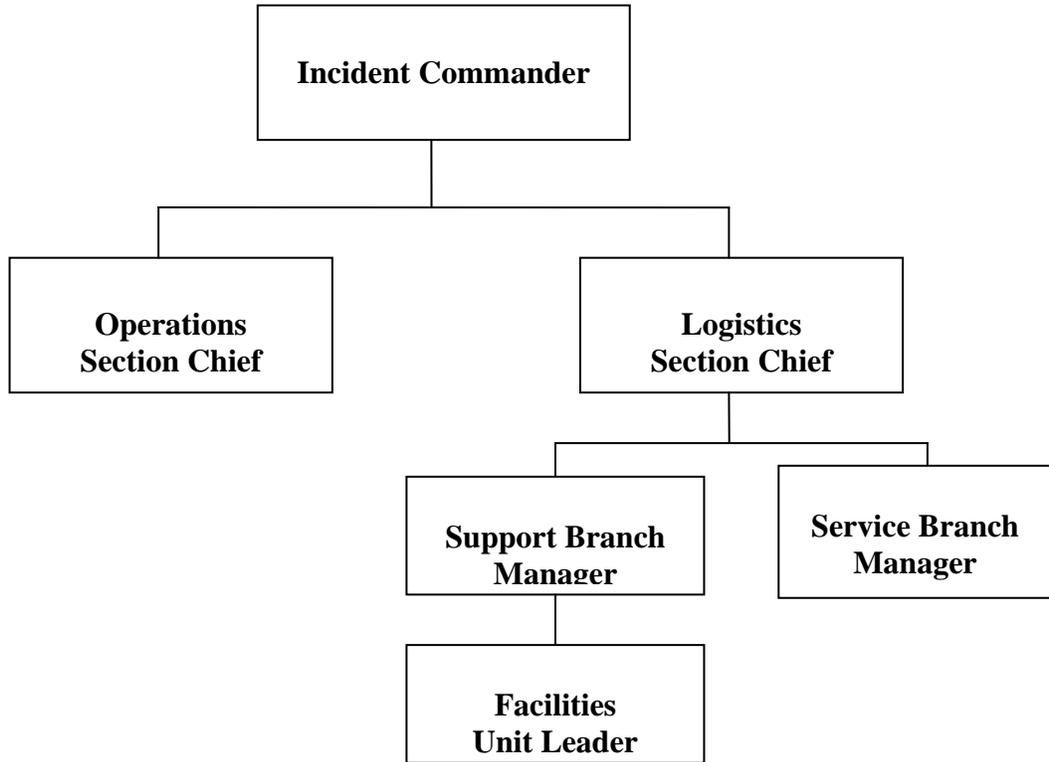
Field command posts may be established as bases of operations for emergency response during disaster events. Facilities Unit will assist with set-up and operation of field command posts as necessary.

During an event that causes damage to City facilities, such as an earthquake, Facilities Unit staff will assist the building official(s), as requested, in performing damage assessment and determining whether buildings are safe to occupy or must be posted as unsafe to occupy.

14.3.1 Facilities Annex Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Facilities Annex
Organizational Chart



14.4 PHASES OF EMERGENCY MANAGEMENT

14.4.1 Mitigation

→ Departments Involved: Development Services

- Ensure design for remodels of City of Springfield public building and any new construction are to current earthquake standards and meet the full range of security and emergency operation requirements;
- Ensure safety features and barriers are designed into building construction to reduce the affects of sabotage, terrorist acts, and/or vandalism;
- Ensure that security systems designed into new facilities and remodel projects are appropriate for the facility.

14.4.2 Preparedness

→ Departments Involved: Development Services

- Ensure emergency response management and supervisor staff complete basic ICS training and a 4-hour refresher every two years;
- Ensure emergency response management staff participate in training exercises;
- Maintain emergency generators, conduct scheduled tests, and ensure emergency portable generators are staged at strategic locations or critical facilities;
- Provide damage assessment training and certification for appropriate staff (FEMA ATC 20 damage assessment)

14.4.3 Response

→ Departments Involved: Development Services, Public Works

Position:	Division Manager, Building Safety; PW Maintenance
Responsible Department/Division:	Building Safety; PW Maintenance Division
Emergency Supervisor (title):	Support Branch Manager
Reports to (location):	Facilities Management
Applicable ICS Section:	Logistics

- Assist with setup and operation of on-site command posts when needed;

- High priority will be given to maintenance and operation of facilities support systems at EOCs, remote site command posts, and locations of emergency operations;
- Ensure (in conjunction with Fleet) operations of emergency power (generators, UPS systems), at City facilities, with priority given to facilities providing emergency response;
- Maintain list of City-owned facilities and associated as-built records;
- Maintain log of damaged City buildings;
- Evaluate City buildings for damage;
- Assist building official(s) with closing and denying access to City buildings not safe to occupy;
- Perform necessary repairs to restore City buildings to operational status. Fire Stations, Public Works Maintenance, and Police Facilities will be high priority;
- Assist with relocation efforts of staff misplaced due to damaged facilities;
- Provide in-house or contractual cleanup and repair of City buildings, during recovery phase, following a disaster event;
- Contract with vendors for building repairs beyond Facilities staff capabilities;
- Maintain security system in appropriate City-owned facilities;
- During ice/snow conditions, clear public sidewalks adjacent to City-owned parking lots and facilities as crew and personnel become available; keep City building roofs clear of heavy snow accumulation during severe storms.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**15. ANNEX I: Finance/Risk Management**

→Lead Department: Finance, Human Resources
→Lead ICS Section: Finance/Risk Management

15.1 PURPOSE

The purpose of this Annex is to ensure that appropriate records are kept as required for local governments to obtain state and federal government reimbursement in the event of a disaster. These records include compilations of damages, deaths, injuries, and allocations of public and private resources. This Annex also provides for the maintenance of financial systems during all phases of an emergency in order to track incident costs and document incident information.

15.2 SITUATION AND ASSUMPTIONS**15.2.1 Situation**

During an emergency, accurate record-keeping facilitates expedient reimbursement to private organizations and other public agencies, in addition to facilitating reimbursement to the City through FEMA and insurance providers. Protection of City records storage systems, prior to and during an emergency, ensures continuity of at least minimal services to the public. Continuity of various financial systems during an emergency is critical to the City's ability to obtain equipment and/or supplies necessary for emergency management.

15.2.2 Assumptions

- An effective record-keeping system will significantly increase the City's ability to track expenditures and facilitate payment to vendors, employees, and other public agencies in a timely manner;
- An effective record-keeping system will provide accurate information to FEMA and insurance providers, ensuring timely and adequate reimbursement for disaster-related damages and expenditures;
- Depending on the nature and magnitude of an emergency, current record-keeping systems and storage mediums may be adversely affected, impacting the City's ability to continue performance of minimal business functions during and following an emergency;

- Depending on the nature and magnitude of an emergency, many City of Springfield electronic financial systems may not be operational, and alternate systems will need to be developed and maintained to facilitate payment to vendors, employees, and other public agencies.

15.3 GENERAL PROCEDURES AND RESPONSIBILITIES

When an emergency is declared and the EOC is activated, several record-keeping, reporting, financial, and risk management roles may come into play.

The Finance/Risk Management Section Chief will obtain a briefing from the EMO Incident Commander. The Finance/Risk Management Section Chief will then determine if additional emergency staff positions require activation. These positions include the Procurement Unit Leader, the Compensation/Claims Unit Leader, the Cost Unit Leader, and the Time Unit Leader.

The roles of the Finance/Risk Management Section will be filled with staff primarily from Finance and Human Resources. For purposes of this document and the emergency management process, the term *Finance/Risk Management Section* will be used to describe this emergency response unit.

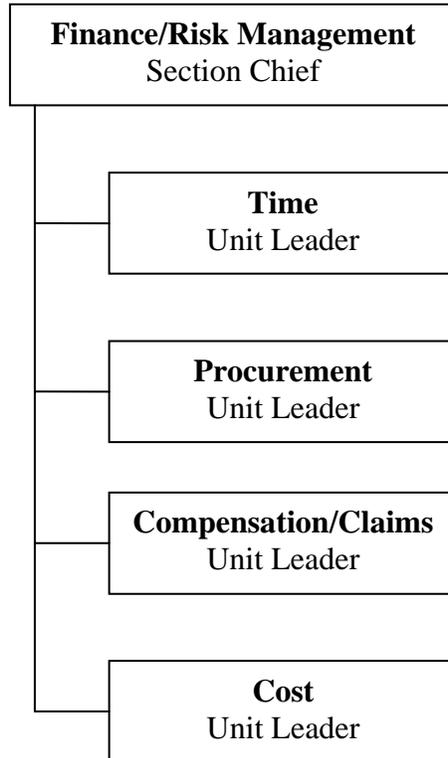
If an emergency occurs during the work day, Finance/Risk Management Section staff should return to their offices, if safe to do so, and await instruction from the Finance/Risk Management Section Chief.

If an emergency develops after hours or on a weekend, staff should stay by the phone and wait for instruction from the Finance/Risk Management Section Chief.

15.3.1 Finance/Risk Management Annex Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Finance/Risk Management Annex
Organizational Chart



15.4 PHASES of EMERGENCY MANAGEMENT**15.4.1 Mitigation****→ Departments Involved:**

- N/A

15.4.2 Preparedness**→ Departments Involved: Finance, Human Resources**

- Maintains insurance coverage; is familiar with various forms of coverage;
- Assesses which City records are vital to the continuity of operations during and after an emergency;
- Develops back-up records management, payroll, and purchasing systems;
- Determines retention schedules for various records generated during an emergency;
- Develops alternate locations of operation in the event an emergency affects availability of regular work locations;
- Trains appropriate personnel on method of requesting state, federal, and insurance reimbursement.

15.4.3 Response

→ Departments Involved: Finance, Human Resources

15.4.3.1 Finance/Risk Management Section Chief

Position:	Finance/Risk Management Section Chief
Responsible Department/Division:	Finance; Human Resources
Emergency Supervisor (title):	EMO Incident Manager
Reports to (location):	EOC
Applicable ICS Section:	Finance/Risk Management

The Finance/Risk Management Section Chief will coordinate all activities related to records management, procurement, claims and insurance management, and financial systems maintenance. Responsibilities include:

- Organizes and staffs section, as appropriate;
- Receives all procurement requests from other sections;
- Prioritizes requests for procurement; coordinates with EMO Incident Commander, if necessary, and submits requests to Procurement Unit Leader;
- Works with Logistics, as needed, to procure resources;
- Tracks all incident costs;
- Initiates, maintains, and ensures completion of documentation necessary to support claims for insurance and/or state and federal (FEMA) reimbursement.

15.4.3.2 Time Unit Leader

Position:	Time Unit Leader
Responsible Department/Division:	Finance
Emergency Supervisor (title):	Finance/Risk Management Section Chief
Reports to (location):	Finance--Library
Applicable ICS Section:	Finance/Risk Management

The Time Unit Leader is responsible for ensuring daily time records are prepared for personnel and equipment. Responsibilities include:

- Determines requirements for time recording function;
- Assists units in implementing system for collecting equipment time reports and ensuring that all reports can link to a specific incident location;
- Apprizes Finance/Risk Management Section Chief on unit status and activity;
- Establishes and maintains files for employee time reports;

- Ensures daily personnel time recording documents are prepared in compliance with time policy;
- Provides for and ensures records security.

15.4.3.3 Procurement Unit Leader

Position:	Procurement Unit Leader
Responsible Department/Division:	Finance
Emergency Supervisor (title):	Finance/Risk Management Section Chief
Reports to (location):	Finance--Library
Applicable ICS Section:	Finance/Risk Management

The Procurement Unit Leader is responsible for coordination of purchases, purchase orders, and general financial resource needs through all phases of an emergency. Responsibilities include:

- Maintains list of vendors and contractors;
- Receives and processes prioritized procurement requests from Finance/Risk Management Section Chief;
- Develops incident procurement plan;
- Maintains accounts payable record systems;
- Advises Finance/Risk Management Section Chief on needs and activities;
- Processes mutual aid requests;
- Provides cost data from contracts and/or rental agreements to Cost Unit Leader;
- Coordinates use of petty cash, as required;
- Prepares and signs emergency service agreements;
- Works with Logistics (Supply Unit) on incident procurement needs and special requirements;
- Establishes contracts with supply providers as required by Logistics;
- Organizes and directs equipment time recording function; advises Operations Section on establishing and maintaining a process for tracking equipment time on a daily/shift basis.

15.4.3.4 Compensation/Claims Unit Leader

Position:	Compensation/Claims Unit Leader
Responsible Department/Division:	Human Resources
Emergency Supervisor (title):	Finance/Risk Management Section Chief
Reports to (location):	Library
Applicable ICS Section:	Finance/Risk Management

The Compensation/Claims Unit Leader is responsible for managing all liability and Workers' Compensation claims during the Response and Recovery phases of an emergency, including communication and coordination with the City's insurance broker and insurance companies.

- Obtains briefing from Finance/Risk Management Section Chief;
- Establishes contact with incident Safety Officer, Liaison Officer, and department representatives;
- Ensures evidence is gathered, and claims and documentation is prepared, for events involving damage to public or private properties that could result in claims against the City;
- Ensures evidence is gathered, and claims documentation is prepared, for events involving damage to City property in order to support insurance claims;
- Processes Workers' Compensation claims;
- Processes employee death claims;
- Briefs subordinates on incident activities;
- Apprizes Finance/Risk Management Chief on unit status and activity;
- Maintains unit log.

15.4.3.5 Cost Unit Leader

Position:	Cost Unit Leader
Responsible Department/Division:	Finance
Emergency Supervisor (title):	Finance/Risk Management Section Chief
Reports to (location):	Finance--Library
Applicable ICS Section:	Finance/Risk Management

The Cost Unit Leader is responsible for collecting all cost data, performing cost analysis, providing cost estimates and cost savings recommendations.

Responsibilities include:

- Obtains and records all cost data;
- Collects and files all records generated by an emergency in an orderly manner, ensuring that a chronology of events can be reviewed for future plans and settlement of claims;
- Provides detailed reports to FEMA on costs and resource expenditures;

- Apprizes Finance/Risk Management Section Chief on unit status and activity;
- Collects and compiles personnel and resource cost data from other sections;
- Maintains cumulative incident cost records.

15.4.4 Recovery**→ Departments Involved: Finance, Human Resources**

- Provides work space for insurance and/or FEMA representatives, as needed;
- Continues tracking all expenses, records, and data relevant to disaster recovery efforts.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**16. ANNEX J: Fire & Rescue**

→Lead Department: Fire & Life Safety
→Lead ICS Section: Operations

16.1 PURPOSE

The Fire and Rescue Annex is designed to provide a formal operational plan which, when implemented, will provide the City of Springfield with a firefighting capability to meet the demands of a disaster situation. In addition to firefighting, responsibilities for rescue, civil disturbances, weather emergencies, and radiological defense operations are addressed. The checklist format is designed to serve strictly as a memory guide and is in no way intended to require implementation of every step or to necessarily list all the steps that may be needed to effectively stabilize the disaster.

16.2 SITUATION AND ASSUMPTIONS**16.2.1 Situation**

Fire prevention and control are daily problems faced by fire service personnel. These problems become more significant during emergency situations. Several hazards present difficulties with regard to fire protection, including conflagration, forest fires, nuclear attack, weather emergencies, transportation emergencies, and hazardous-materials incidents.

16.2.2 Assumptions

Existing fire personnel and equipment will be able to handle most emergency situations through emergency call-out and the use of existing mutual aid agreements. When additional support is required, assistance will be requested from state and federal agencies.

16.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Upon declaration of an emergency and the activation of the City's Emergency Operations Center (EOC), the Fire & Life Safety Chief and other designated fire staff will report to the EOC. All disaster fire operations will be coordinated and directed through the On-Scene Fire Incident Commander (IC).

16.3.1 Response Phase

During the Response phase, Fire & Life Safety staff will:

- Assess nature of emergency and prepare appropriate operating procedures;
- Identify fire service requirements;
- Notify appropriate agencies and key personnel of emergency, as necessary;
- Inform all on-duty personnel of type and severity of an impending, or developing, disaster and planned course of action;
- Coordinate development of plan to provide support for families of those Fire & Life Safety personnel who must remain on duty with Human Resources, as needed;
- Coordinate necessary personnel and equipment from available resources; recall and assign off-duty personnel as needed;
- Determine necessary resources; initiate action to obtain additional resources as needed;
- Review section of Fire & Life Safety annex dealing with specific emergency;
- Coordinate firefighting, rescue, and emergency medical operations, as necessary, to stabilize and control emergency;
- Establish helicopter landing zones with GPS coordinates, as needed;
- Support other public safety operations, as needed.

16.3.2 Recovery Phase

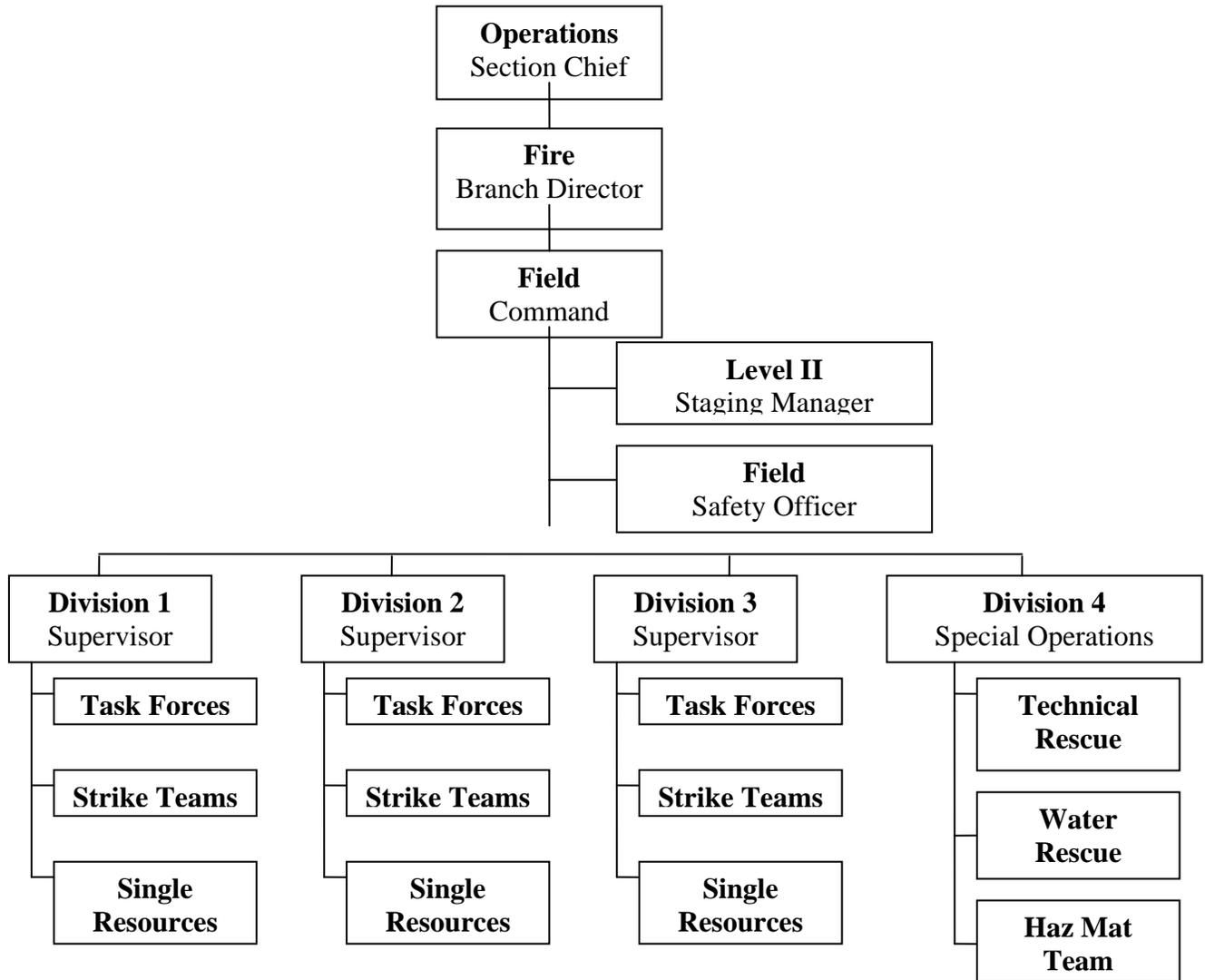
During the Recovery phase the EOC Fire & Life Safety staff will:

- Assist in returning Fire & Life Safety operations to normal as soon as possible;
- Obtain information about and evaluate loss and damage to equipment, condition of personnel and other pertinent data;
- Complete all documentation reports necessary for records and reimbursement;
- Prepare summary report critiquing incident;
- Submit revisions to City EMP if needed.

16.3.3 Fire and Rescue Annex Organizational Chart

See the organization chart on the following page.

CHAIN OF COMMAND
Fire and Rescue Annex
Organizational Chart



16.4 PHASES OF EMERGENCY MANAGEMENT**16.4.1 Mitigation****→ Departments Involved: Fire & Life Safety**

- Identify potential hazards requiring City's response to public health, safety, and welfare needs of citizens;
- Review and recommend codes and ordinances, where applicable, for minimizing consequences from potential disasters;
- Evaluate potential impact and consequences of potential disasters; share information with other City departments for assistance in preparation;
- Work with Development Services/Building Safety to conduct periodic assessment of fire facilities for potential building collapse;
- From fire station surveys, identify and secure fixtures to minimize damage in the case of an earthquake.

16.4.2 Preparedness**→ Departments Involved: Fire & Life Safety**

- Develop emergency response procedures and checklists for Fire & Life Safety personnel; place in each fire station;
- Provide training for emergency response personnel in disaster procedures;
- Provide means of prioritizing calls in event of overloading;
- Assess Fire & Life Safety resources to determine capabilities and limitations;
- Assess other City departments, neighboring jurisdictions, County, State and Federal resources to estimate capabilities and limitations;
- Assess hospitals and other private sector resource provider's capabilities and limitations; determine potential for providing emergency resource requirements;
- Develop written agreements with private sector resource providers for resource requirements where applicable;
- Develop procedures to provide for safety and well-being of families of emergency response personnel during disaster operations;
- Conduct periodic disaster exercises in conjunction with other agencies;
- Provide stockpile of identified resources needed to sustain fire stations and personnel for a 72-hour period in the event of a disaster.

16.4.2.1 Civil Disturbances

- Develop and maintain procedures to implement in event of civil disaster.

16.4.2.2 Hazardous Materials Incident

- Provide hazardous materials training for all response personnel;
- Provide for staffing of hazardous materials vehicle with specially trained personnel;
- Acquire and maintain appropriate resources for responding to incidents;
- Maintain resource list for technical assistance on hazardous materials incidents.

16.4.2.3 Severe Weather: Dam Failure/Flood

- Identify flood-prone areas; identify strategic points for station relocation and evacuation points;
- Provide for adequate supply of well-maintained, operational, portable pumps; ensure fuel requirements for equipment will be met;
- Provide training and develop response procedures for Water Rescue Team.

16.4.2.4 Severe Weather: Ice/Snow

- Have news releases available on fire safety, exposure, clearing hydrants, and other storm-related safety tips;
- Educate personnel on dangers of frostbite;
- Inform personnel to ensure their families have an adequate supply of food and other necessities;
- Provide adequate staffing levels in fire stations to augment regular crews;
- Reposition fire apparatus to ensure safety in hilly terrain of the response area.

16.4.2.5 Transportation Accidents, Land & Air

- Equip and maintain disaster trailer for handling multi-casualty incidents;
- Predetermine location of community resources that might become necessary in dealing with a transportation disaster.

16.4.2.6 Utility Failure

- Preplan for alternate sources of water for fire fighting.

16.4.3 Response

→ Departments Involved: Fire & Life Safety

Position:	Field Command
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Operations Section Chief
Reports to (location):	Field Command Post
Applicable ICS Section:	Operations

- Develop Operations section of Incident Action Plan;
- Brief and assign Operations personnel in accordance with Incident Action Plan;
- Supervise Operations;
- Review suggested list of resources to be utilized; initiate recommendation for deployment of resources;
- Establish staging area for assembly/disassembly of strike teams, task forces, or other resources assigned to Operations as appropriate;
- Assign staff for documentation of Operations activities;
- Determine shift schedules of personnel to provide adequate coverage;
- Coordinate Fire & Life Safety operations with other agencies in Operations.

16.4.3.1 Civil Disturbances

- Direct fire crews to review civil disaster SOP documents;
- Remind fire crews to confine activities to fire suppression only (unless directed to do otherwise by the EMO IC);
- Determine level of service needed after conferring with Police Operations (as to extent of disturbance);
- Notify all stations that civil disturbance is occurring; give instructions as to level of preparation;
- Recall all off-duty chief officers and adequate number of off-duty personnel to augment crews (staffing will normally be four per engine);
- Staff reserve apparatus as needed;
- Assign two personnel per station to guard station;
- Assign driver for each chief officer;
- Divide city into zones; form task forces for each zone with a chief officer;
- Coordinate Fire activities with Police branch;
- Consider ordering “hit and run” firefighting tactics only.

16.4.3.2 Earthquake

- Move all fire apparatus outside stations and clear of potential falling power lines, buildings, and other potential hazards;
- Order recall of all off-duty personnel;
- Conduct rapid assessment of affected area through windshield survey, or other expeditious means, to estimate extent of damage, potential for casualties, and magnitude of disaster;
- Fires;
- Survey districts; conduct damage assessment;
- Implement priority response in the following order:
 1. fires with trapped victims;
 2. fires with probability of spread;
 3. trapped victims;
 4. large fires with no spread potential;
 5. severe medical aids;
 6. major gas leaks;
 7. small fires with no spread potential;
 8. minor medical aids;
 9. general assistance.

- Deploy Technical Rescue Team (TRT) as needed;
- Order conditions survey of all Fire & Life Safety property;
- Direct uncommitted fire crews to conduct windshield surveys of:
 - Hospitals and rest homes;
 - Schools and theaters, if occupied;
 - Large manufacturing facilities;
 - Chemical and petroleum facilities;
 - Major shopping centers and apartment complexes;
 - General condition of buildings and streets;
 - Water systems for fire suppression.

16.4.3.3 Hazardous Materials Incident

- Deploy Hazardous Materials team as needed;
- Obtain specialized equipment and supplies, as requested, for field operations;
- Advise other response agencies of safe approach routes and staging area locations;
- Notify Oregon Emergency Response System (OERS) (800) 452-0311;
- Notify appropriate police agency;
- At the request of response crews, initiate contact with CHEMTREC (1-800-424-9300);
- Obtain technical assistance as needed or requested;

- Determine whether individuals in the area are to shelter-in-place or evacuate;
- Activate Community Emergency Notification System (CENS) to provide appropriate instructions to the public in the affected area;
- Communicate necessary evacuation area to appropriate police agencies.

16.4.3.4 Severe Weather: Dam Failure/Flood

- After assessing flooded areas, coordinate fire protection coverage for City of Springfield and fire districts;
- Deploy Water Rescue team; coordinate with Lane County Search & Rescue;
- Contact utilities; prepare to isolate areas.

16.4.3.5 Severe Weather: Ice/Snow

- Determine that fire apparatus, including reserve apparatus, have been properly prepared for freezing operations (pumps and booster lines drained, tires chained);
- Arrange for food deliveries to fire stations through contracted vendor;
- Keep fire response personnel informed of road conditions, and of current weather conditions and forecasts;
- Secure additional four-wheel drive vehicles as needed;
- Arrange for snowplow response to incident scenes as needed (furnish with portable radios);
- Issue public assistance requests for clearing hydrants;
- Forward information to PIO regarding hazards associated with thawing frozen pipes;
- Notify fire crews to be alert for exit doors blocked by snow drifts;
- Make businesses aware of potential problems with fire sprinkler systems.

16.4.3.6 Transportation Incidents

- Arrange for additional resources needed at emergency scene; keep abreast of additional needs (body bags, refrigerated trailers, etc.).

16.4.3.7 Utility Failure

- Public Works will provide liaison with affected utilities; contact Public Works Branch Director for necessary information;
- Have fire crews preplan response routes in the event traffic signals are inoperative;
- Anticipate resource needs and procure adequate stockpiles.

16.4.3.8 Volcanic Activity

- Upon notification of eruption, notify all stations to secure all station doors and windows; keep apparatus in the engine room;
- Restrict apparatus to quarters unless responding to emergency;
- Direct all personnel to utilize filter masks and goggles for outside activity;
- To prevent damage to fire pumps, avoid pumping ash-contaminated water. Either seek clean water source or utilize hydrant pressure;
- Provide for frequent maintenance of apparatus if significant ash-fall is experienced;
- Issue reminder for personnel to keep all doors, windows, and compartments closed when leaving apparatus.

16.4.3.9 EOC Liaison

Position:	EOC Liaison
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Deputy Chief
Reports to (location):	Field Command Post
Applicable ICS Section:	Operations

- Report to Field Commander for briefing;
- Establish continuous communications link with Fire & Life Safety staff in the EOC; keep staff informed of all current activities affecting Fire & Life Safety operations;
- Keep EOC staff apprized of Fire & Life Safety incident strategies and predictions, including additional resource needs anticipated.

16.4.3.10 Fire Branch Director

Position:	Fire Branch Director
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Operations Section Chief
Reports to (location):	EOC or Field Command Post
Applicable ICS Section:	Operations

- Attend planning meetings at request of Operations Section Chief;
- Develop and prioritize organizational structure to effectively maintain and exercise control over field divisions within branch; modify and redirect as necessary based on effectiveness of current operations;
- Maintain activity log of branch activities.

16.4.3.11 Fire Staging Area Director

Position:	Fire Staging Area Director
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Fire Branch Director
Reports to (location):	Branch Headquarters
Applicable ICS Section:	Operations

- Obtain briefing from Field Commander;
- Establish check-in procedure for all in-coming resources as appropriate and maintain log; determine status of all resources in staging;
- Determine need to request maintenance and refueling services for equipment at staging area;
- Demobilize staging area in accordance with incident demobilization plan;
- Maintain activity log of all staging area activities.

16.4.3.12 Field Safety Officer

Position:	Field Safety Officer
Responsible Department/Division:	Fire & Rescue Branch
Emergency Supervisor (title):	Fire Branch Director
Reports to (location):	EOC or Branch Headquarters
Applicable ICS Section:	Operations

- Obtain briefing from Branch Director;
- Review IAP for all safety aspects of the operation;
- Respond, investigate, and prepare documentation of all accidents occurring within incident areas;
- Prepare all required safety reports;
- Maintain activity log of all safety functions occurring.

16.4.3.13 Division Supervisor

Position:	Division Supervisor
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Fire Branch Director
Reports to (location):	EOC or Branch Headquarters
Applicable ICS Section:	Operations

- Develop and implement IAP for Fire and Rescue;
- Provide IAP to strike teams, task forces, attack teams and single resources under division supervision;
- Review Division assignments and incident activities with subordinates; assign tasks;
- Ensure Fire branch is kept informed of all changes in status of resources assigned to Division;

- Report special occurrences or events, e.g., accidents or sickness to the Branch Director;
- Participate in development and revision of branch plans for next operational period based on changing conditions and the status of existing resources;
- Maintain activity log of division activities.

16.4.3.14 Strike Team, Task Force Leader

Position:	Strike Team, Task Force Leader
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Division Supervisor
Reports to (location):	Assigned Location for Assembly
Applicable ICS Section:	Operations

- Coordinate activities with adjacent strike teams, task forces, and single resources;
- Submit situation and resource status information to division supervisor;
- Maintain activity log of unit activities.

16.4.4 Recovery

→ Departments Involved: Fire & Life Safety

- Return to normal operations as soon as possible;
- Assess and prioritize station and apparatus repair;
- Evaluate supply levels and re-supply as necessary;
- Conduct debriefing sessions for fire and rescue personnel. Make psychological counselling available to all personnel;
- Conduct post incident sessions to critically analyze overall operational effectiveness and identify areas needing improvement;
- Obtain information about and evaluate loss and damage to equipment, condition of personnel and other pertinent data;
- Complete all documentation necessary for records and reimbursement and send copies to Cost Unit;
- Evaluate operations and all information collected during response and submit necessary improvements and revisions to City EMP;
- Prepare a summary report critiquing the entire incident.

16.4.4.1 Hazardous Materials Incidents

- Determine when danger has passed and evacuees may safely return to the area;
- Conduct and/or oversee any decontamination deemed necessary for equipment and personnel.

16.4.4.2 Severe Weather: Dam Failure/Flood

- Conduct secondary searches of areas for victims;
- Arrange for inoculations of personnel as necessary for water-borne diseases;
- Assist returning evacuees, as availability allows.

16.4.4.3 Severe Weather: Ice/Snow

- Continue alert for excess snow accumulation and possible roof collapse from increased weight;
- Issue danger warnings associated with clearing roofs;
- Continue surveillance efforts of possible blocked exit doors and blocked fire lanes. Survey other fire appliances, such as post indicator valves, sprinkler connections, and standpipe connections for damage;
- Anticipate, and be prepared to respond to, calls for assistance with broken pipes and flooded buildings.

16.4.4.4 Volcanic Activity

- Provide maintenance to apparatus as need is determined by amount of ash fall and operational time:
 - oil and filters changed;
 - lubrication, including all universal joints;
 - clean undercarriage, all electrical connections, electronic equipment, and radiators with air pressure;
- Arrange for ash removal from fire stations and surrounding grounds.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**17. ANNEX K: Law Enforcement**

→Lead Department: Police
→Lead ICS Section: Operations

17.1 PURPOSE

The Law Enforcement Annex covers responsibilities and procedures for maintaining security and order under crisis conditions and eventual recovery. It describes resources needed to maintain civil order and ensure security of citizens, property, and, when necessary, incident scenes at which there is need for protection of evidence pending collection and corresponding investigation. It describes procedures for augmenting forces during emergencies.

17.2 SITUATION AND ASSUMPTIONS**17.2.1 Situation**

Springfield Police are routinely faced with critical incidents which are handled according to established protocol. Established units are configured for addressing law enforcement needs in a number of distinct functions. Should the emergency/incident require activation of the EOC, additional units, under the supervision of a Police Incident Commander, will be placed at the disposal of the Operations Chief in the Incident Command System (ICS).

17.2.2 Assumptions

- Available off-duty personnel can be mobilized in less than an hour, as per department standards;
- Police personnel will be augmented by Reserve Police Officers, invocation of existing mutual aid agreements, and finally (pursuant to a declaration of emergency) the call-up of National Guard personnel;
- Springfield Police are prepared, staffed, and equipped to provide:
 - ◆ Traffic control when emergency has disabled automated systems;
 - ◆ Scene security, established in the form of one or more perimeters around the location of an emergency/incident;
 - ◆ General security, accomplished by various means of patrol, including air, vehicle, bicycle, and foot;
 - ◆ Crowd control when situation has caused congregation of disorderly persons;

- ◆ Air surveillance, via mutual aid agreement, if operations might be strategically enhanced by aerial observation;
- ◆ Specialized functions, including:
 - ⊕ explosives disposal and render-safe via mutual aid agreement;
 - ⊕ photography and video recording;
 - ⊕ canine tracking;
 - ⊕ forensic evidence collection and analysis;
 - ⊕ specialized investigations;
 - ⊕ special weapons and tactics;
 - ⊕ scene diagramming.
- ◆ Special teams with the capacity to work closely with particular segments of the population:
 - ⊕ Community Services Unit;
 - ⊕ Crime Prevention--Neighborhood Watch/area coordinators with corresponding neighborhoods;
 - ⊕ Various social service agencies.

17.3 GENERAL PROCEDURES AND RESPONSIBILITIES

During an incident necessitating activation of the Emergency Operations Center (EOC), Police will most often organize in a prescribed manner regardless of the nature of the emergency. A Police Incident Commander (IC) will occupy the ICS position of *Branch Director*. The Police Field Commander will assume the position of *Division* or *Group Supervisor*. Individual units, lead by Police sergeants, can be activated based upon functional expertise/assignment. The position corresponds to the *Task Force Leader*, *Strike Team Leader*, and/or *Single Resources*. Should the magnitude of an event demand a number of Task Forces or Strike Teams performing the same function, additional Field Commanders may be appointed to deal with single-mission contingents/activities.

The Police IC has overall responsibility for all Police personnel committed to the response efforts and will be the ranking Police official assigned to the EOC Operations Room. The Police Field Commander(s) provide direction to assigned field personnel who are detailed on specific missions. In a classic deployment, officers holding the following rank would be assigned specific ICS positions:

- Police Captain - Branch Director;
- Police Captain or Sergeant - Group Supervisor;
- Police Sergeants - Task Force or Strike Team Leaders.

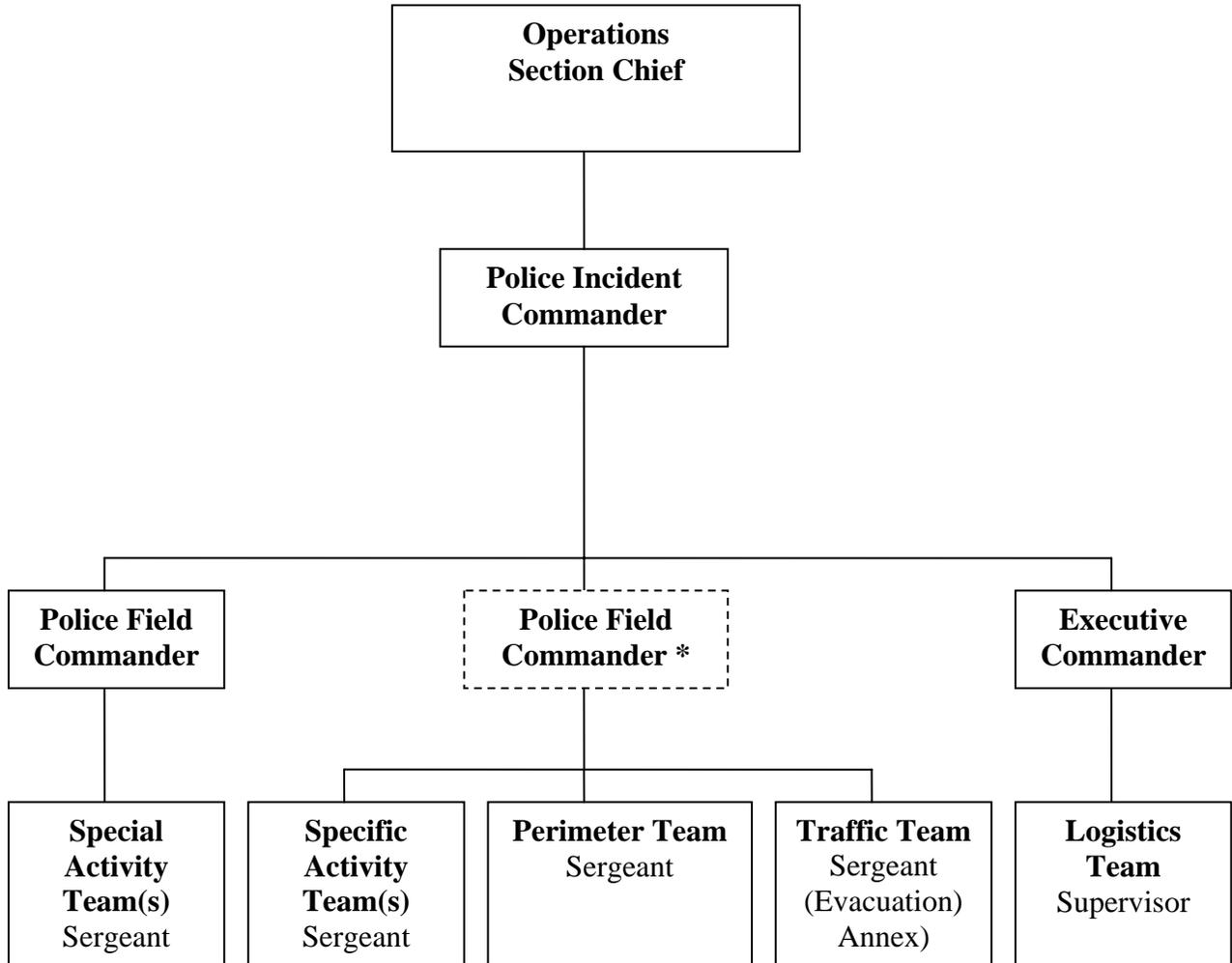
Single Resources would be designated by expertise, regular assignment, and/or availability; rank is not a primary factor.

When an event calls for substantial response from Fire & Life Safety and Police, a unified field command post may be established to facilitate coordinated response efforts. Also, Unified Command may define the Operations Section Chief's position.

17.3.1 Law Enforcement Annex Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Law Enforcement Annex
Organizational Chart



*Dotted line represents a position which will only be activated should the incident become so large as to necessitate an additional Police Field Commander who would then be responsible for the Perimeter Team Sergeant and the Traffic Team Sergeant.

17.4 PHASES OF EMERGENCY MANAGEMENT**17.4.1 Mitigation****→ Departments Involved: Police**

- Organize and maintain network of community/agency stakeholders to facilitate law enforcement activities, should an event necessitate activation;
- Work with municipal/state codes and planners; anticipate and address design of arterials, buildings, and other facilities that minimize exposure to disasters.

17.4.2 Preparedness**→ Departments Involved: Police**

- Ensure personnel and special teams' phone and pager lists are current;
- Ensure requisite resources are procured, including equipment, maps, backup communication devices, etc.;
- Ensure Watch Commander and Special Operations' offices have current copies of EMP;
- Review contingency plans; coordinate task assignments with other departments, agencies, and volunteer groups;
- Establish protocol for photography and videotaping of operational efforts;
- Provide emergency operations training for staff;
- Implement securing of known target facilities, with lockdown or other hardening measures, e.g., boarding of windows, etc.;
- Attempt to control potential munitions resources, e.g., projectiles, ingredients for fire-bombs, etc.

17.4.2.1 Civil Disturbances (Crowd Control)

- Establish and/or maintain liaison with designated officials of potential targets and leaders of groups (informal and formal) normally active in demonstrations;
- Obtain information on planned demonstrations;
- Prepare for activation of Crowd Control Team (SWAT).

17.4.2.2 Hazardous Material Incidents

- Provide training for proper response of initial officers and identification of hazardous material(s) in question;
- Ensure requisite identification/response aids are in primary response vehicles;

- In the event of vaporous hazardous material spill, contact Airport personnel to determine cloud direction and velocity.

17.4.2.3 Natural Disasters (Earthquake, Severe Weather, Volcanic Activity)

- Develop patrol beat plan to ensure adequate patrol of areas most likely to be impacted;
- Assess need for and procure clothing for employees based on nature of emergency anticipated;
- Identify billeting sites for personnel unable to return to their homes;
- Provide for redundant police communications systems, one of which is mobile and not dependent on fixed power sources;
- In the event of volcanic ash fallout, contact Airport personnel to determine cloud direction and velocity;
- In the event of significant ash fallout or other airborne particulates, adhere to specific guidelines for vehicle operation/maintenance.

17.4.3 Response

→ Departments Involved: Police

17.4.3.1 Police Incident Commander

Position:	Police Incident Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Operation Section Chief
Reports to (location):	EOC Operations Room
Applicable ICS Section:	Operations

The Police Incident Commander will assume functional command responsibility for all police personnel who are directly or indirectly addressing particular response needs of an incident. Responsibilities include:

- Determine nature and scope of the incident;
- Procure necessary personnel and resources to address incident concerns;
- Provide briefing to Police Field Commander and Executive Commander;
- Respond to request, or consider need, for area evacuation;
- Prepare for transition to prolonged operation, including scheduling of personnel on twelve-hours shifts;
- Request assistance/resources from Public Works, as needed;
- Request assistance through mutual aid agreement(s), as needed;
- Collaborate with Police Department--Command Section regarding necessity of request for declaration of emergency to allow for call-out of National Guard personnel through Lane County Emergency Manager.

17.4.3.2 Police Field Commander

Position:	Police Field Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Incident Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Police Field Commander will assume functional field command responsibility for all police personnel directly engaged in providing specialized security, traffic direction, or other police services to address particular response needs of an incident. Responsibilities include:

- Establish inner and outer perimeters when possible/advantageous;

- Join designated unified Police/Fire Command Post or establish Police Field Command Post;
- Designate staging area for responding personnel (assuming Police are not staging with Fire);
- Request Special Activity Teams as needed;
- Provide briefing for Task Force Leaders, Strike Team Leaders, and/or Single Resources, as needed;
- Coordinate activities of strike teams and task forces;
- In the event of civil disorder, appoint Crowd Control Team Unit Commander.

17.4.3.3 Special Activity Team Sergeant

Position:	Special Activity Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

Special Activity Team sergeants are responsible for addressing specialized security, or other police services and addressing specific response needs of a particular incident. Responsibilities include:

- Conduct specific operations as directed;
- Request resources as necessary to accomplish mission;
- Provide Command with periodic updates on status;
- For evacuations, refer to Evacuation Annex.

17.4.3.4 Perimeter Team Sergeant

Position:	Perimeter Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

The Perimeter Team Sergeant is responsible for maintaining a secure inner perimeter around an incident that can be contained, e.g., aircraft crash. Purposes for securing an inner perimeter include protection of evacuees formerly inside the established perimeter, prohibiting intrusion into an area which might jeopardize personal safety, and providing for protection of evidence when a situation warrants a corresponding investigation. Responsibilities include:

- Establish security around incident scene by use of inner and outer perimeters;
- Establish security for Command Post;
- Develop preliminary evacuation activity pending arrival of specifically designated units;
- Track ingress and egress from secure areas.

See Evacuation Annex G for Specific Information on Evacuations

17.4.3.5 Traffic Team Sergeant

Position:	Traffic Team Sergeant
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Field Commander
Reports to (location):	Designated Unified Police/Fire or Police Command Post
Applicable ICS Section:	Operations

17.4.3.6 Executive Commander

Position:	Executive Commander
Responsible Department/Division:	Police
Emergency Supervisor (title):	Police Incident Commander
Reports to (location):	EOC Operations Room
Applicable ICS Section:	Operations

The Executive Commander acts as adjutant to the Police Incident Commander and may act in capacity, in addition to facilitating activities of the Logistics Team Supervisor and team. Additional responsibilities include:

- Assist Police Commander in accomplishing functional goals;
- Work closely with Logistics Team Supervisor in addressing operational needs;
- Maintains records of all decisions, personnel allocations, and deployments.

17.4.3.7 Logistics Team Supervisor

Position:	Logistics Team Supervisor
Responsible Department/Division:	Police
Emergency Supervisor (title):	Executive Commander
Reports to (location):	EOC Operations Room
Applicable ICS Section:	Operations

The Logistics Team Supervisor is responsible for procuring logistical support to accomplish operational missions. Responsibilities include:

- Procure necessary personnel and resources to support individual team activities;
- Account for all equipment, including assignment; record any losses;
- Anticipate need for changes in work schedules to accommodate prolonged operations;
- Transmit information about welfare of Police personnel's families, if necessary.

17.4.4 Recovery

→ Departments Involved: Police

- Facilitate orderly return of personnel and equipment to normal operations;
- Evaluate operations and information collected during Response phase; make necessary improvements and revisions and submit to the City’s EMP;
- Complete all documentation reports necessary for records and reimbursement;
- Conduct appropriate debriefing (operation-wide in addition to unit-specific);
- Provide psychological services for personnel, as needed.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN

18. ANNEX L: Legal

→Lead Department: City Manager's Office
→Lead ICS Section: Command

18.1 PURPOSE

The purpose of the Legal Annex is to provide a plan for utilizing emergency powers of government that can be activated during disaster situations and to advise staff and officials on specific liabilities associated with disaster response and recovery activities.

18.2 SITUATION AND ASSUMPTIONS

18.2.1 Situation

The City of Springfield potentially is subject to a number of emergency or disaster circumstances that could occur locally, or as part of a national crisis, that would require elected officials to take extraordinary measures in the interest of effective emergency management.

18.2.2 Assumptions

Short-term extraordinary measures, such as curfews, may be required to manage the emergency and to ensure a rapid return to normal conditions.

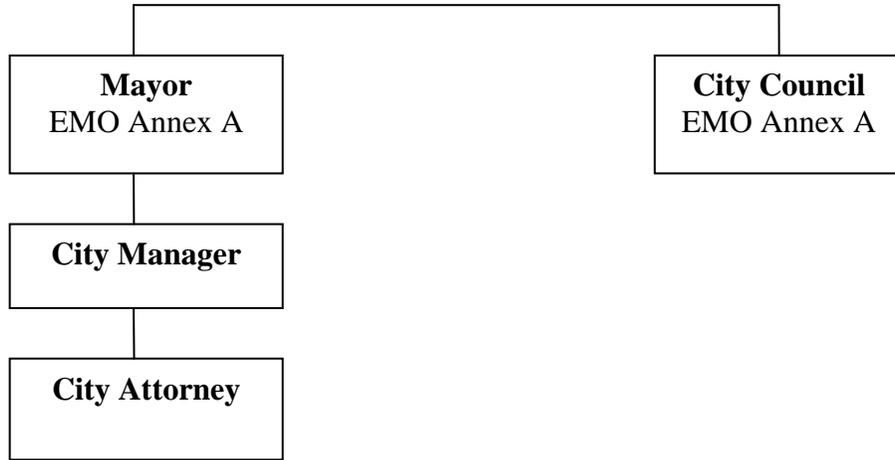
18.3 GENERAL PROCEDURES AND RESPONSIBILITIES

- Advise City officials on emergency powers of local government and necessary procedures for invocation of various measures required to protect the public health, safety, and welfare;
- Review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers;
- Prepare and/or recommend local legislation to implement emergency powers that may be required during an emergency.

18.3.1 Legal Annex Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Legal Annex
Organizational Chart



18.4 PHASES OF EMERGENCY MANAGEMENT

18.4.1 Mitigation

➔ Departments Involved: City Attorney

- Advise elected officials on ordinances and codes that could lessen the effects of a disaster;
- Prepare sample documents.

18.4.2 Preparedness

➔ Departments Involved: City Attorney

- Stay abreast of current disaster-related laws;
- Advise staff on necessary legal action;
- Prepare and recommend legislation on implementing emergency powers that may be required during an emergency;
- Assist in the adoption of general emergency management ordinance(s);
- Review and prepare updated mutual aid agreements.

18.4.3 Response

➔ Departments Involved: City Attorney

Position:	City Attorney
Responsible Department/Division:	City Attorney
Emergency Supervisor (title):	EMOC Incident Command/Executive Team
Reports to (location):	EOC
Applicable ICS Section:	N/A

- Advise officials on emergency powers of local government and necessary procedures for invocation of measures to:
 - ◆ Enter into contracts;
 - ◆ Acquire and distribute, with or without compensation, supplies, materials, and facilities;
 - ◆ Appropriate and expend public funds;
 - ◆ 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;
- ◆ Utilize any publicly or privately owned resource with or without payment to the owner;
- ◆ Remove debris from publicly or privately owned property;
- Review and advise officials on possible liabilities arising from disaster operations, including exercising or any or all of the above emergency powers;
- Advise officials and department heads on record-keeping requirements and other documentation necessary in conjunction with exercising emergency powers;
- Prepare ordinances to be adopted during an emergency situation and obtain approval from appropriate members of Executive Team;
- Review and prepare contracts as necessary.

18.4.4 Recovery

➔ Departments Involved: Police

- Advise Executive Team. Assist in preparation of ordinances to aid in redevelopment of city economy, infrastructure, and buildings;
- Assist in termination of temporary emergency ordinances.

CITY OF SPRINGFIELD EMERGENCY INTERIM SUCCESSION

Springfield Code, section 2810, provides that the City Manager designate emergency interim successors and specify the order of succession. These designations must be in writing and filed with the city recorder.

MAYOR (Sid Leiken)

- | | |
|---------------------------------|----------------------|
| 1. Councilor John Woodrow | Sworn in: 1/6/2003 |
| 2. Councilor Anne Ballew | Sworn in: 1/1/1995 |
| 3. Councilor Tammy Fitch | Sworn in: 1/1/1999 |
| 4. Councilor Christine Lundberg | Sworn in: 11/17/2000 |
| 5. Councilor Dave Ralston | Sworn in: 12/4/2000 |
| 6. Councilor Joe Pishioneri | Sworn in: 1/10/2005 |

CITY MANAGER (Gino Grimaldi)

1. Assistant City Manager (Jeff Towery)
2. Public Works Director (Dan Brown)
3. Fire Chief (Dennis Murphy)
4. Police Chief (Jerry Smith)
5. Other members of the Executive Team (Bob Duey, Bill Grile, Rod Lathrop, Niel Laudati, Bob Russell, Bill Spiry)

FIRE and LIFE SAFETY DIRECTOR/Fire Chief (Dennis Murphy)

1. Deputy Chief/Fire Marshall (Al Gerard)
2. Deputy Chief/Operations (Mark Walker)
3. Battalion Chief/Operations (Bruce Hocking)
4. Battalion Chief/Operations (Dana Burwell)
5. Battalion Chief/Operations (Paul Esselstyn)
6. Battalion Chief/Training (Jeff Kronser)

POLICE DEPARTMENT DIRECTOR (Jerry Smith)

1. Chief of Police (Jerry Smith)
2. Captain (Rich Harrison)
3. Captain (Richard Lewis)

HUMAN RESOURCES DIRECTOR (Bill Spiry)

1. **Human Resources Manager** (Ardis Belknap)

FINANCE DIRECTOR (Bob Duey)

LIBRARY DIRECTOR (Bob Russell)

1. Youth Services Division Manager (Judy Harold)
2. Adult Services Division Manager (Jenny Peterson)
3. Volunteer Coordinator/Manager (Debbie Steinman)

INFORMATION TECHNOLOGY DIRECTOR (Rod Lathrop)

1. Network Manager (Shawn Zweibohmer)

DEVELOPMENT SERVICES DIRECTOR (Bill Grile)

1. Community Services Manager (Dave Puent)
2. Community Planning Manager (Greg Mott)

PUBLIC WORKS DEPARTMENT DIRECTOR (Dan Brown)

1. Assistant Public Works Director (Len Goodwin)
2. Environmental Services Manager (Susie Smith)
3. Maintenance Manager (Ed Black)
4. Transportation Manager (Tom Boyatt)

18.5 Administrative Orders

2.808 Declaration of Emergency.

(1) When, in the judgment of the Council, a state of emergency exists, the Council shall declare in writing and publicize the existence of the emergency. If circumstances prohibit the timely action of the Council, the Director of emergency services may declare a state of emergency, provided that the approval of a majority of the Council is sought and obtained at the first available opportunity.

(2) Upon that declaration, the Director of emergency services is empowered to assume control of and have authority over all departments, divisions and offices of the city in order to implement the provisions of sections 2.800 to 2.818. The state of emergency declared pursuant to sections 2.800 to 2.818 shall specify the events or circumstances that warrant the exercise of emergency controls. The Council shall terminate the state of emergency when the Council determines the emergency no longer exists or the threat of an emergency has passed.

ADMINISTRATIVE ORDER NO. _____
of the
City Manager
City of Springfield, Oregon

Declaring a State of Emergency Under Section 2.800 of the Springfield Code, 20__ Within the City of Springfield, Oregon.

The City Manager of the City of Springfield finds that:

- A. Commencing at approximately _____ hours on _____, 20____, _____ occurred within the City of Springfield, which constitutes a Level 3 emergency, defined by the City’s Emergency Management Plan as an emergency that is “*** of a magnitude requiring county, state, and/or federal assistance. Local resources, including mutual assistance response, are insufficient to cope with the situation, and the incident requires response from other levels of government to protect lives and minimize property damage for a large portion of the population.”
- B. The emergency described in paragraph A requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements.
- C. I have used all reasonable efforts to contact the Mayor and all City Councilors seeking their input concerning this declaration.
- [] I contacted at least a majority of City Councilors.
- [] I was unable to contact a majority of the City Councilors. The Mayor and Councilor _____ have approved this declaration.

Now, therefore, based on the above findings, which are hereby adopted,

The City Manager of the City of Springfield Orders and declares that:

1. As of the effective date and time indicated below, a state of emergency as defined by SC 2.808 exists within the area generally bounded by _____ on the north, _____ on the south, _____ on the east, and _____ on the west within the City of **Springfield**, Oregon.
2. This declaration of a state of emergency continues until _____, 20____ [not to exceed a period of two weeks from the effective date indicated below] unless extended for additional periods [each of which cannot exceed two weeks] by additional administrative orders.
3. A copy of this order shall be immediately provided to the Mayor and City Council.

Dated and effective at _____ -m this _____ day of _____, 20____.

City Manager

ADMINISTRATIVE ORDER NO. _____
of the
City Manager of the City of Springfield

**DECLARING A LOCAL EMERGENCY IN THE CITY OF SPRINGFIELD
AND REQUESTING A GOVERNOR’S DECLARATION OF A STATE OF
EMERGENCY.**

The City Manager of the City of Springfield finds that:

A. Commencing at approximately _____ hours on _____, 20____,

occurred within the City of Springfield, threatening life and property.

B. The severity and magnitude of the emergency is beyond the timely and effective response capability of the City of Springfield and all local resources have been expended.

C. I have determined that there is a need for extraordinary state assistance to respond to the emergency condition.

D. A preliminary assessment of property damage or loss, injuries, or death is described on the worksheet attached as Exhibit A.

Now, therefore, based on the above findings, which are hereby adopted,

**THE CITY MANAGER OF THE CITY OF SPRINGFIELD ORDERS AND DECLARES
THAT:**

1. A local emergency now exists in the City of Springfield.

2. By copy of this Order, Lane County is requested to ask the Governor of the state of Oregon to declare a State of Emergency and consider Springfield an “emergency area” as provided for in ORS 401.055, and provide such assistance as requested by the City of Springfield and available from the state of Oregon.

3. Lane County is further requested to ask that the Governor request additional assistance from the President of the United States, if needed.

Dated this _____ day of _____, 20____, at _____ hours.

City Manager

Preliminary Assessment of Property Damage or Loss, Injuries and Deaths

1. Property Damage or Loss: _____

_____.

2. Injuries: _____

_____.

3. Deaths: _____

_____.

Administrative Orders
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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**19. ANNEX M: Medical Care & Transport**

→Lead Department: Fire & Life Safety
→Lead ICS Section: Operations

19.1 PURPOSE

The Medical Care and Transport annex is designed to provide a formal operational plan to organize and effectively manage the use of emergency medical personnel, facilities, and supplies. Efficient use of medical resources will assist in minimizing casualties and disabilities from injury and illness. The checklist format is designed to serve strictly as a memory guide and is in no way intended to require implementation of every step or to necessarily list all the steps that may be needed to effectively provide emergency medical care and transport to the citizens of Springfield and the surrounding community in the event of a disaster.

19.2 SITUATION AND ASSUMPTIONS**19.2.1 Situation**

Springfield Fire & Life Safety is engaged in providing emergency medical care and transport during normal everyday operations. During periods of disaster, resources adequate to provide everyday service become overloaded, and the department will be unable to deliver the same level of service. In the event of a multi-casualty incident, affected areas are notified, and, if needed based on their status, the Hospital Disaster Plan will be activated.

19.2.2 Assumptions

During a disaster period it may become necessary to request outside assistance from other local, state, and/or federal agencies.

19.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Upon the occurrence of a multi-casualty disaster, the Field Medical Branch Director will communicate to the Control Center at McKenzie Willamette Hospital or Sacred Heart Medical Center the number of casualties and other pertinent data. The Medical Branch Director will then coordinate the transport of patients to the area hospitals.

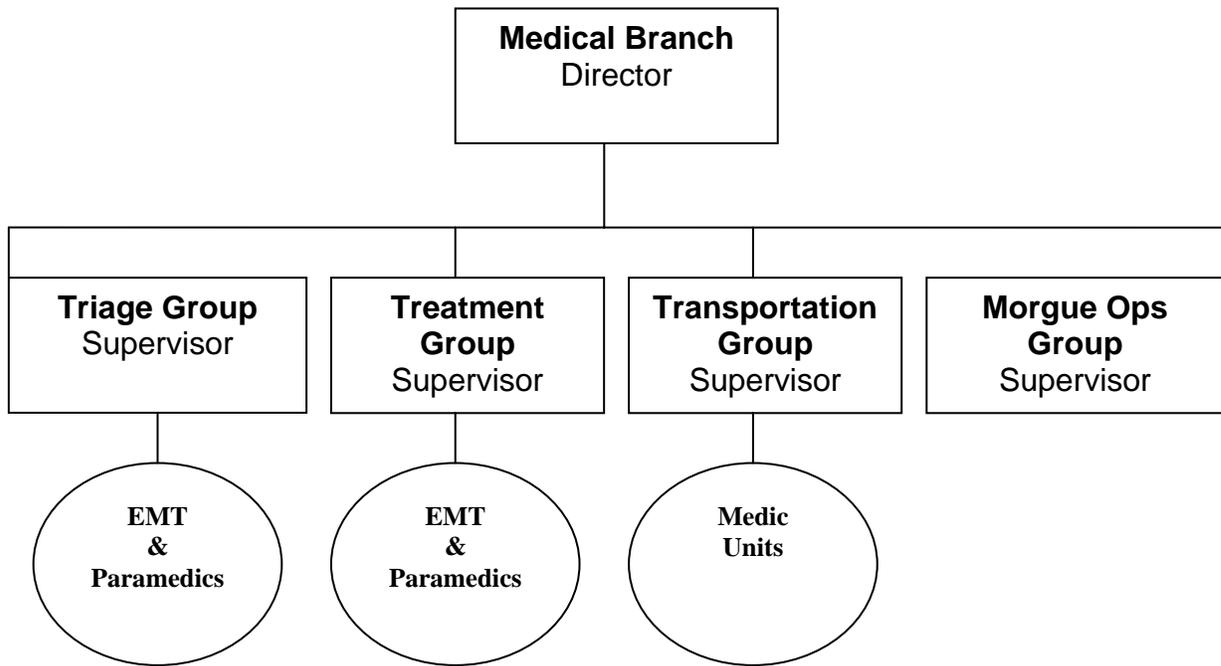
When the Hospital Disaster Plan is activated, the following functions will be performed at the Control Center:

- Activate the Med-Net Radio system to receive and monitor Fire & Life Safety medic units radio communications;
- Notify all area hospital emergency departments by phone or by Med-Net radio system on "Group Call" if phones are inoperative;
- Advise other hospitals of emergency situation and request that each hospital monitor radio transmissions in emergency mode and stand by for further information and instructions;
- Establish the Control Center and assign a person to gather information from area hospitals as follows:
 - ◆ Number of casualties that can be accepted for effective treatment in 60 minutes;
 - ◆ Number of doctors, by specialty, on the premises at this time;
 - ◆ Present inventory of hospital beds available by type;
 - ◆ Inventory of blood expanders on hand.

19.3.1 Medical Care & Transport Annex Organizational Chart

See the next page for the organizational chart.

CHAIN OF COMMAND
Emergency Medical Care & Transport Annex
Organizational Chart



19.4 PHASES OF EMERGENCY MANAGEMENT

19.4.1 Preparedness

→ Departments Involved: Fire & Life Safety

- Identify resources necessary to accomplish emergency response activities, including personnel, facilities, equipment, and materials;
- Establish procedures for securing emergency resources;
- Conduct periodic review of availability and operational readiness of all medical facilities, equipment, and supplies;
- Conduct periodic review of and update emergency medical plans and agreements;
- Participate in area emergency medical exercises;
- Provide periodic training for emergency response personnel in multi-casualty disasters;
- Provide means of prioritizing phone calls in the event of overloading;
- Predetermine location of community resources that may be needed in dealing with emergency medical disasters;
- Equip and maintain disaster trailer for dealing with multi-casualty incidents;
- Develop plans for establishing, staffing, and stocking emergency clinics.

19.4.2 Response

→ Departments Involved: Fire & Life Safety

19.4.2.1 Medical Branch Director

Position:	Medical Branch Director
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Operations Section Chief
Reports to (location):	EOC or Field Command Post
Applicable ICS Section:	Operations

- Obtain briefing from Operations Chief;
- Assign specific work tasks to group supervisors;
- Resolve logistic problems reported by subordinates;
- Report to Operations Chief when Incident Action Plan is to be modified, additional resources are needed, surplus resources are available or hazardous situations or significant events occur;
- Maintain activity log of all significant events occurring at Medical Branch.

19.4.2.2 Multi-Casualty Incident

- Maintain coordination regarding medical aspect of incident;
- Request additional personnel and other resources from operations as needed to control incident;
- Assign personnel to perform the following functions:
 - ◆ Triage;
 - ◆ Maintain patient count;
 - ◆ Establish treatment areas;
 - ◆ Establish staging area for apparatus and equipment;
 - ◆ Supervise loading of patients;
 - ◆ Record patient disposition;
 - ◆ Maintain communication with area hospitals.

19.4.2.3 Triage Group Supervisor

Position:	Triage Group Supervisor
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Medical Branch Director
Reports to (location):	Medical Branch Headquarters
Applicable ICS Section:	Operations

- Obtain briefing from Medical Branch Director;
- Implement action plan for group;
- Provide incident action plan to subordinates;
- Assign personnel to perform triage;
- Determine appropriate tagging procedures and dispense materials (tape, tags, etc.);
- Determine patient priority by appropriately tagging patients;
- Assign personnel to move patients to treatment area;
- Coordinate activities with adjacent groups;
- Determine need for assistance on assigned tasks;
- Submit situation and resource status reports to Medical Branch Director;
- Resolve logistics problems within group;
- Maintain activity log of triage group activities.

19.4.2.4 Treatment Group Supervisor

Position:	Treatment Group Supervisor
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Medical Branch Director
Reports to (location):	Medical Branch Headquarters
Applicable ICS Section:	Operations

- Obtain briefing from Branch Director;
- Implement action plan for treatment group;
- Provide incident action plan to subordinates;

- Establish specific treatment areas (immediate and delayed); make personnel assignments for treatment of patients;
- Supervise and monitor treatment of patients in immediate and delayed zones;
- Recommend priority of patients to be transported;
- Coordinate activities within treatment areas with adjacent groups;
- Determine need for assistance on assigned tasks;
- Submit situation and resource status reports to Medical Branch Director;
- Resolve logistical problems within group;
- Maintain activity log of treatment group activities.

19.4.2.5 Transportation Group Supervisor

Position:	Transportation Group Supervisor
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Medical Branch Director
Reports to (location):	Medical Branch Headquarters
Applicable ICS Section:	Operations

- Obtain briefing from Medical Branch Director;
- Implement action plan for group;
- Provide incident action plan to subordinates;
- Maintain communications with area hospitals and other agencies involved in incident;
- Maintain patient log, including where transported for treatment;
- Direct medic units, air E-Vac units, buses, etc. to treatment facilities;
- Coordinate transportation group activities with adjacent groups operating at incident;
- Determine need for additional resources;
- Submit situation and resource status reports to Medical Branch Director;
- Resolve logistical problems within group;
- Maintain activity log of activities occurring in transportation area;
- Request LTD transportation assistance through HR Liaison at EOC if necessary.

19.4.2.6 Morgue Operations Supervisor

Position:	Morgue Operations Supervisor
Responsible Department/Division:	Fire & Life Safety
Emergency Supervisor (title):	Medical Branch Director
Reports to (location):	Medical Branch Headquarters
Applicable ICS Section:	Operations

19.4.3 Recovery

→ Departments Involved: Fire & Life Safety

- Return to normal operation as soon as possible;
- Assess and prioritize apparatus and equipment repairs;
- Evaluate supply levels and re-supply as necessary;
- Conduct debriefing sessions with all involved personnel; make psychological counseling available to personnel;
- Conduct post incident analysis session to critically evaluate overall operational effectiveness; identify areas where improvement is needed;
- Prepare a summary report critiquing entire incident;
- Complete all documentation reports necessary for records and reimbursement;
- Evaluate operations and all information collected during response; make necessary improvements and revisions; submit to City's EMP.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**20. ANNEX N: Public Information and Alert & Warning**

→ **Lead Department: City Manager's Office**
→ **Lead ICS Section: Command**

20.1 PURPOSE

This Annex establishes guidelines for the dissemination of public safety-related information for the City of Springfield in the event of an emergency event. In most cases this will be when the EOC is activated; however, many of the procedures and principles may be utilized before or without the activation of the EOC.

The goal of the Public Information and Alert & Warning Annex is to guide the provision of accurate, complete, timely, understandable, and appropriate information and instructions to the diverse audiences within the City of Springfield in order to minimize injury, casualties, property loss, and fear. Audiences may include citizens, public officials, media, area residents, visitors, businesses, and employees of public safety agencies.

Effective public communications are essential to maintain and restore public confidence. When a disaster strikes, the public needs to know that an effective, professional leadership structure is in command of the situation. A professionally-staffed communications structure must be prepared to coordinate and disseminate information efficiently. This Annex employs the nationally accepted model of a Joint Information System (JIS) and/or a Joint Information Center (JIC).

20.2 SITUATION AND ASSUMPTIONS**20.2.1 Situation**

In an emergency, the public needs to know what is happening, where to go, what to do, and what not to do, i.e., they need detailed, timely, and accurate information on protective action(s) they can take to minimize the loss of life and property.

Communication of this vital information to the public, both directly and through the media, is crucial to the success of emergency response.

Disasters often strike suddenly, and the emergency public information system may not be able to react quickly enough to fully inform the public about a situation in progress. A program that educates the public in advance of a disaster regarding potential hazards and the protective measures that should be employed can be most effective.

20.2.2 Assumptions

- A public information program combining advance education and emergency information when a disaster occurs will be most effective in significantly reducing disaster-related casualties and property damage;
- Special emphasis must be placed on the effectiveness of the emergency public information program because people are generally less concerned about an emergency or disaster until it affects them, their families, friends, or businesses directly;
- During emergency situations, the general public will need and demand information and instructions on effective response and survival actions;
- Media will demand information about an emergency situation and the actions of local officials;
- Local media will perform an essential role in providing emergency instructions and up-to-date information to the public. Depending upon the severity of an emergency, regional and national media also will cover the story and increase substantially the demand for information and comment from local officials;
- Depending upon the severity of an emergency, telephone communication may be sporadic or impossible; local radio and television stations without emergency power may also be off the air. National media with penetration into the Springfield area may be needed to communicate emergency information to the public;
- Additional public information and administrative resources will likely be needed to support the increased level of public information activities required.

20.3 GENERAL PROCEDURES AND RESPONSIBILITIES

During a major emergency or disaster, it is essential that public information be released from a single point to ensure coordination, consistency, reliability, and authenticity. Just as the establishment of the ICS avoids multiple command posts and ensures accountability, the establishment of a Primary PIO (PPIO) reporting to the Incident Commander (IC) and a Joint Information Center (JIC) or Joint Information System (JIS), will avoid multiple release points and ensure coordinated messages with accountability to the IC.

All other jurisdictions and area operational agencies and/or organizations involved in and relevant to a particular emergency, e.g., City of Springfield, Lane County, mutual aid agreements, state and/or federal PIOs, as well as PIOs from local government and private agencies will be included in the Joint Information System (JIS). Many of these agencies and jurisdictions have developed an active PIO network known as the Lane County Public Information Office Network (LC PIO Network) and have entered into a JIS/JIC agreement (see Emergency Public Information Procedures Manual). This group meets regularly and has discussed and practiced JIC procedures.

The following approach is typical for emergency incidents, including major emergencies and/or disasters when the City's EOC is activated:

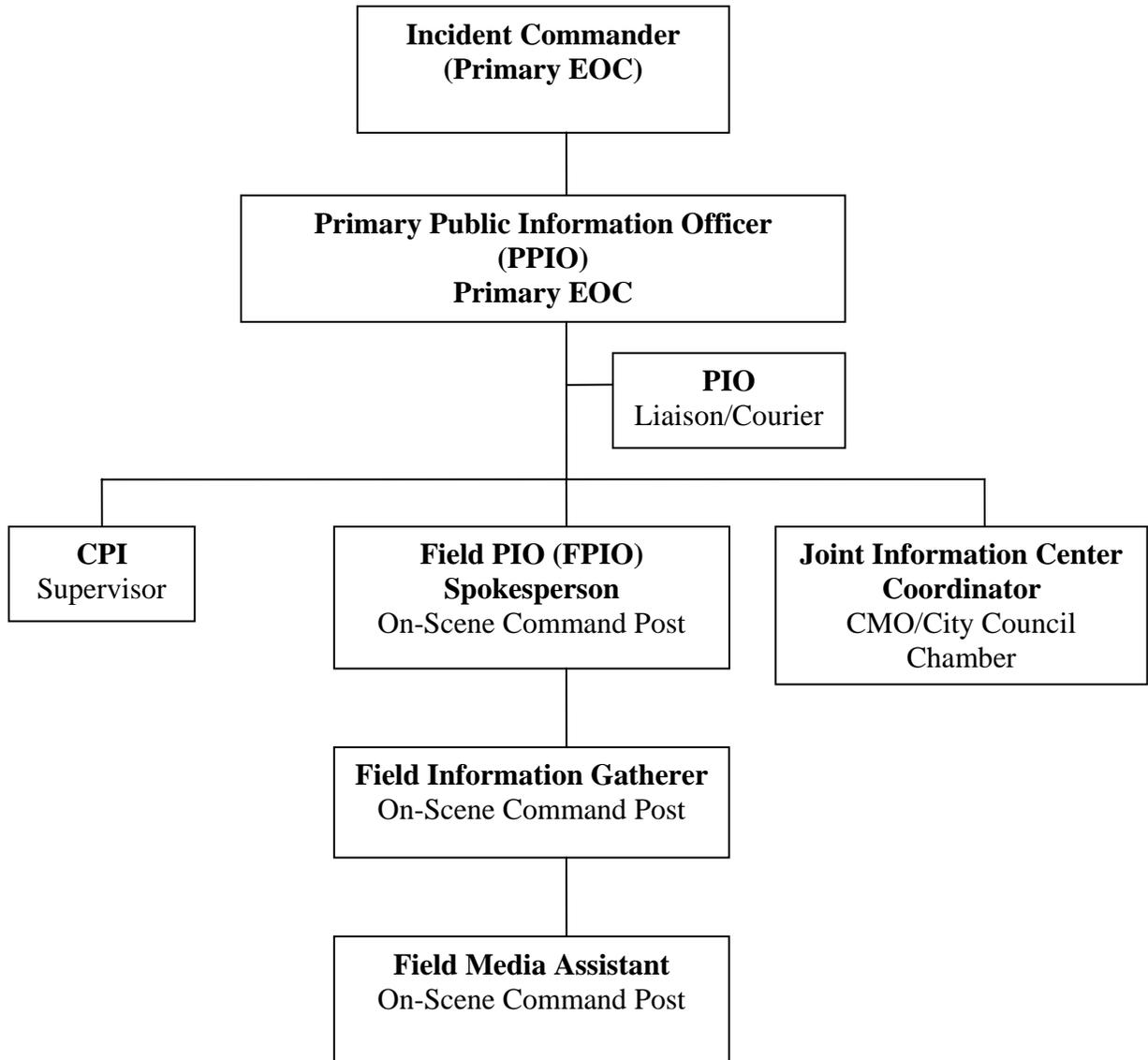
- During a disaster event, the coordination of all media and print information will be directed by the Primary PIO (PPIO), who will be designated by the Incident Commander in the EOC. All involved PIOs will release information from a single point, through the JIC/JIS, as designated by the PPIO. All information is subject to final approval by the Incident Commander before its release to the media and public;
- The Primary PIO will be responsible for establishing a Joint Information Center (JIC) in support of EOC operations. A JIC typically will be established when the EOC is activated or shortly thereafter, or when the demand for PIO resources exceeds the capacity of the incident's lead agency;
- A JIC is most useful when an emergency is expected to last more than a few hours, when it involves multiple agencies, jurisdictions, or functions, or if the media will need a central point from which to obtain information because the situation is complex or widespread involving several locations;
- Ideally, all involved local, state, federal, and private agencies involved in an emergency event will send PIOs to work together at the JIC to gather, verify, coordinate, and disseminate information;
- In incidents involving some magnitude, City of Springfield PIOs who are aware of the emergency will contact other City and non-city PIOs, as appropriate, for notification, mutual assistance, and coordination of information. This network may continue to operate throughout the incident as a Joint Information System, or "Virtual JIC", or may develop into the formal JIC if activated;
- When activating the JIC, the PPIO will designate a JIC Coordinator to open the JIC facility and initiate and coordinate JIC operations. The JIC Coordinator will be responsible for JIC operations and may also serve as spokesperson;
- Coordination of information to be released will continue to be managed by the PPIO who will be in direct communication with the JIC Coordinator;
- The Center for Public Inquiry (CPI) may also be activated to provide the public with a designated phone number and information source in an emergency, other than 9-1-1 or the Police non-emergency number. The decision to activate the CPI or another phone bank will be made by the on-duty 9-1-1 supervisor in conjunction with the lead PIO for the incident or the PPIO if the EOC is activated;
- If the CPI is activated, the JIC Coordinator will also be in direct communication with the CPI Supervisor and will serve as a liaison with the CIP, JIC, and the PPIO, as needed, assisting with the integration of information gleaned from public contacts into public messages. Major responsibilities of this function are:
 - ♦ Develop the ability to rapidly release emergency instructions and information to the public using all available communication means, e.g., media, Internet, and/or Metro Television;

- ♦ Receive information from media and public regarding a disaster event; respond with official information;
 - ♦ Receive inquiries from media, and from the public via the CPI, regarding a disaster event; respond with official information or relay calls to other PIOs, EOC staff, or PPIO;
 - ♦ Obtain reports and situation summaries from EOC representatives of all emergency organizational elements as necessary to maintain current incident status for public information needs;
 - ♦ Prepare news releases;
 - ♦ Conduct situation briefings and press conferences for visitors, media, etc.
 - ♦ Conduct tours of the area affected by the disaster, as appropriate;
 - ♦ Provide an on-scene Information Officer, as necessary;
 - ♦ Establish a Field Information Center, if appropriate, at a location near the command post;
 - ♦ Arrange and oversee interviews with key personnel, as requested by media or PPIO;
 - ♦ Monitor media for misinformation and rumors and make immediate correction as necessary.
- Maintain media log and contact documentation throughout event.

20.3.1 Public Information and Alert & Warning Organizational Chart

See the organizational chart on the following page.

CHAIN OF COMMAND
Public Information/Alert & Warning Annex
Organizational Chart



20.4 PHASES OF EMERGENCY MANAGEMENT

20.4.1 Mitigation

→ Departments Involved: City Manager’s Office, Development Services, Fire & Life Safety, Police

- Provide public education on mitigating potential disasters, i.e., measures implemented by City, mitigation measures public should take; [Fire & Life Safety]; [POLICE]; [PW]; [Development Services]; [CMO];
- Oversee and coordinate public information strategies (preparedness/awareness campaigns) during normal, day-to-day operations; advise and assist the City Manager and designees with communication strategies [CMO];
- Investigate use of new alert and warning systems [CMO]; and
- Establish an awareness schedule on a yearly basis, which will include programs and activities based on seasonal (and other) hazards in the city. [Fire & Life Safety] [PW]

20.4.2 Preparedness

→ Departments Involved: City Manager’s Office, Fire & Life Safety, Police

- Conduct public education programs to enhance knowledge of public safety [Fire & Life Safety]; [POLICE]; [PW]; [Development Services]; [CMO];
- Maintain established relationships with media [CMO];
- Plan for information dissemination to media outside jurisdiction to minimize impact and maximize efficiency in an event attracting state and national media [CMO];
- Establish and maintain relationships with public information staff from other agencies responding during an emergency [CMO]; and
- Train and drill public information staff on roles and responsibilities annually, [CMO];
- Prepare and maintain pre-recorded messages for use in the Alert & Warning system(20.4.3.2) [CMO];
- Ensure JIC ready for use [CMO].

20.4.3 Response

→ Departments Involved: City Manager’s Office

20.4.3.1 Primary Public Information Officer

Position:	Primary Public Information Officer
Responsible Department/Division	City Manager’s Office
Emergency Supervisor (title):	Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Command

The Primary Public Information Officer (PPIO) is responsible for organizing and managing the emergency public information system and establishing guidelines for the release of public information. In addition to the responsibilities identified under NIMS ICS, as an EOC Command Staff member, the PPIO has the following added responsibilities:

- Report to the IC at the EOC;
- Establish contract with the Field Public Information Officer (FPIO)/coordinator;
- Establish contact with media; begin releasing lifesaving/health preservation instructions; explain what City is doing to respond to emergency;
- Evaluate emergency; call in additional staff as needed;
- Contact CMO staff; confirm they have notified Mayor and City Council of emergency;
- In the event of a major, long-term, emergency, with City of Springfield as either lead or a major agency, direct the opening of a Joint Information Center (JIC) and appoint a JIC Coordinator/spokesperson to initiate and coordinate operations at the JIC;
- The primary JIC location for a City-lead event with Incident Command at either the Springfield Police EOC or the ECC will be the Library Meeting Room located at Springfield City Hall. Lane County’s JIC is located in the Lane County Public Service Building, 125 E. 8th Avenue in Eugene, and is also available if needed;
- After a JIC has been established, the PPIO may move between the EOC and the JIC as needed. In this case, PIO liaison in the EOC will be appointed to maintain the connection between the PPIO and the IC;
- Establish a Center for Public Inquiry (CPI), to support most EOC and JIC activations, if determined to be needed by the on-duty Central Lane 9-1-1

supervisor. The CPI is located in the Lane County Public Service Building, 125 E. 8th Avenue in Eugene;

- Disseminate written information among the EOC, JIC, CPI, and the FPIO, via fax or email, if those systems are available, or by courier if needed. Refer to Public Information staff list in the Resource Guide for addresses and phone numbers;
- Ensure maintenance of a media contact log and documentation;
- Ensure maintenance of a log of all warnings issued;
- Conduct or delegate personnel, management, and administrative activities as needed:
 - ♦ Develop and maintain file for PIO employee time reports; submit report to the Finance/Risk Management section;
 - ♦ Gather time reports from all personnel assigned to public information; ensure all identification is correct and signed;
 - ♦ Close out time documents prior to personnel leaving incident;
 - ♦ During emergencies of long duration, establish shift system to ensure public information employees get adequate rest and are able to check in with their families.

20.4.3.2 Alert and Warning

The PPIO is responsible for communicating the Alert and Warning of impending emergencies. The PPIO may issue an alert in the names of several authorities, e.g., the Incident Commander, City Manager, Mayor, or other appropriate leaders, to increase the credibility of the message.

The Alert and Warning system uses any or all of the following methods, as appropriate:

- Local, regional, statewide, and national media;
- Mobile Police and Fire public address systems;
- Door-to-door contact;
- Community Emergency Notification System (CENS);
- Emergency Alert System (EAS); and
- Cable television alert system.

Refer to the Emergency Public Information Procedures for instructions on how to activate the Emergency Alert System, and cable television alert system, and CENS.

20.4.3.3 Alert and Warning Checklist

- IC will determine whether local or citywide Alert and Warning announcements need to be made. The PPIO, working with the IC, will decide on Alert and Warning messages and means of delivery. Messages must be geographically precise, repeated more than once, and presented in more than one medium;
- City emergency response personnel will alert residents through the CENS system, the media, and use of mobile public address systems or door-to-door contact; phone calls to schools and large employers may also be used;
- PPIO (or designee) will maintain log of all warnings issued during an incident;
- PPIO will maintain pre-recorded messages for safety within Metro-TV technology and capabilities.

20.4.3.4 Field Public Information Officer (FPIO)/Spokesperson

Position:	Field Public Information Officer
Responsible Department/Division	City Manager’s Office
Emergency Supervisor (title):	Incident Commander
Reports to (location):	EOC
Applicable ICS Section:	Command

The Field Primary Information Officer (FPIO) coordinator/spokesperson serves as the single source of public information in the field. The FPIO will usually be designated by the Field Commander.

- Upon arrival at the scene of the emergency, Field PIO/spokesperson will check in with command post;
- Evaluate situation and call PPIO in EOC to request additional staff if needed. Brief PPIO on nature of emergency;
- Assign duties to public information staff as they arrive;
- Select location for media staging area away from emergency operations and direct or delegate setup of staging area;
- Request media cooperation with ground rules approved by the IC;
- Observe constraints on release of information imposed by IC;
- Obtain approval of all information to be released from IC through PPIO;
- Brief media on incident and response actions underway;
- Use all available media to provide lifesaving/health preservation instructions and other high-priority emergency information;

- Remain with media, providing information and access to scene as able; work with media to avoid their interference with emergency operations;
- Direct media to JIC for information when possible and appropriate;
- Arrange for necessary work space, materials, supplies, phones, and staffing for media if possible;
- Provide media with copies of any current incident documents available;
- Observe constraints on release of information imposed by IC;
- Coordinate and direct all permitted news media tours of incident;
- Maintain activity log of all FPIO activities.

20.4.3.5 Field Information Liaison/Gatherer

Position:	Field Information Liaison/Gatherer
Responsible Department/Division	Public Information Staff
Emergency Supervisor (title):	Field PIO/Spokesperson
Reports to (location):	Field Command Post
Applicable ICS Section:	Command

The field information liaison/gatherer is responsible for collecting reports on the emergency situation from various sources and delivering the information to the Field PIO/spokesperson and the PPIO/EOC for developing public and media information releases.

- Upon arrival, check in with the Field PIO/spokesperson;
- Work with Field PIO/spokesperson to identify sources of information, e.g., command post, representatives of other agencies, etc.;
- Gather information from various sources and relay to Field PIO/spokesperson;
- Relay same information to PPIO in EOC, preferably at the same time or as soon as possible. Establish frequent and regular updates (every 30 minutes, if possible);
- Relay any emergency information from EOC to Field PIO/spokesperson, e.g., reports from area hospitals or other affected areas.

20.4.3.6 Field Media Assistant

Position:	Field Media Assistant
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Responsible Department/Division	Public Information Staff
Emergency Supervisor (title):	Field PIO/Spokesperson
Reports to (location):	Field Command Post
Applicable ICS Section:	Command

The field media assistant's job is to help the FPIO/spokesperson handle the large number of reporters expected at the scene of a major emergency.

- Upon arrival, check in with the Field PIO/spokesperson;
- At the Field PIO/spokesperson's discretion, either remain with the FPIO/spokesperson to help guide media around the emergency scene, or set up media staging area at a location selected by FPIO/spokesperson.

20.4.3.7 Media Staging Area

Position:	Joint Information Center Coordinator
Responsible Department/Division	Public Information Staff
Emergency Supervisor (title):	Primary Public Information Officer
Reports to (location):	Joint Information Center
Applicable ICS Section:	Command

A media staging area will be set up as a location where members of the media can check in, meet with the Field PIO, and prepare their stories.

- Contact Supply Unit Leader to obtain phones, photocopiers, fax machines, and other tools that will aid media at media staging area in performing their job;
- Set up maps and status boards as needed; and
- Direct media to Field PIO/spokesperson.

20.4.3.8 Joint Information Center Coordinator

Position:	Joint Information Center Coordinator
Responsible Department/Division	Public Information Staff
Emergency Supervisor (title):	Primary Public Information Officer
Reports to (location):	Joint Information Center
Applicable ICS Section:	Command

The PPIO will typically activate the JIC when the EOC is activated or shortly thereafter, or when the demand for PIO resources exceeds the capacity of the incident's lead agency. A JIC is most useful when an emergency is expected to last more than a few hours, when it involves multiple jurisdictions, agencies or functions, or when the media will need a central point to obtain information because the situation is complex or has spread to several locations.

Responsibilities of the JIC Coordinator include the following:

- PPIO will inform JIC Coordinator where to report and set up JIC. Contact PPIO in the EOC upon arrival;
- Prepare news releases using information obtained from EOC via the PPIO or EOC Public Information Liaison/Courier. Depending on communication links, information should include reports from area hospitals, surrounding communities, and other agencies responding to emergency situation;
- Contact Supply Unit Leader to obtain phones, photocopiers, fax machines, tables, chairs, and other tools that will aid media in performing their job;
- Set up maps and status boards as needed;
- Coordinate with PPIO Officer to establish times for regular media briefings;
- Update news releases with new information from PPIO or EOC liaison/courier;
- Maintain file of all information released to the media;
- Retrieve instructions on opening center and setting up phone system from Emergency Public Information Procedures Manual; and
- Review the City of Springfield Joint Information Center Plan, found in the Emergency Public Information Procedures Manual.

20.4.3.9 EOC Public Information Liaison/Courier

Position:	EOC Public Information Liaison/Courier
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Responsible Department/Division	City Manager’s Office
Emergency Supervisor (title):	Primary Public Information Officer
Reports to (location):	EOC
Applicable ICS Section:	Command

The EOC Public Information Liaison/Courier will be responsible for relaying status reports and lifesaving/health preservation instructions from the EOC to the Joint Information Center. This may occur via phone, Fax, or email, or by physical delivery if necessary.

- Report to EOC; check in with Primary Public Information Officer;
- Relay information from the PPIO to the Joint Information Center Coordinator and the CPI; and
- Relay messages from JIC and CPI back to EOC/PPIO.

20.4.4 Recovery

→ Departments Involved: City Manager’s Office

- Re-establish communication lines with public;
- Release information about restoration of essential services, travel restrictions, disaster relief services [Primary PIO]; and
- After emergency situation has been resolved, critique effectiveness of City's emergency public information program [All Public Information Staff].

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**21. ANNEX O: Public Works**

→ Lead Department: Public Works
→ Lead ICS Section: Operations

21.1 PURPOSE

The Public Works Department provides a flexible emergency response capability involving engineering, construction, repair, and restoration of essential public facilities and infrastructure. During a disaster event, the Public Works Department may provide support for heavy rescue operations and may play a key role in establishing multipurpose staging areas. Major responsibilities of the Public Works Department during a disaster event include operation of the major street arterial system, wastewater (sanitary) and storm water system, sanitary sewer pump stations and pressure mains, and traffic control system. Other responsibilities may include debris removal, contract repair of infrastructure, maintenance of fleet vehicles and equipment, maintenance of the communications systems, and ensuring operability of the Emergency Operations Center (EOC) and Emergency Command Center (ECC).

When a disaster event exceeds the resources of the Public Works Department, consultants and contracts will be utilized. Mutual aid may also be requested through the Oregon Public Works Mutual Aid Agreement.

21.2 SITUATION AND ASSUMPTIONS**21.2.1 Situation**

The City of Springfield is subject to a number of disaster circumstances that could occur locally and create a need for emergency Public Works services.

21.2.2 Assumptions

Public Works will have the lead role during an earthquake, severe weather (wind, ice/snow, flood/dam failure), non-hazardous material spills and pollutions incidents, and volcanic activity. Police and Fire Departments will have the lead role during air transportation accidents, civil disturbances, fire/conflagration, or hazardous materials incidents (fixed facility or transportation including rail, highway and pipeline), with Public Works assisting as requested.

Operating assumptions:

- During most natural disasters electricity, communications, and any/all other utility functions may be unavailable for an extended period of time;
- All available Public Works equipment and personnel will be available to assist with any declared disaster;
- A major disaster will affect the lives of many Public Works, City, and local response staff, preventing or limiting them from performing emergency response activities;
- Public Works will contract for services or request mutual aid when a disaster exceeds the resources of the department;
- Public Works will not respond to incidents outside the boundaries of the City unless:
 - ◆ incident command has been relinquished by another local jurisdiction and accepted by City departments; or
 - ◆ incident has the potential to extend into the city or would otherwise affect City property and systems; or
 - ◆ responding agencies request mutual aid through the Oregon Public Works Cooperative Agreement, or other mutual aid agreement;
- Public Works will assist Fire & Life Safety or Police on roadways and highways that are within city limits but not under City jurisdiction, e.g., county or state maintained highways, when those agencies do not respond to requests yet public health, safety and welfare are at risk;
- During a water or electric utility failure, Public Works staff will work with Springfield Utility Board (SUB) or other utility agencies to coordinate response activities to protect public health and safety;
- A flood may be caused by either a reservoir failure or heavy rain; in either event, there will be a warning period. Public Works will maintain, ready for use, an inventory of typical emergency supplies and equipment, such as sand bags, traffic control signs, barricades, dust masks, pumps, chain saws, generators, etc.

21.3 GENERAL PROCEDURES AND RESPONSIBILITIES

21.3.1 Incident Command System (ICS)

All emergency operations will be conducted using the Incident Command System. Public Works department staff may serve in a variety of roles including Incident Commander (IC), Public Information Officer (PIO), Safety Officer, Operations Chief, Finance Chief, and Public Works Branch Director. For more information about the Incident Command System positions and responsibilities, refer to the Public Works Annex Organizational Chart, located on page 21-9. Position responsibilities may be found in the Field Operations Guides (FOGs) located at the EOC and the ECC.

21.3.2 Location of Emergency Response Activities

Depending on the nature of the disaster event, Public Works activities will be coordinated from the Emergency Operations Center (EOC), located in the Springfield Police Conference room.

In most instances Public Works emergency response will be limited to Public Works-specific emergency events, such as ice/snow, flooding, and windstorms. Generally, the ECC would be activated in a Public Works emergency event, or whenever Public Works crews are responding. If an emergency event is severe, or is the responsibility of another department, the EOC could be activated in addition to the ECC. In most instances, the EOC would not be activated without the ECC also being activated.

21.3.3 Activation of the Emergency Command Center (ECC)

The Public Works Director (or the Maintenance Manager or other designee of the Public Works Director) will determine when a disaster event is of significant proportions to activate the ECC. Once the ECC has been activated, all Public Works emergency activities are coordinated through the ECC.

21.3.4 Staffing

During an emergency event, staff may be required to report to the EOC or the ECC, depending on the nature of the incident. Staff will continue to utilize the ICS structure and may either have a layering of positions (similar ICS positions at the ECC) or appoint the Public Works Branch Director to the ECC Director position reporting to the Operations Chief in the EOC. The ICS system is flexible and will be adjusted during the event to fit the changing details of the event.

ECC Staffing:

The Public Works Maintenance Director, or designee, will act as the ECC Director. When there is a disaster, and the Maintenance Manager is absent, Maintenance Supervisors will assume the Manager position in the ECC in the following order:

- 1) Maintenance Supervisor - Drainage
- 2) Maintenance Supervisor - Streets
- 3) Maintenance Supervisor - Sewers

The ECC will be responsible for handling and logging all calls related to Public Works, dispatching crews, and recording all activities. Personnel, equipment, materials, and supplies will be tracked by ECC staff. Public Works employees will not respond to the incident scene unless requested to do so through the ECC. The ECC will track all employees that are dispatched to the incident scene, including time of dispatch, activities

involved in, and time of return. The ECC will be responsible for scheduling employees into round-the-clock schedules during events lasting for a significant duration.

EOC Staffing:

When a disaster occurs resulting in the activation of the EOC, Public Works staff may be needed in both the Operations Room and the Policy Room of the EOC. Public Works staff may also already be operating from the ECC, located at Public Works Maintenance facility, 201 S. 18th Street in Springfield.

The Public Works Director will be assigned to the Policy Room in the EOC. During a disaster, when the Public Works Director is absent, managerial staff will assume this position in the Policy Room in the following order:

- 1) Maintenance Manager
- 2) Assistant PW Director
- 3) City Engineer

When the EOC is activated, the Maintenance Director will be assigned to the Public Works Branch (part of the Operations Section of the ICS) in the Operations Room in the EOC. When the Maintenance Manager is absent, one of the Maintenance Supervisors will assume the Public Works Branch Director position in the Operations Room, in the following order:

- 1) Maintenance Supervisor - Drainage
- 2) Maintenance Supervisor - Streets
- 3) Maintenance Supervisor - Sewers

In the event of a disaster continuing for a significant duration, the City Manager (or designee), working with the Public Works staff, will establish schedules for other Public Works managers and supervisors to staff the ECC and the EOC.

The Public Works Director will work with the ECC Director to coordinate departmental activities and determine priorities for departmental resources.

21.3.5 Coordination and Resource Allocation

Public Works division managers will report to their normal work stations and notify the ECC upon arrival. Managers will be responsible for coordinating the activities of their respective divisions. The ECC Director may request other division managers to help staff the ECC and to act as a unified command depending on the nature of the disaster. Allocating resources for competing demands will be determined by life, safety, and human welfare issues. Operation of the major street system for purpose of keeping key corridors open for rescue and restoration of key services will be of highest priority. High priority will also be given to operation of sanitary and storm water sewer systems and

pump stations, the maintenance of Fleet vehicles, communication systems, and other equipment necessary for rescue and restoration of key services, and the maintenance of Police and Fire equipment.

Public Works staff will devote necessary resources to respond to any emergency situation. Contracts will be used to restore infrastructure when an event extends beyond the capabilities of the department. The existing Oregon Public Works Mutual Aid Agreement may also be utilized to assist with response.

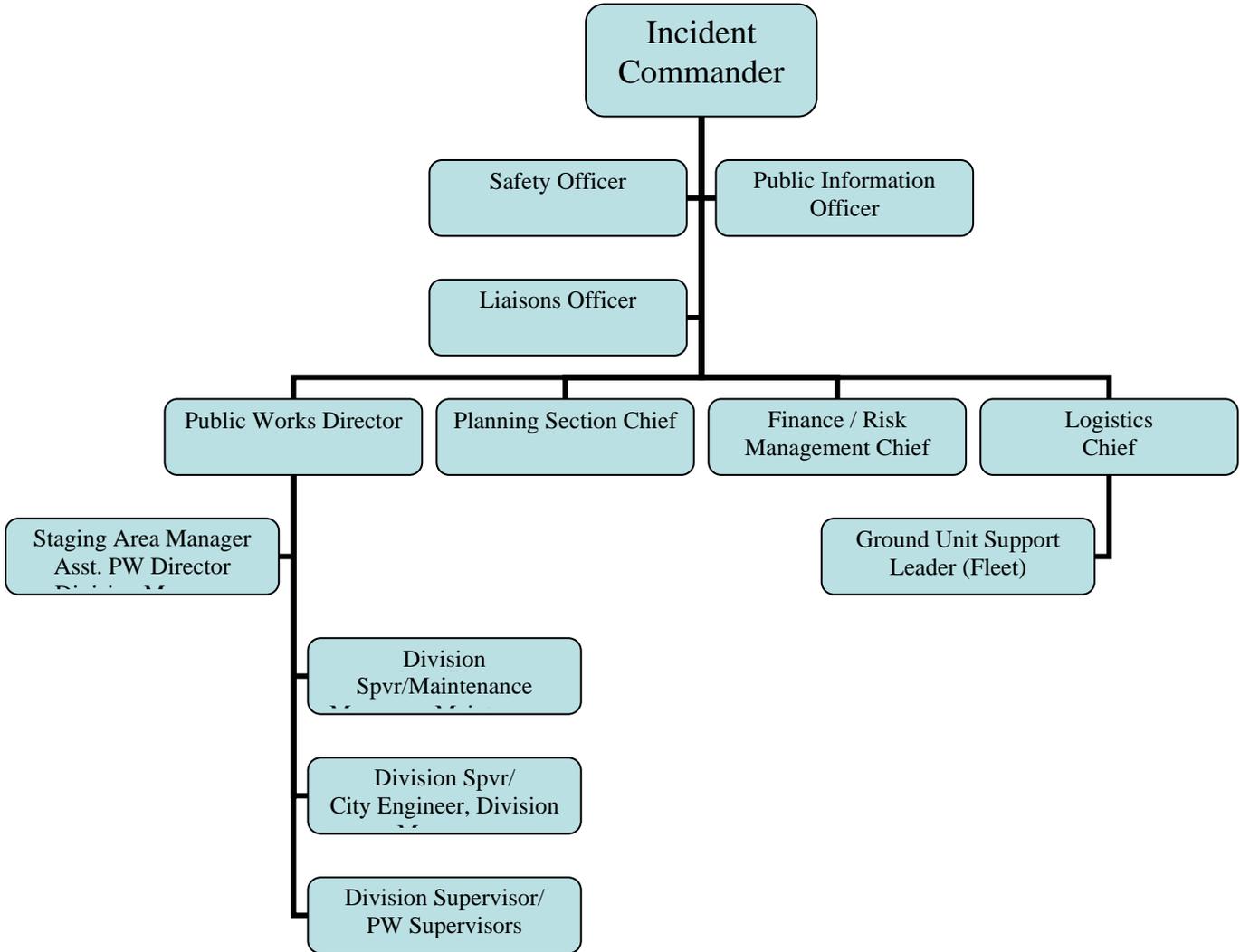
21.3.6 Key Responsibilities

Key responsibilities for Public Works during a disaster are:

- Opening of emergency response routes for rescue and life saving operations;
- Restoring streets and managing street traffic, including traffic control devices;
- Restoring wastewater (sanitary sewer) and storm water system capacities;
- Restoration of related infrastructure;
- Restoring and operating sanitary sewer pump stations and pressure mains;
- Interfacing with utility providers to ensure timely restoration of services;
- Removal and disposal of debris from public right-of-ways and City property that was a direct result of a disaster event;
- Maintaining storm water flow;
- Clean-up, management, or mitigation of non-hazardous spills and pollution events;
- Environmental management and support to other City response teams;
- Administration of existing and development of new contracts to restore infrastructure and services;
- Keeping the City's Fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and well being will be given top priority during an emergency;
- Keeping the City's emergency generators operational;
- Coordinating with Police to assist in traffic control;
- Providing technical assistance through the Industrial Pretreatment and Pollution Prevention section of ESD during hazmat incidents (level of assistance is limited to qualifications of staff and equipment available);
- Providing mapping and engineering research.

21.3.7 Public Works Annex Organizational Chart

CHAIN OF COMMAND
Public Works Annex
Organizational Chart



21.4 PHASES OF EMERGENCY MANAGEMENT

21.4.1 Mitigation

→ Departments Involved: **City Manager’s Office, Fire & Life Safety, Police, Human Resources, Public Works, Development Services**

- Work with City Council to ensure ordinances are created to protect public works systems;
- Work with DSD to ensure new construction does not increase hazard or vulnerability threat; DSD will be liaison to County Planning Commission;
- Ensure that development within federally mapped areas of special flood hazard occurrences is in accordance with minimum standards of the National Flood Insurance Program;
- Require permits for all development, including fill, within the flood plain; new residential construction must be elevated so the finished floor is at least one foot above the base flood elevation; non-residential construction must be elevated or flood-proofed to at least one foot above the base flood elevation;
- Perform annual public outreach designed to increase awareness of local flood hazard; offer information on topics, including insurance requirements, permit requirements, retrofitting, and the natural and beneficial functions of a flood plain;
- Refuse to allow encroachments within mapped floodways unless a No-Rise Certification from a licensed engineer is submitted;
- Design new wastewater pump stations with strategically placed emergency overflow points to mitigate potential effects to public health and environment in the event of system failures;
- Design wastewater pump stations with emergency generator hook-ups, portable pump-around capacity, or secondary power feeds to prevent or mitigate overflows in the event of system failures;
- Regularly maintain all flood-carrying waterways to design capacity, and respond to complaints of dumping or debris that could create an obstruction;
- Develop mutual aid agreements with other agencies, including Springfield Utility Board and other utility providers.

21.4.2 Preparedness

→ Departments Involved:	Public Works
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- Develop mutual aid agreements and secure agreements with contractors where needed;
- Provide emergency operations training and exercises for staff; maintain the ECC ready for use; test use of ECC and EOC on annual basis; provide ICS refresher course as appropriate to maintain readiness;
- Utilize small emergency events, e.g., minor flooding, wind or snow storms to prepare for larger disaster events; conduct after-event briefings; modify systems and processes based on debriefing information;
- Train personnel in appropriate safety procedures, and the use of equipment and emergency procedures; provide annual training for operators of specialized emergency equipment, e.g., snow plows and sanders, emergency pumps and generators; maintain current list of qualified personnel for operation of sanders and snowplows;
- Ensure adequate numbers of operators are trained; maintain current list of qualified personnel for aerial lift trucks and chain saw operation;
- Keep ECC supplied with reference documents and forms, field operations guides, and ICS manuals, maps, etc.;
- Ensure equipment is maintained in good repair; secure equipment in safe locations when event is predicted;
- Ensure cones, barricades, stop signs, and other regulatory signs and emergency equipment and supplies are available; ensure materials and supplies are adequately stockpiled;
- Ensure sand supplies and deicers are stockpiled prior to winter season; keep suppliers informed of needs; ensure adequate sand is stockpiled prior to October 15 of each year;
- Coordinate communications procedures with EOC;
- Update Public Works emergency information notebook, snow/ice plan, traffic signal plan, wastewater collection and treatment system plans, supervisors emergency on-call book, City’s Emergency Plan as scheduled (at the minimum on an annual basis);
- Maintain emergency generators; conduct scheduled tests; ensure that emergency portable generators are staged at strategic locations or critical facilities;
- Maintain updated maps at EOC and ECC as per schedule;

- Maintain as-built records of City infrastructure;
- Maintain mapping information for public infrastructure; maintain inventory of basic emergency supplies, e.g., barricades, traffic control signs, dust masks, emergency lighting, pumps, chainsaws, etc;
- Ensure equipment is ready to respond to a pending disaster, such as aerial trucks, waterway monitoring kits, brush chippers, and chainsaws;
- Review and analyze the relevant planning studies to ensure capability to identify impacts, project flooding areas, and identify potential evacuation areas;
- Ensure sand bags and sand are stockpiled; keep minimum supply of sand bags filled and ready for use.
- Provide first responder training for appropriate Public Works employees;
- Acquire and maintain resources for responding to hazardous materials incidents;
- Ensure environmental spill response team and vehicle will be available to assist with hazardous materials incidents;
- Check sanders and snowplows prior to winter season;
- Ensure snowplow and sander operators are properly trained, including refresher training as appropriate;
- Review and update sanding/snow priority routes, policies, and procedures on annual basis;
- Review ordinances/codes pertaining to snow/ice declaration and emergency routes when a storm is predicted;
- Maintain inventory of chainsaws and other safety related equipment;
- Schedule training classes to qualify chainsaw operators; maintain current list of employees qualified to operate chainsaws.

21.4.3 Response

→ Departments Involved:	Public Works
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21.4.3.1 Activation and Notification:

- At the direction of the Public Works Director, Maintenance Manager, or designee, activate ECC; coordinate overall activities of Public Works at the direction of the IC. Appoint ECC supervisor to coordinate operations activities for PW;

- Notify Communications Supervisors at Central Lane 9-1-1 when ECC is activated; request all Public Works calls be referred to the ECC;
- Notify the Wastewater Treatment Plant (Operations Console Operator) that the ECC is activated and again when the ECC is closed; request that all Public Works calls unrelated to wastewater or airport operation be referred to the ECC;
- Notify all Public Works staff, by general radio broadcast on Public Works Channel #1, that the ECC has been activated. Request that all calls be referred to the ECC. Provide similar notification when the ECC is being closed;
- Ensure that all Division Managers not already reporting for emergency response activities have been notified that emergency response activities are in progress.

21.4.3.2 **Staffing:**

- Initiate actions to ensure that all appropriate departmental resources are ready for response action; assign resources in accordance with Public Works priorities; consider implementation of the planning function of the ICS, if not already activated (decision to be made by the IC);
- Assign supervisors to be responsible for specific response functions and field reconnaissance in order to give updates to the ECC;
- Schedule shifts for departmental personnel to ensure round-the-clock coverage;
- Assign special work order numbers for activities eligible for state or federal funding reimbursement; consider implementation of Finance function of the ICS, if not already activated (decision to be made by the IC);
- Maintain liaison with SUB and other utility providers; coordinate joint Public Works/utilities strategy to restore service, including street repairs arising from repair of underground facilities; consider implementing the liaison's function of the ICS, if not already activated (decision to be made by the IC);
- Provide Public Information Officer with necessary information to compile news releases, media reports/conferences; maintain contact with media representatives;
- Assign personnel and equipment to assist Police and Fire & Life Safety with evacuations and traffic control; assist Fire & Life Safety with search and rescue operations as requested;

- Assign personnel to provide assistance to ECC staff and/or provide security for ECC operations located at 201 S. 18th St. in Springfield.

21.4.3.3 Documentation:

- Log incoming calls, coordinate responses, and document actions taken and activities of personnel dispatched to the incident sites;
- Maintain log of streets closed by disaster;
- Maintain log of damaged infrastructure;
- Assign specific staff responsibility for documentation; detailed notes, pictures and video are essential.

Special Considerations by Hazard:

Note: No plan can anticipate every disaster or emergency. Several types of events are described below, but the list is not inclusive of every type of event that may require an emergency response. Adaptive management, reliance on the ICS system, and a cooperative team effort will be utilized during all emergencies to present an effective and resilient response by the Public Works staff. Every response will stress safety, cooperation, responsibility, and service to the citizens of Springfield.

21.4.3.4 Earthquake

- Establish emergency response routes for rescue and life saving operations;
- Establish and coordinate damage assessment team;
- Restore damaged street and sewer systems;
- Evaluate bridges, sewer systems, pumping stations, radio towers, and City buildings for structural damage (See Debris Management Annex for more information on roles);
- Provide fleet services for emergency response vehicles, equipment and emergency generators;
- Remove and dispose of debris from public right-of-way and City property.

21.4.3.5 Hazardous Materials Incident

- Public Works personnel are not trained to work with hazardous spills, and will act as support staff for Fire and Life Safety staff, or in an advisory role;
- Immediately isolate and secure area; keep all persons except emergency response personnel out of the area;
- Keep all personnel and spectators at a safe distance, i.e., upwind and uphill -- crowd control is the ultimate responsibility of Police and/or Fire & Life Safety;
- First employee on-scene will establish an on-scene command post in a safe area; command will be relinquished to a higher ranking employee or Fire & Life Safety personnel upon arrival;
- Obtain specialized equipment and supplies as requested; assist (under the guidance of the Springfield HAZMAT Team and to the extent staff is trained and employee safety is not jeopardized) with hazardous materials containment and diversion;
- Advise other responding units of safe approach routes and location of safe staging areas;
- Keep contaminated individuals isolated pending decontamination;
- Acquire and record information regarding incident and materials involved.

21.4.3.6 Severe Weather: Flood

- Keep storm water systems functioning to full capacity;
- Establish sandbag lines for priority areas;
- Provide emergency pumping;
- Clear debris that has washed into streets and public property.

21.4.3.7 Severe Weather: Ice/Snow

- Refer to Emergency Ice/Snow Plan for priority routes and policies;
- Maintain log of streets plowed and sanded;
- Log all incoming requests for service, streets plowed and sanded; contact Lane Transit District (LTD) to determine routes with potential trouble; work with School District 19 to determine transportation issues.

The following position descriptions are intended for use by Public Works staff in an emergency event. Depending on the nature of the event and the decisions made by individuals staffing the event, all or some of these positions may be filled. These descriptions are intended to provide a quick reference to your responsibilities in these roles. Remember that the functions associated with any of these roles need to be met, even if no one is assigned to fill that role. Some specific positions, such as the Public Information Officer and Finance Chief, are associated with other Annexes. Please reference each specific Annex for more details on your role.

21.4.4 Incident Commander

Position:		Incident Commander
Responsible Department/Division	Public Works/See Staffing Under General procedures and responsibilities	
Emergency Supervisor (title):		
Reports to (location):	ECC or EOC, as directed	
Applicable ICS Section:	Command	

The IC will:

- Size up incident situation;
- Identify and establish strategic goals and objectives; develop Incident Action Plan;
- Initiate Incident Command System; develop an appropriate organizational structure and delegate functions;
- Brief staff;
- Name the incident;
- If assuming command from a previous Incident Commander, obtain briefing and Incident Briefing Form (ICS Form 201) from prior IC;
- Insure appropriate planning process takes place;
- Approve request for additional resources and requests for release of resources;
- Manage incident organization;
- Insure Command and General staff coordination;
- Approve and authorize implementation of Incident Action Plan;
- Authorize release of information to news media;
- Approve plan for demobilization;
- Determine if Unit Logs (ICS 214) are to be completed for the incident; if so, maintain Unit Log.

All functions not delegated by the IC are the responsibility of the IC.

21.4.5 Safety Officer

Position:	Safety Officer
Responsible Department/Division	Public Works
Emergency Supervisor (title):	Incident Commander
Reports to (location):	ECC or EOC, as directed
Applicable ICS Section:	Command

The Safety Officer will:

- Obtain briefing from IC.
- Assign safety assistants as needed.
- Identify hazardous situations associated with the incident.
- Identify potentially unsafe situations.
- Access the appropriate use of personal protective equipment and equipment safety devices.
- Assess the appropriate incident control perimeters.
- Assess safe placement of apparatus and equipment.
- Assess possible structure failure.
- Assess the danger of building utilities.
- Assess physical condition of on-scene personnel.
- Consider need for on-scene Technical Specialist, i.e., advise IC.
- Check with Division and Group Supervisors for tracking of their assigned personnel and safety aspects of their operation.
- Exercise emergency authority to stop and prevent unsafe acts.
- Investigate accidents that have occurred within incident area.
- Determine safe areas for media and VIPs.
- Participate in planning meetings.
- Review Incident Action Plans.
- Maintain Unit Log (ICS Form 214), as required.

21.4.6 Public Information Officer

Position:	Public Information Officer
Responsible Department/Division	City Manager
Emergency Supervisor (title):	Incident Commander or Lead PIO
Reports to (location):	As Directed
Applicable ICS Section:	Command

See the Emergency Public Information and Alert & Warning in the City’s Emergency Plan.

The Public Information Officer (PIO) will:

- Notify and alert Public Works division managers and Public Affairs Manager when disaster has been declared;
- Provide public information, as needed and assigned, including a list of media phone numbers for the EOC or ECC, as appropriate for the incident;
- Obtain briefing from the IC;
- Establish single incident information center whenever possible;
- Prepare initial information summary as soon as possible after arrival;
- Obtain approval for release of information from the IC;
- Release news to media and post information in command post and other appropriate locations;
- Maintain control of media and VIPs;
- Coordinate media entry into incident perimeter with Safety Officer;
- Provide safety clothing for media and VIPs;
- Contact the jurisdictional agency to coordinate public information activities;
- Observe the constraints on the release of information imposed by the IC;
- Attend planning meetings to update information;
- Respond to any special requests for information;
- Provide liaison between media and incident personnel;
- Maintain Unit Log (ICS Form 214), as required.

21.4.7 Liaisons Officer

Position:		Liaisons Officer
Responsible Department/Division	Public Works	
Emergency Supervisor (title):	Incident Commander	
Reports to (location):	ECC or EOC, as directed	
Applicable ICS Section:	Command	

The Liaisons Officer will:

- Obtain briefing from IC;
- Provide a point of contact for assisting and/or cooperating agency representatives;
- Identify agency representatives from each agency including communications link and location;
- Respond to request from incident personnel for inter-organizational contacts;
- Monitor incident operations to identify current or potential inter-organizational problems;
- Provide input on use of agency resources if no resource use advisors are assigned;
- Cooperate fully with IC and General Staff on agency’s involvement at the incident;
- Oversee the well-being and safety of agency personnel assigned to the incident;
- Insure that all agency resources have completed check-in;
- Maintain Unit Log (ICS form 214), as required.

21.4.8 Operations Section Chief

Position:		Operations Section Chief
Responsible Department/Division	Public Works	
Emergency Supervisor (title):	Incident Commander	
Reports to (location):	ECC or EOC, as directed	
Applicable ICS Section:	General/Operations	

The Operations Section Chief will:

- Obtain briefing from IC;
- Develop operations portion of Incident Action Plan;
- Brief and assign operations personnel in accordance with Incident Action Plan;
- Supervise tactical operations;
- Determine need and request additional resources;

- Review suggested list of resources to be released and initiate recommendations for release of resources;
- Assemble and disassemble strike teams/task forces assigned to Operations Section;
- Ensure coordination between Operations and other Command and General staff;
- Report information about special activities, events and occurrences to IC;
- Maintain Unit Log (ICS Form 214), as required.

21.4.9 Staging Area Manager

Position:	Staging Area Manager
Responsible Department/Division	Public Works
Emergency Supervisor (title):	Operations Chief
Reports to (location):	ECC or EOC, as directed
Applicable ICS Section:	General/Operations

The Staging Area Manager will:

- Obtain briefing from the Operations Section Chief (or IC);
- Establish staging area layout;
- Determine any support needs for equipment, feeding, sanitation, and security; order through Logistics;
- Establish check-in function of unassigned resources as appropriate; maintain check-in/out status;
- Post areas for identification and traffic control;
- Request maintenance services for equipment at staging area as appropriate;
- Respond to requests for resource assignments;
- Obtain and issue receipts for radio equipment and other supplies distributed and received at the staging area;
- Report resource status changes to Planning Section (Resources Unit);
- Maintain staging area in orderly condition;
- Demobilize staging area in accordance with incident demobilization plan;
- Maintain Unit Log (ICS Form 214), as required.

21.4.10 Public Works Branch Director

Position:	Public Works Branch Director
Responsible Department/Division	Public Works
Emergency Supervisor (title):	Operations Section Chief
Reports to (location):	ECC or EOC, as directed
Applicable ICS Section:	Operations

The Public Works Branch Director will:

- Obtain briefing from Operations Chief;
- Develop tactical alternatives for the Operations Chief;
- Assign specific work tasks to division/group supervisors;
- Supervise branch activities;
- Review branch operations to assess effectiveness;
- Attend Planning Meetings at the request of the Operations Chief;
- Perform branch operational planning;
- Report to Operations Chief when Incident Action Plan is to be modified, additional resources are needed, surplus resources are available, or when hazardous situations or significant events occur;
- Supervise resources in any designated assembly;
- Maintain Unit Log (ICS Form 214), as required.

21.4.11 Division Supervisor/Maintenance Division

Position:	Division Supervisor/Maintenance Division
Responsible Department/Division	Public Works/Maintenance Division
Emergency Supervisor (title):	PW Branch Director
Reports to (location):	ECC or as directed
Applicable ICS Section:	Operations

The Division Supervisor of the Maintenance Division will:

- Obtain briefing from Branch Director or Operations Chief;
- Maintain inventory of basic emergency supplies, e.g., sand bags, barricades, traffic control signs, dust masks, emergency lighting, pumps, chain saws, etc;
- Ensure equipment is ready to respond to a pending disaster, e.g., snow plows and sanders for storms;

- Coordinate activities of Maintenance Division with ECC; assign personnel and equipment as requested by the ECC; assign field supervisors as requested by ECC;
- Restore infrastructure according to Public Works priorities (e.g., life safety, prioritize routes for basic transportation and sewer systems operations);
- Report damaged infrastructure exceeding capabilities to Logistics to obtain contractual services or mutual aid;
- Provide emergency locations for City facilities, such as sewer mains and traffic signal/lighting infrastructure;
- Coordinate with Police and Fire & Life Safety personnel, as necessary, to establish detour and traffic control signs and barricades as assigned by the ECC;
- Assist Police with traffic control and re-routing at key intersections using City resources or contractor resources when the event exceeds departmental resources;
- Assign electrical and traffic control crews to clear fallen street lights, signal poles, and lines from streets; utilize liaison with SUB to establish “make safe” teams to address Public Works priorities and assist SUB with their priorities;
- Coordinate with ECC to assist Fire & Life Safety and Police personnel with evacuation, transportation, and perimeter security as needed;
- Ensure operation of Emergency Traffic Control Plan (ETCP) during times of City-wide electrical outages; coordinate operation of the ETCP with Police personnel;
- Provide assistance restoring traffic control system during disaster events (e.g., technical assistance, flaggers, generators, signal repairs); work with Logistics staff as appropriate.

Civil Disturbances

- Monitor traffic control facilities in public right-of-ways for possible damage or necessary repairs.

Hazardous Materials Incident

- Determine points from which contaminants could enter the wastewater or storm water systems.
- Determine possible extent and impact of system contamination;
- Coordinate blockage of entry points into the wastewater and storm water systems and/or the containment or diversion of contaminated effluents in the system;
- Notify Operations Console operator at the wastewater treatment plant if a spill of hazardous materials has entered the wastewater system;

Severe Weather: Ice/Snow

- Keep sand and de-icer suppliers informed of needs;
- Clear sidewalk access ramps and intersection walks, as needed in the core area, as crews and equipment become available;
- Clear public sidewalks adjacent to City-owned parking lots and facilities as crews and equipment become available;
- During extended snow storms, remove excessive amounts of plowed snow in the core area as resources become available;
- Begin sand removal immediately upon conclusion of the storm. Priorities for removal are the same as placement priorities (some streets under county and state jurisdiction are added for clean-up only); document sand pick-up activities;

Volcanic Activity

- Mobilize crews and begin ash removal following stoppage;
- Clean city streets;
- Establish stations to monitor ash fallout throughout city; keep ECC posted as to depth;
- Barricade arterial streets in preparation for no parking during cleaning activities;
- Remove ash and haul to disposal sites using necessary plowing, sweeping and flushing procedures required for depth and type of ash;
- After arterial streets have been cleaned of ash and restored to normal vehicle movement, assist residents in cleaning residential streets.

21.4.12 Division Supervisor/Wastewater Treatment Plant

Position:	Division Supervisor/Wastewater Treatment Plant
Responsible Department/Division	Public Works/Wastewater Treatment Plant
Emergency Supervisor (title):	PW Branch Director
Reports to (location):	WWTP or as directed
Applicable ICS Section:	Operations

The Division Supervisor of the Wastewater Treatment Plant will:

- Make protection of public health, property, and environment, from effects of wastewater bypasses or overflows created by disaster events, top priority. Report overflows and bypasses to DEQ or Oregon Emergency Response System as required

by permit and state regulations; evaluate risk to public health and property associated with wastewater overflows and direct appropriate public notification procedures;

- Keep ECC posted about power failures and damages to wastewater treatment facilities, pump stations, and force mains; coordinate restoration work with ECC; keep ECC posted about additional resource needs;
- For power outages affecting wastewater lift stations throughout regional metropolitan area, use portable generators to supply temporary power to pump stations or provide alternative pumping to convey wastewater from collection system to main interceptors;
- Wastewater Operations (Operations Console function) will coordinate efforts with local electric utilities to restore power to pump stations as soon as possible; Coordinate contact with utilities through Liaisons function;
- In the event of structural damage to treatment facilities or force mains, work with contractors to get repairs made quickly; set up portable pumps and pipelines to pump around breaks in lines (or divert flows to other parts of the collections system); use portable pumps to pump around lift stations without power (or provide an alternative power source). If these means fail, use tanker trucks to haul wastewater from lift stations to main interceptors or initiate controlled overflows when necessary to protect property and minimize public exposure; work with Maintenance Division if downed trees, snow, ice, or other circumstances prevent access to wastewater treatment facilities;
- Work with PIO to provide input on public notification activities that are necessary and appropriate to minimize public exposure to untreated wastewater;
- The WWTP-Industrial Monitoring Section may provide assistance in identification of potentially hazardous materials (to the extent that their involvement is allowed by their training and equipment), e.g., assist in determining risk to infrastructure and the environment; assist in locating and controlling source of hazardous or undesirable materials entering sanitary or stormwater systems; advise fire service of need to prevent contamination of sewer or drainage system; assist in identification of materials; facilitate distribution of samples to appropriate laboratories for analysis; coordinate between Wastewater Division and on-scene parties, coordinate control and follow-up activities with commercial or industrial sources that are permitted under the pretreatment program.

21.4.13 Division Supervisor/Engineering Division

Position:	Division Supervisor/Engineering Division
Responsible Department/Division	Public Works/Engineering Division
Emergency Supervisor (title):	PW Branch Director
Reports to (location):	ECC or as directed
Applicable ICS Section:	Operations

The Division Supervisor/Engineering Division will:

- Secure professional services contracts regarding damage assessment and necessary repairs through Logistics function;
- Prepare specialized mapping as directed during event;
- Provide technical analysis/damage assessment of the public infrastructure including roads, bridges, and sewers; coordinate technical analysis with Maintenance Division and SUB regarding signals, lighting, and other utilities within the right-of-way;
- Coordinate repair of damaged infrastructure through Logistics, or other departments/divisions as appropriate;
- Provide flood hazard assessment and monitoring;
- Assist in evaluation of evacuation areas and relocation sites;
- Assist ISD in maintaining computer system use during event (may include location of underground facilities, technical assistance for GIS system, etc.);
- Assist in evaluation of debris impact on infrastructure and alternatives for short-term repairs to assure on-going response to an event;
- Coordinate City damage assessment activities with other departments and agencies (See 21.4.6).

21.4.14 Planning Section Chief

Position:	Planning Section Chief
Responsible Department/Division	Public Works/All Divisions
Emergency Supervisor (title):	Incident Commander
Reports to (location):	ECC, EOC, or as directed
Applicable ICS Section:	General/Planning

The Planning Section Chief will:

- Obtain briefing from IC;
- Organize and staff section as appropriate;
- Ensure resources are tracked;
- Compile and display incident status summary information;
- Assemble information on alternative strategies;
- Identify and utilize personnel familiar with incident areas as advisors or to staff appropriate positions;
- Provide periodic predictions on incident potential and develop contingency plan (e.g., worst case scenario);

- Supervise preparation of Incident Action Plan, if a written plan is to be provided;
- Advise General Staff of any significant changes to incident status;
- Identify need for use of specialized resource(s);
- Provide incident traffic plan;
- Insure coordination between Planning Section and other Command General Staff;
- Prepare recommendations for release of resources (to be submitted to the IC);
- Assemble Strike Teams/Task Forces not assigned to Operations;
- Disassemble Strike Teams and Task Forces;
- Maintain Unit Log (ICS For 214), as required.

21.4.15 Logistics Section Chief

Position:	Logistics Section Chief
Responsible Department/Division	Public Works/All Divisions
Emergency Supervisor (title):	Incident Commander
Reports to (location):	ECC< EOC, WWTP, or as directed
Applicable ICS Section:	General/Logistics

The Logistics Section Chief will:

- Obtain briefing from IC;
- Organize and staff section as appropriate.
- Identify services and support requirements for planned and expected operations;
- Coordinate and process requests for additional resources;
- Ensure effective communications capabilities internal and external to the incident;
- Estimate future service and support functions;
- Ensure coordination between Logistics and other Command General Staff;
- Participate in preparation of Incident Action Plan;
- Brief Unit Leaders and Branch Directors;
- Notify Resources Unit of Logistics Section units activities including names and locations of assigned personnel;
- Ensure that the Incident Communication Plan is prepared;
- Prepare service and support elements of Incident Action Plan;
- Participate in demobilization plan, as required by the Planning Section;

- Ensure general welfare and safety of Logistics Section personnel;
- Maintain Unit Log (ICS Form 214), as required.

21.4.16 Ground Support Unit Leader

Position:		Ground Support Unit Leader
Responsible Department/Division	Public Works/Maintenance Division--Fleet and Radio Communication	
Emergency Supervisor (title):	Logistics Section Chief	
Reports to (location):	ECC or as directed	
Applicable ICS Section:	General/Logistics	

The Ground Support Unit Leader will:

- Obtain briefing from Support Branch Director or Logistics Section Chief;
- Organize staff and unit as appropriate;
- Arrange for and activate fueling, maintenance and repair of ground resources;
- Requisition maintenance and repair supplies (e.g., fuel, spare parts);
- Maintain inventory of support and transportation vehicles;
- Provide transportation services;
- Collect information on rented equipment;
- Maintain incident roads;
- Implement traffic plan developed by Planning Section;
- Support out-of-service resources;
- Notify Resource Unit of all status changes on support and transportation vehicles;
- Maintain Unit Log (ICS Form 214), as required.

21.4.17 Fleet Maintenance Leader

Position:		Fleet Maintenance Leader
Responsible Department/Division	Public Works/Maintenance Division--Fleet and Radio Communication	
Emergency Supervisor (title):	Ground Unit Support Leader or Logistics Chief	
Reports to (location):	Fleet Facility or as directed	
Applicable ICS Section:	General/Logistics	

The Fleet Maintenance Leader will:

- See Ground Support Unit Leader description above;

- Prepare appropriate equipment for predicted emergencies, e.g., snow equipment, sewer cleaners, chain saws or ash removal equipment;
- Prioritize and provide emergency repairs for vehicles and equipment necessary to protect public health, safety, and welfare;
- Maintain liaison with ECC Director and coordinate Fleet maintenance requirements as necessary (major events may require 24 hr/7day continuous fleet operations);
- Maintain radio communication equipment and backup Communications Center; ensure provisions are made for adequate fuel supplies;
- Ensure (in conjunction with Public Works Facilities) operation of emergency power (generators, Uninterruptible Power Supply (UPS) systems) at City facilities with priority given to facilities providing emergency response;
- In the event Fleet resources are extended beyond capacity, provide for contractual repairs;
- Maintain Unit Log (ICS Form 214), as required.

21.4.18 Finance & Risk Management Section Chief

Position:	Finance & Risk Management Section Chief
Responsible Department/Division	Public Works/All Divisions
Emergency Supervisor (title):	Incident Commander
Reports to (location):	ECC, EOC, or as directed
Applicable ICS Section:	General/Finance & Risk Management

The Finance and Risk Management Section Chief will:

- Obtain briefing from IC;
- See Finance/Risk Management Annex in the City of Springfield Emergency Plan;
- Identify financial requirements for planned and expected operations;
- Organize and staff section as appropriate;
- Attend planning meeting to gather information on overall incident strategy; provide financial and cost analysis input;
- Work with Logistics, as needed, to procure resources;
- Ensure that all obligation documents initiated at the incident are properly completed;
- Initiate, maintain and ensure completeness of documentation needed to support claims for injury and/or property damage;
- Meet with assisting and cooperating agencies, as required, to determine any cost-share agreements or financial obligations;

- Ensure coordination between Finance and other Command General staff;
- Determine need for commissary operations;
- Maintain daily contact with agency’s administrative headquarters on financial matters;
- Brief agency administration personnel on all incident-related business management issues needing attention;
- Participate in demobilization planning;
- Maintain Unit Log (ICS Form 214), as required.

21.4.19 Public Works Administration

Position:	Public Works Administration
Responsible Department/Division	Public Works/Administration
Emergency Supervisor (title):	Varies
Reports to (location):	ECC, EOC, or as directed
Applicable ICS Section:	Varies

Administration staff can serve in a variety of roles, including Public Information Officer, Finance & Risk Management Officer, Logistics Chief, and Planning Chief. Please see specific role descriptions for more information. Administrative staff may provide the following assistance:

- Assist Records Management Unit in securing federal financial aid through FEMA;
- Be familiar with federal requirements necessary to qualify for financial aid as a result of disaster;
- Assist with documentation tracking and expenditure tracking;
- Provide assistance with procurement of materials and supplies.

21.5 RECOVERY

→ Departments Involved: Public Works

Public Works recovery efforts will:

- Evaluate loss and damage to City equipment, infrastructure, condition of personnel and other pertinent data;

- ECC will coordinate street reopening as streets are cleaned, barricades are removed, and traffic control devices are returned to normal operation;
- Assess damage to traffic control signs, signals, striping, and street lights, including coordinating repairs with SUB;
- Assess damage to public trees and landscape and prioritize clean-up and repair work;
- Restore wastewater systems; clean up and decontaminate any contaminations caused by wastewater overflows;
- Coordinate with utility providers for timely restoration of service (restoring electricity to traffic control systems and pump stations will be high priority);
- Clean debris from right-of-ways, airport runways and City of Springfield property immediately following an emergency;
- Complete all documentation reports necessary for records and reimbursement;
- Review and enter data collected by the monitoring system;
- Compile all costs associated with the event and work with designated Finance Chief (appointed by the IC) to obtain state and federal reimbursement; work with Central Services/Finance staff as appropriate;
- Evaluate operations and information collected during response in order to make any necessary improvements and revisions to City Emergency Plan.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**22. ANNEX P: Shelter & Mass Care**

- ➔ Lead Department: Human Resources
- ➔ Lead ICS Section: Operations

22.1 PURPOSE

In this Annex, the City's Human Resources (HR) Department is responsible for being the intermediary between the City of Springfield and the Oregon Pacific Chapter of the American Red Cross (Red Cross) in the event of an emergency requiring shelter and mass care.

Due to the nature of their mission, the Red Cross will assume the lead in establishing shelters and mass care needs, working with other volunteer groups, Springfield School District 19, and the HR Department.

22.2 SITUATION AND ASSUMPTIONS**22.2.1 Situation**

Facilities may be needed in the City of Springfield to deal with the direct and indirect effects of a hazard.

Mass care facilities are life supporting. These are required for support from the effects of hazards such as a flood, fire, or other natural weather disasters, an explosion, or chemical spill, etc.

22.2.2 Assumptions

- Although local government has overall responsibility for managing an emergency, the Red Cross will manage and coordinate shelter/mass care operations within their capability;
- Lane Transit District will implement their own emergency plan in handling transportation for an evacuation;
- Red Cross will develop and maintain their own disaster plan;
- Other professional/volunteer organizations that normally respond to emergency/disaster situations will do so; the Red Cross has a standard agreement

with other social service agencies, such as the Salvation Army and St. Vincent de Paul;

- Assistance will be available from outside the City of Springfield through mutual aid agreements and County, State, and Federal emergency agencies;
- Experience has shown that under localized emergency conditions, a high percentage (50 percent or more) of evacuees will seek lodging with friends or relatives rather than go to established facilities;
- Essential public and private services will be continued during a mass care situation, but normal activities in some schools, recreational facilities, and churches may have to be curtailed or discontinued;
- If the threat of an evacuation is due to a visible hazard or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order; therefore, mass care operations may have to commence early in any disaster period.

22.3 GENERAL PROCEDURES AND RESPONSIBILITIES

During a disaster event, the HR Liaison will be contacted by Central Lane 9-1-1, who will instruct them to proceed to the Emergency Operations Center (EOC) located at Springfield Police, and enter the Operations room.

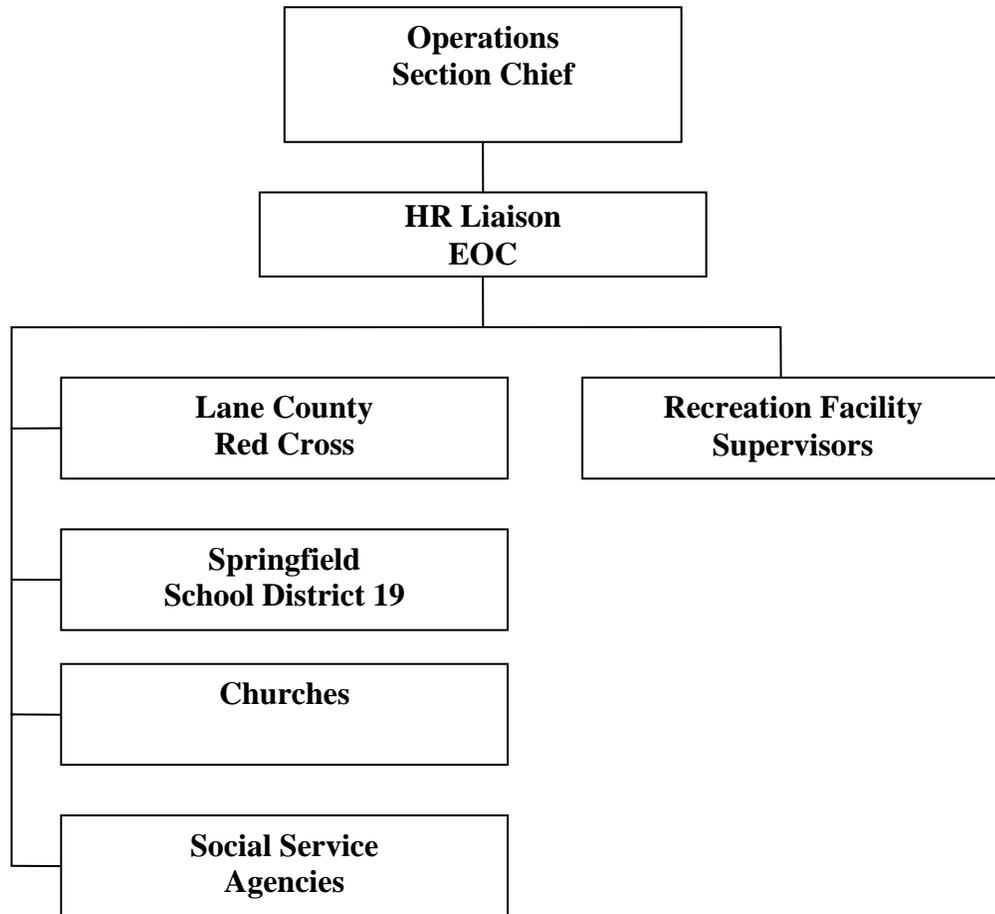
The HR liaison will wait for a request from the EMO Operations Section Chief to contact either the Red Cross, Lane Transit District, Willamalane, or general staff for assistance. All requests and subsequent action are to be noted either on a tablet or on the grease board above the work station.

The HR Department will provide the necessary resources to assist the Red Cross in an emergency situation. Various facilities (Willamalane) may be utilized as short-term (due to no showers and limited kitchen facilities) shelters, if the Red Cross deems it necessary. Willamalane Facility Supervisors will open and arrange staffing at the community centers to provide short-term shelter for disaster victims if necessary. Willamalane staff will work to assist the Red Cross in providing temporary shelter; however, the Red Cross has an agreement with School District 19 to utilize the high schools for shelters if needed.

Prior to the arrival of the National Red Cross, the Oregon Pacific Chapter of the Red Cross will manage and coordinate all shelter/mass care activities. Oregon Pacific Red Cross will continue to provide food for volunteers and victims after 3 days until additional resources are available. Oregon Pacific Red Cross also has a plan to handle donated goods, subsequent storage, and distribution of those goods.

22.3.1 Shelter & Mass Care Annex Organizational Chart

**CHAIN OF COMMAND
Shelter & Mass Care Annex
*Organizational Chart***



22.4 PHASES OF EMERGENCY MANAGEMENT

22.4.1 Mitigation

→ Departments Involved: Human Resources

- N/A

22.4.2 Preparedness

→ Departments Involved: Human Resources, Police

The HR Department will:

- Consider shelter architectural design of City facilities in terms of their use as a shelter;
- Train HR staff in how to assist American Red Cross volunteers in the operation of a shelter/mass care facility;
- HR staff will annually review responsibilities and procedures in the operation of a shelter/mass care facility; Red Cross will continue to train facility/shelter managers;
- Encourage Springfield residents to plan a home shelter facility;
- Coordinate training and communication procedures;
- Coordinate responsibilities with American Red Cross;
- City representatives will meet with Red Cross personnel on a regular basis to stay informed of disaster plans and procedures.

22.4.3 Response

→ Departments Involved: Human Resources

Position:	HR Liaison
Responsible Department/Division:	HR Director
Emergency Supervisor (title):	Operations Section Chief
Reports to (location):	EOC
Applicable ICS Section:	Operations

The HR Liaison will:

- Report to the EOC;
- Contact and brief Red Cross representative on situation;

- Contact and brief Operations Section Chief;
- Wait for instructions on need for shelter;
- Ensure names and phone numbers are available for Recreation staff, contacts with support agencies, the Oregon Pacific Chapter of the American Red Cross, Springfield School District 4J, and Bethel School District 52;
- Maintain list of all actions taken, noting time, request, and responses received;
- Maintain presence until disaster has passed, or determine need for replacement staffing;
- At direction from Incident Commander, determine necessity to open Recreation facility shelters and identify staffing needs based on information from Red Cross;
- Work with Logistics Chief to procure additional shelter supplies, if needed.

22.4.4 Recovery

→ Departments Involved: Human Resources
--

The HR Department will:

- Keep in regular contact with local chapter of Red Cross to determine continued need for community centers as shelter;
- Red Cross will decide when to deactivate shelters/mass care facilities as appropriate;
- Red Cross will assess continued human needs of victims;
- Red Cross will inform public of extended care availability;
- Red Cross will coordinate post-disaster housing need.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**23. ANNEX Q****→ Lead Department: Police/Operations****23.1 PURPOSE**

The purpose of the Terrorism Annex is to provide a crisis and consequence management plan for responding to and recovering from a terrorist-initiated incident. This annex supplements the Emergency Management Plan already in effect and is intended to be used in conjunction with any and all existing functional annexes that may need to be implemented in the course of responding to or recovering from such an incident

23.2 HAZARD

Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population, influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 1 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Every community in the United States is vulnerable to the growing threat from terrorist events--especially the threatened use of chemical, biological, radiological, nuclear, or high-explosive (CBRNE) material. These incidents, as well as suicide bombings, have increased dramatically, in both frequency and severity, since the 1970s.

23.2.1 Hazard Agents

- Chemical agents might be deployed because of their direct toxic effects on humans, animals, and the environment. The chemical agents most likely to be used in a terrorist attack include cyanide, mustard gas, sarin, tabun, and VX nerve gas;
- Biological agents are bacteria or viruses that could be used to cause and spread disease among the population. The biological agents or diseases most likely to be used in a terrorist attack include anthrax, brucellosis, bubonic plague, cholera, glanders, pneumonic plague, smallpox, tularemia, Q fever, Venezuelan equine encephalitis (VEE), viral encephalitis, and viral hemorrhagic fever;

- Biological toxins are poisons produced by biological organisms. Biological toxins that might be used in a terrorist attack include botulinum, ricin, T2 mycotoxins, and staphylococcal enterotoxin B;
- Nuclear/radiological materials can be used in the form of nuclear weapons, nuclear material dispersed via conventional explosives, and attacks on nuclear facilities;
- The use of explosives by terrorists can result in collapsed buildings, bridges, overpasses, and other infrastructure. Such explosives range in size, complexity, and damage capability from small, homemade pipe bombs to military weapons;
- Other technology, including computers and cyber-terrorism, can be used in terrorist attacks.

23.2.2 Potential Targets

While any person or place could be affected by a terrorist incident, attacks are most likely to target facilities or areas where there are large concentrations of people, structures or facilities of political significance, and infrastructure whose damage or destruction would significantly impair the ability of the community to function normally. Special security measures may be warranted to protect potential targets such as:

- Critical infrastructure/transportation: major highways, bridges, overpasses, railroads and railroad crossings, and train stations;
- Trucking/transport facilities and equipment;
- Government facilities: City, County, State, and Federal government all have facilities in the community that could be targeted;
- Places of assembly, i.e., facilities and locations where large numbers of people gather could be terrorist targets;
- Facilities with large numbers of people, including hospitals, schools, and shopping malls;
- Military installations, including Army, Navy, and Marine Corps Reserves, National Guard, etc.;
- Domestic water supply including the McKenzie River, Springfield Utility Board (SUB) reservoirs, and treatment facilities;
- Dams upstream on the Willamette or McKenzie rivers could be damaged to cause sudden and severe flooding;
- Fuel farms and gasoline distribution lines;
- Chemical manufacturing and storage facilities;
- Propane and natural gas facilities, including pipelines and storage farms;

- Telecommunication and computer systems.

23.3 SITUATION AND ASSUMPTIONS

23.3.1 Situation

- An act of terrorism directed at the City of Springfield may produce major consequences that would overwhelm the capabilities of the City, County, and the State almost immediately. Major consequences involving WMD may overwhelm existing Federal capabilities as well, particularly if multiple locations are involved;
- Operations may involve geographic areas that spread across political boundaries. Unified command will almost certainly be required;
- Local, State, and Federal responders will define working perimeters that may overlap. Perimeters may be used to control access to the area, target public information messages, assign operational sectors among responding agencies, and assess potential effects on the population and the environment. Control of these perimeters may be enforced by different authorities, which will impede the overall response if adequate coordination is not established;
- If appropriate personal protective equipment is not available, entry into a contaminated area, i.e., a hot zone, may be delayed until the material dissipates to levels that are safe for emergency response personnel. Responders should be prepared for the possibility of secondary devices;
- The situation may not be recognized until there are multiple casualties. Most chemical and biological agents can not be detected by methods used to detect explosives and firearms, and most agents can be carried in containers that look like ordinary items;
- There may be multiple events, i.e., one event in an attempt to influence another event's outcome;
- Responders are placed at higher risk of becoming casualties. In addition to the risk of becoming contaminated before recognizing the agent involved, first responders may be targets for secondary releases or explosions;
- The location of the incident will be treated as a crime scene. As such, preservation and collection of evidence is critical;
- Contamination of critical facilities and large geographic areas may result. Victims may carry a chemical or biological agent unknowingly to public transportation facilities, businesses, residences, or medical facilities without knowing they are contaminated;

- There will be a stronger reaction from the public than with other types of incidents. Managing that reaction including panic control may place a high demand on limited resources.

23.3.2 Assumptions

- The first responders, e.g., Police and Fire & Life Safety personnel or health/medical personnel will, in most cases, initially detect and evaluate the potential or actual incident, assess casualties (if any), and determine whether assistance is required. This assessment will be based on warning or notification of a terrorism incident that may be received from law enforcement, emergency response agencies, or the public;
- The incident may require Federal support. According to HSPD-5, the Attorney General has lead responsibility for criminal investigations. In any case, a terrorist incident is reportable to the FBI as soon as it is known or suspected. The FBI generally will be the lead law enforcement agency for criminal investigations in a terrorist incident, but may not be available for some time after the incident occurs;
- This plan will go into effect when a terrorism incident has occurred or a credible threat has been identified.

23.4 GENERAL PROCEDURES AND RESPONSIBILITIES

23.4.1 Crisis Management

Crisis management refers to measures used to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism. Crisis management is predominantly a law enforcement response. The Federal government exercises primary authority to prevent, preempt, and terminate threats or acts of terrorism and to apprehend and prosecute the perpetrators. State and local governments provide assistance as required.

23.4.2 Consequence Management

Consequence management refers to measures taken to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism; the Federal government provides assistance as required. Consequence is generally a multifunction response coordinated by emergency management.

23.4.3 Direction and Control

- The Emergency Plan calls for police to be the designated lead in a terrorist event. An event involving massive damage or a high casualty count will be managed initially under the ICS Unified Command model with Police and Fire & Life Safety as lead departments, depending upon the nature and progression of the event. The lead may shift to Fire & Life Safety if terrorism is not suspected or to Police, and eventually to the FBI, if the event has been identified as a terrorist event and the FBI has resources in place to assume the lead role;
- As soon as an incident is determined to be a terrorist act, the FBI is to be notified. The FBI will be the Lead Federal Agency (LFA) for crisis management; the primary role of the FBI will be investigation;
- FEMA is the LFA for consequence management. In this capacity, FEMA will coordinate Federal assistance requested through State authorities using regular National Response Plan (NRP) mechanisms.

23.4.4 Communications

- Due to the sensitivity of information communicated among responding organizations, security of those communications must be maintained;
- Coordination of communications with State and Federal responders is essential;
- See Communications Annex for additional information.

23.4.5 Warning

- There may or may not be warning of a potential terrorism incident. The local FBI field office must be notified of any suspected terrorist threats or incidents.

23.4.6 Threat Level

- The FBI, through its Homeland Security Advisory System (HSAS), provides a national framework for Federal, State, and local government, allowing government officials and citizens to communicate the nature and degree of terrorist threats. This advisory system characterizes appropriate levels of vigilance, preparedness, and readiness in a series of graduated Threat Conditions. The Protective Measures that correspond to each Threat Condition will help government agencies and citizens determine what action they need to take to help counter and respond to terrorist activity. Based on the threat level, Federal agencies will implement appropriate protective measures. For consistency of terminology, the City of Springfield uses the same system. The HSAS establishes five Threat Conditions with associated suggested protective measures:
- **Low (Green)** Low risk of terrorist attack. The following Protective Measures may be applied:

- ◆ Refining and exercising preplanned Protective Measures;
 - ◆ Ensuring personnel receive training on HSAS, departmental, or agency-specific protective measures;
 - ◆ Regularly assessing facilities for vulnerabilities and taking measures to reduce noted vulnerabilities.
- **Guarded (Blue)** General risk of terrorist attack. In addition to the previously outlined Protective Measures, the following may be applied:
 - ◆ Checking communications with designated emergency response or command locations;
 - ◆ Reviewing and updating emergency response procedures;
 - ◆ Providing the public with necessary information.
- **Elevated (Yellow)** Significant risk of terrorist attack. In addition to the previously outlined Protective Measures, the following may be applied:
 - ◆ Increasing surveillance of critical locations;
 - ◆ Coordinating emergency plans with nearby jurisdictions;
 - ◆ Assessing further refinement of Protective Measures within the context of the current threat information;
 - ◆ Implementing, as appropriate, contingency and emergency response plans.
- **High (Orange)** High risk of terrorist attack. In addition to the previously outlined Protective Measures, the following may be applied:
 - ◆ Coordinating necessary security efforts with armed forces or law enforcement agencies;
 - ◆ Taking additional precaution at public events;
 - ◆ Preparing to work at an alternate site or with a dispersed workforce;
 - ◆ Restricting access to essential personnel only.
- **Severe (Red)** Severe risk of terrorist attack. In addition to the previously outlined Protective Measures, the following may be applied:
 - ◆ Assigning emergency response personnel and pre-positioning specially trained teams;
 - ◆ Monitoring, redirecting or constraining transportation systems;
 - ◆ Closing public and government facilities;

- ◆ Increasing or redirecting personnel to address critical emergency needs.

23.4.7 Emergency Public Information

See **Emergency Public Information and Alert & Warning Annex**. (Functional Annex N)

23.4.8 Protective Actions

In-place sheltering. In some cases people in the affected area may be advised to shelter in place rather than evacuate. Notification will be provided through one or more of the systems listed in the Emergency Public Information and Alert & Warning Annex.

- Evacuation. See **Evacuation Annex** (Functional Annex G)
- Mass Care. See **Shelter and Mass Care Annex** (Functional Annex P)

23.4.9 Recovery Operations

As in any disaster, there is a recovery phase to restore the community to a state of normalcy following the event. These steps are included in the various functional annexes in the City's Emergency Plan. A terrorism incident may present special challenges such as:

- Early need for structure damage assessment;
- Need for decontamination of people and facilities beyond the primary incident scene;
- Ongoing public information to inform and reassure the community;
- Large-scale debris removal operation;
- Short-term and long-term health care and mental health services for victims;
- Counseling assistance to first responders and other emergency workers.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**24. ANNEX R: Volunteer Coordination**

→ Lead Department: Public Works
→ Lead ICS Section: Operations

24.1 PURPOSE

The purpose of this Annex is to provide for the training and coordination of spontaneous volunteers who might appear at the disaster scene, and those who, in advance, may offer their assistance. Volunteers provide a great variety of skills, talents, and eagerness to assist in a disaster situation. They must be organized as efficiently as possible to insure their maximum utilization and to minimize problems with this important human resource.

24.2 SITUATION AND ASSUMPTIONS**24.2.1 Situation**

Eugene/Springfield Citizen Corps will serve as the volunteer coordinating agency in providing an enabling resource between the volunteer and the operation.

24.2.2 Assumptions

- The City of Springfield will maintain a list of City employees who serve as volunteer coordinators in the Plan's Resource Guide;
- The City of Springfield will develop and maintain a process to record information on prospective volunteers;
- The City of Springfield will provide adequate telephone lines and equipment;
- The City of Springfield will maintain an on-line computer program to log in volunteers, listing their areas of expertise;
- The City of Springfield will maintain a system of self-insurance to cover potential liabilities associated with the use of volunteers;
- Public Works will continue to utilize existing contractual services for additional support (graders, plows, etc.).

24.3 GENERAL PROCEDURES AND RESPONSIBILITIES

Eugene/Springfield Citizen Corps will take the primary roll in developing a volunteer program, including developing a list of volunteer individuals and organizations, and coordinating volunteers and their subsequent assignments. Both Cities will assist with personnel staffing and facilities and ensure City staff will be in lead worker positions to supervise and oversee volunteers used in a disaster. City lead workers will be provided an orientation of their role in working with volunteers. The City will work in conjunction with the Citizen Corps to develop a comprehensive list of volunteers with various areas of expertise in advance of a disaster in order to create a broad volunteer base. Citizen Corps will develop a list of local organizations having a membership base that could be added to the volunteer pool.

Requests from Police and Fire for volunteers will be issued through the volunteer center.

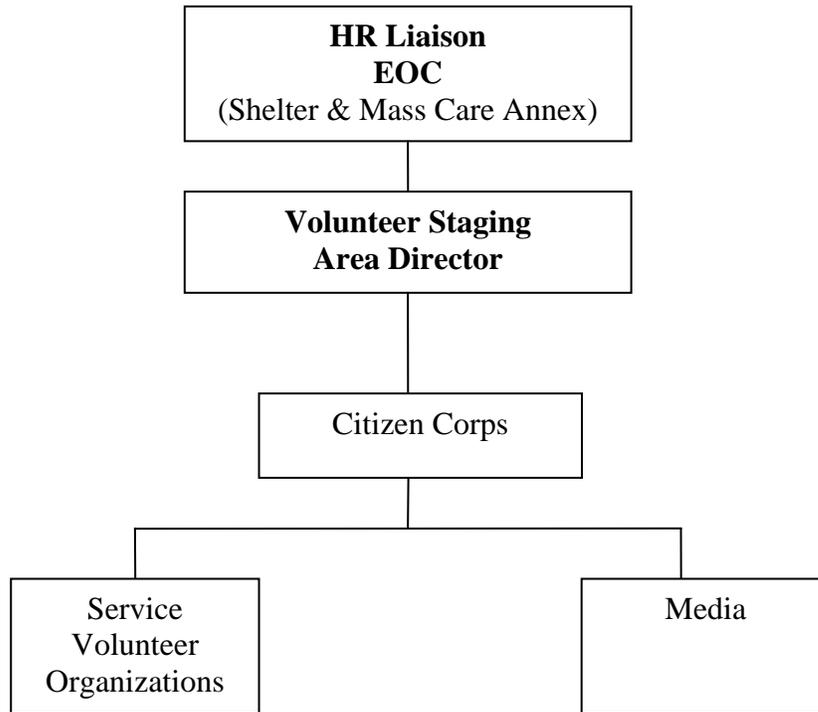
The local media will be utilized when a specific need for volunteers arises. This might include using Ham radio operators to announce information to a specific neighborhood or requesting 4-Wheel Clubs to deliver medicine or food to elderly or shut-in residents during a severe snow storm.

The Lane Chapter of the American Red Cross may provide meals to those staffing the volunteer staging area.

Donated goods and equipment will be transported and stored at Public Works Maintenance. Designated Citizen Corps staff will be responsible for receiving supplies.

24.3.1 Volunteer Coordination Annex Organizational Chart

CHAIN OF COMMAND
Volunteer Coordination Annex
Organizational Chart



24.4 PHASES OF EMERGENCY MANAGEMENT

24.4.1 Mitigation

→ Departments Involved:

- N/A

24.4.2 Preparedness

→ Departments Involved: City Attorney, Human Resources, Public Works

- Develop a comprehensive training program for interested residents and volunteer agencies that address basic volunteer management skills, disaster scenarios, emergency preparedness plans, media relations, and stress reduction;
- Support Citizen Corps in an effort to develop a written and widely understood plan on how to train volunteer resources to ensure their knowledge and expertise will be identified and appropriately used;
- The City of Springfield Emergency Management Program will work with Citizen Corps to develop a volunteer program to be utilized in the case of a disaster;
- The City will maintain a system of self-insurance to cover potential liabilities associated with the use of volunteers [HR];
- Cultivate knowledge of, and cordial relationships with, other volunteer groups and government agencies [Emergency Management Program] [Citizen Corps];
- Identify volunteer organizations in the City who have a pre-emergency management structure and chain of command. Obtain local Volunteer Management and Training Guidelines from officers;
- In preparation for a disaster, develop a comprehensive list of volunteers and enter information into a tracking system for volunteer management, including CERT team members;
- Prepare procedures on how to handle large amounts of volunteers that appear at the time of a disaster and want to help.

24.4.3 Response

→ Departments Involved: Public Works

Position:	Volunteer Staging Area Director
Responsible Department/Division:	PW
Emergency Supervisor (title):	Logistics Section Chief
Reports to (location):	Volunteer Staging Area
Applicable ICS Section:	Logistics

- Work with Citizen Corps to establish and staff the Volunteer Staging Area away from the EOC Command Staff;
- Set up large signs at Staging Area to attract volunteers away from other EOC functional areas;
- Coordinate with the PIO to inform the public about volunteer efforts and procedures for their assistance;
- Establish various sign-up points for new volunteers who have not previously notified the Citizen Corps of their interest (those not already logged into the computer program);
- Divide convergent volunteers into two main groups:
 - Primary volunteers: Anyone with specialized pre-emergency training (such as ham radio operators and trained Volunteer Managers);
 - Secondary volunteers: Everyone else;
- Sign in volunteers, and provide them with:
 - Incident Briefing: information about the scope of the incident, areas concerned, current progress;
 - Task Options: brief orientation to all tasks appropriate to secondary volunteers;
 - Volunteer Waivers: explanation of waiver form, review to ensure understanding;
 - Responsibilities of Volunteers: discussion of the role of volunteers in the incident, limits of responsibility, protocol, etc.;
 - Identification: name tags to officially distinguish an assigned volunteer from one who has not yet become part of the response organization;
 - Provide clipboard, jacket, hard hat, mask, or other functional items needed to match the volunteer’s particular assignment;

- Liability: Training should include legal aspects of liability. Convergent volunteers act as a representative of the local jurisdiction, so it is imperative that the volunteer understands this role and the responsibility that goes with it.
- Develop a waiting list of convergent or spontaneous volunteers who are not members of volunteer organizations;
- Be prepared to recruit volunteers for special needs;
- Maintain records of volunteers and provide statistical data to the EOC;
- Develop neighborhood self-help networks, using established CERT members;
- Maintain Unit Log.

24.4.4 Recovery

→ Departments Involved: Human Resources, Public Works

HR and PW will:

- Complete all documentation reports necessary for records and reimbursements and send copies to Cost Unit;
- Evaluate operations and information collected during response, and recommend necessary improvements and revisions for the EMP;
- Coordinate with maintenance staff to remove trash and garbage, and replace facility equipment in its original location;
- Send all volunteer waiver forms to City Recorder's Office for permanent retention;
- As a courtesy, list all volunteer individuals and agencies in the Register-Guard;
- Contact Information Technology staff to disconnect and remove extra installed telephone lines and/or equipment;
- Return all cellular telephones to vendors;
- Remove all signs used and move them to storage area.

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CITY OF SPRINGFIELD EMERGENCY MANAGEMENT PLAN**25. ANNEX S: Pandemic Influenza**

→Lead Department: Fire & Life Safety, Infection Control
→Lead ICS Section: Planning

25.1 PANDEMIC INFLUENZA BACKGROUND

Influenza, also known as the flu, is a disease that attacks the respiratory tract (nose, throat, and lungs) in humans. Different from a viral “cold”, influenza usually comes on suddenly and may include fever; headache; tiredness, which may be extreme; dry cough; sore throat; nasal congestion; and body aches. Seasonal influenza is a yearly occurrence that causes minor economic impact and kills primarily persons aged 65 and older. It also provides immunity to those who are exposed, but do not succumb, to the virus.

World-wide pandemics of influenza occur when a novel (new or different) virus emerges, to which the population has little immunity. During the 20th century there were three such pandemics, the most notable of which was the 1918 Spanish influenza responsible for 20 million deaths throughout the world. Public health experts are concerned about the risk of another pandemic arising from the current epidemic of avian influenza that has been affecting domestic and wild birds in Asia and is spreading rapidly to other parts of the world. When such strains of avian influenza interact with the common strains of human influenza, a mutation can occur that leads to a virus capable of human-to-human transmission, potentially resulting in a pandemic strain of influenza. Based on Oregon State Public Health estimates, a moderate pandemic could result in 2,717 deaths in Oregon. This level of disease activity would disrupt all aspects of society and severely affect the economy.

The impact of an actual pandemic cannot be predicted precisely, as it will depend on the virulence of the virus, how rapidly it spreads, the availability of vaccines and anti-viral medications, and the effectiveness of medical and non-medical containment measures.

Although the term “pandemic” can refer to any disease outbreak that becomes a world-wide epidemic, this Annex uses the term “pandemic influenza” and “pandemic” interchangeably.

25.2 PANDEMIC INFLUENZA PREPAREDNESS & RESPONSE PLAN OVERVIEW

This Annex describes a plan to manage the impact of an influenza pandemic on City of Springfield employees and service delivery with two main strategies:

25.2.1 Infection control

Control infection by reducing spread within City of Springfield-owned facilities.

25.2.2 Maintenance of services

Maintain essential services during the pandemic period.

This Plan will provide guidance on the following:

- Communication:
 - ◆ To the City of Springfield organization from external or internal sources regarding pandemic phases;
 - ◆ Within the City of Springfield organization;
 - ◆ With employees.
- Infection Control Activities:
 - ◆ Reducing risk of infected persons entering the site;
 - ◆ Social distancing;
 - ◆ Cleaning;
 - ◆ Managing fear;
 - ◆ Management of cases at work;
- Treatment:
 - ◆ Anti-viral medication;
 - ◆ Influenza vaccine;
- Maintenance of essential business activities:
 - ◆ Identification of core personnel and skills;
 - ◆ Business planning for absence of key personnel.

25.3 COMMUNICATION

25.3.1 External/Internal Communication

It will be important for the organization to communicate with external and internal sources regarding pandemic phases.

25.3.2 Federal/State of Oregon Communication

This Plan follows the framework adopted by the Oregon Pandemic Influenza Plan, which is based on World Health Organization (WHO) “Pandemic Phases” (see table below). Each phase is defined by the frequency and communicability of a new influenza virus in humans. From early 2004 through July 2006, the global status has been Phase 3. The Oregon response follows the progression suggested by the WHO phases, modified for disease activity in the United States and Oregon.

PERIOD	PHASE	DEFINITION
Inter-pandemic	1	No new influenza subtypes have been detected in humans. An influenza virus subtype that has caused human infection may be present in animals. If persistent in animals, the risk of human infection or disease is considered to be low.
	2	No new influenza subtypes have been detected in humans; however, a circulating animal influenza virus subtype poses a substantial risk of human disease.
Pandemic Alert	3	Human infection with a new subtype has been detected, with no human-to-human transmission, or, at most, rare instances of spread to a close contact.
	4	Small cluster(s) of human infection with limited human-to-human transmission have been detected, but spread is highly localized, suggesting that the virus is not well-adapted to humans.
	5	Larger cluster(s) of human infection have been detected, but human-to-human transmission is still localized, suggesting that the virus is becoming increasingly better adapted to humans but may not yet be fully transmissible (substantial pandemic risk).
Pandemic	6	Increased and sustained transmission is occurring in the general population.
Post-pandemic		Recovery, return to the inter-pandemic period (Phase I).

The federal government maintains a one-stop access point managed by the Department of Health and Human Services at www.pandemicflu.gov. A link to that site is available from the City's website at www.ci.springfield.or.us. Click on Pandemic Influenza Plan in the left column, under the navigation tab.

25.3.3 Lane County Health and Human Services

Lane County Public Health (LCPH) will be the lead agency and will coordinate a flu phone line to respond to questions. Lane County will be responsible for updates to Public Health information. Appendix F to LCPH's response to an influenza pandemic is outlined in Lane County's EOP, Annex H, Health & Medical, Appendix H-6.

25.3.4 City of Springfield

- Notification of a change in the Alert Code (escalation of pandemic) will be confirmed by Lane County Public Health Department;
- Changes in business operations will be made in conjunction with the advice of the Fire & Life Safety Infection Control Officer;
- City Executive Managers will be briefed on conditions; communications will be made via email and phone;
- Executive communications will include appointed back-up personnel.

25.3.5 Communications to Employees

- Updated information will be maintained on the Emergency Management Committee portion of the city's (Springboard) Intranet site;
- Communications of information will be via email, Internet and Intranet websites, and courier services;
- Links to relevant County, State, and Federal sites will be maintained;
- Facility closures and staff assignments will be communicated to employees by department managers.

25.4 CONTAINMENT ACTIVITIES**25.4.1 Reducing risk of infected persons entering site**

Containment activities will consist of the following:

- The City's Infection Control Officer will manage all City infection control activities under the direction of the City's Physician Medical Director;
- On notification from the City's Infection Control Officer, supervisors will do the following:
 - Set up prominent notices at all entry points to facility, advising staff and visitors not to enter if they have symptoms of influenza;
 - Set up Key General Infection Control (basic hygiene and hand hygiene) notices around workplace (including entrances, notice boards, meeting rooms, and toilets);
 - Ensure there are adequate supplies of tissues, medical and hand hygiene products, cleaning supplies, and masks for people who become ill while at work.
- The City's Infection Control Officer will ensure employee communications include the pandemic influenza fact sheet and information on Key General Infection Control notices and social distancing.

25.4.2 Social Distancing

Social distancing refers to strategies to reduce the frequency of contact between people. Generally it refers to mass gatherings, but the same strategies can be used in the workplace setting. Social distancing actions will include:

- Information on social distancing will be sent via email by the Infection Control Officer;
- Supervisors will post notices.

Social distancing strategies include:

- Avoid meeting people face-to-face. Use the telephone, video conferencing, and the Internet to conduct business as much as possible, even when participants are in the same building;
- Avoid any unnecessary travel and cancel or postpone non-essential meetings, gatherings, workshops, and/or training sessions;
- If possible, arrange for employees to work from home or work flex hours to avoid crowding at the workplace;
- Avoid public transport; walk, cycle, drive a car, or go early or late to avoid rush hour crowding on public transport;

- Bring lunch and eat at desk or away from others (avoid cafeteria and crowded restaurants). Introduce staggered lunchtimes so numbers of people in lunch room are reduced;
- Do not congregate in breakrooms or other areas where people socialize. Complete necessary functions, and leave the area;
- If a face-to-face meeting with people is unavoidable, minimize the meeting time, choose a large meeting room, and sit at least three feet away from each other if possible; avoid shaking hands or hugging;
- Set up systems where clients/customers can pre-order or request information via phone, email, or fax and have order(s)/information ready for fast pickup or delivery;
- Encourage staff to avoid recreational or other leisure classes, meetings, etc., where they might come into contact with infectious people.

25.4.3 Cleaning

Suitable hospital-grade cleaning solutions will be stocked by city maintenance. Office cleaning will be stepped up during the pandemic period:

- Filters for the air conditioning/heating systems will be cleaned and anti-bacteria solution applied by city maintenance staff to designated buildings;
- Telephones in common areas should be wiped down with disinfectant wipes after use by different individuals, e.g., changes in personnel;
- Virucidal solutions should be applied to all common areas, counters, railings, washbasins, etc.

25.4.4 Managing Anxiety

It is likely there will be anxiety regarding the pandemic situation and this can contribute to increased work absence and/or increased distress to staff. Anxiety management techniques include:

- Communicate the possibility of a pandemic and the City's preparedness to manage it very early to staff;
- Have a Continuity of Operations plan in place and make staff aware of plan;
- Provide clear, timely, and proactive communications to staff as the situation changes;
- Provide clear communications on how the City is handling the situation if the pandemic does occur;
- Provide backup assistance for counseling staff through the Employee Assistance Program (EAP).

25.4.5 Management of cases at work

The following actions will be taken to manage cases at work:

- A 24-hour system will be established for communicating important messages from family or friends of employees;
- Supervisors will put up posters giving information on what to do if employees get sick at work;
- The Infection Control Officer will review the latest Health Department bulletins regarding management of staff that become ill, contact definition and contact management from their Communicable Disease Program and modify the process outlined below, as appropriate, and then provide this information to Supervisors;
- The Infection Control Officer will send out reminders to staff regarding what to do if personnel become ill at work, including this key message: **if they feel ill (especially if they have a temperature or are running a fever) do not come in to work.** Information regarding the differences between influenza and common cold will be disseminated;
- If a person feels ill, or if someone observes that another person is exhibiting symptoms of influenza at work, they are to contact their supervisor, by phone if at all possible;
- A supervisor who receives an illness report complete the following steps:
 - Avoid visiting this person if possible. Manage the process over the phone;
 - Check to see if the employee has any of the following symptoms:
 - Sudden onset of fever, headache, chills, muscle aches, physical exhaustion, or a dry cough;
 - Subsequent onset of sore throat, stuffy or runny nose, and worsening cough;
 - Sickness to their stomach, vomiting, or diarrhea.
 - Immune-compromised people may not develop a fever;
 - Most people recover in 7-10 days.
- An employee does **not** have any of the symptoms listed above is very unlikely to have influenza and should be reassured but advised to contact a doctor if they are still concerned.

It is likely that someone may have influenza if Lane County Public Health has announced that a pandemic influenza strain is circulating in the community and they have the following symptoms:

- Sudden onset of fever (101.3 ° or higher) **AND**
- Cough **AND** one or more of the following:
 - Sore throat;
 - Muscle aches;
 - Fatigue;
 - Physical exhaustion.

An employee who has symptoms that match any of those listed should be treated as a “suspect case”. The following actions should be taken:

- The supervisor should complete a staff influenza notification form, including details of any staff and/or visitors the person has been in contact with. This information will permit the supervisor to monitor staff whereabouts and well-being during the pandemic;
- The suspect case should be informed where they can find a surgical mask and instructed to wear it immediately. This is to help protect other staff;
- The suspect case should leave work immediately and be advised to contact their doctor **by phone** for a review; **do not** use public transport if at all possible--the City has a plan for a taxi if necessary;
- The manager of the suspect case should be informed that the suspect case has left work;
- The Infection Control Officer will arrange to:
 - Identify contacts (once an employee is suspected of being infected);
 - Advise contacts that they have been in contact with a person suspected to have influenza;
 - Ask contacts to go home and stay home until advised otherwise, and to monitor their symptoms as recommended by LCPH.
- The suspect case's work station should be cleaned and disinfected as indicated in the section on Workplace Cleaning;
- Contact the suspect case and their contacts:
 - Advise staff member on how long to stay away from work (the Health Department's Communicable Disease Program will have advice on this once the characteristics of a pandemic are known);
 - Check on the staff member during his/her absence from work; this will facilitate treatment, contact tracing, etc., if they become ill;
 - Staff are to have confirmation from their doctor or health professional designated by LCPH that they are well prior to their return to work.

25.5 TREATMENT

25.5.1 Local Health Activities

Oregon State Public Health (OSPH) will coordinate the response to support local health department activities. OSPH will provide recommendations on the use of anti-viral medications.

- Vaccine development cannot commence until the pandemic virus has been isolated;
- The United States is currently attempting to increase the capacity to manufacture vaccines;
- LCPH will be responsible for coordinating the dispensing of pharmaceuticals and vaccines to the public.

25.6 MAINTENANCE OF ESSENTIAL BUSINESS FUNCTIONS

The City Manager, or Acting City Manager, has the authority to close down a facility.

Each Department should identify the essential public services it provides, in addition to the core skills required to provide those public services. Departments should ensure that a sufficient number of employees are available to provide backup for those core services.

25.7 COMMUNICATIONS

All communications will be coordinated through the City's Public Information Officer and members of the Emergency Management Committee (EMC).

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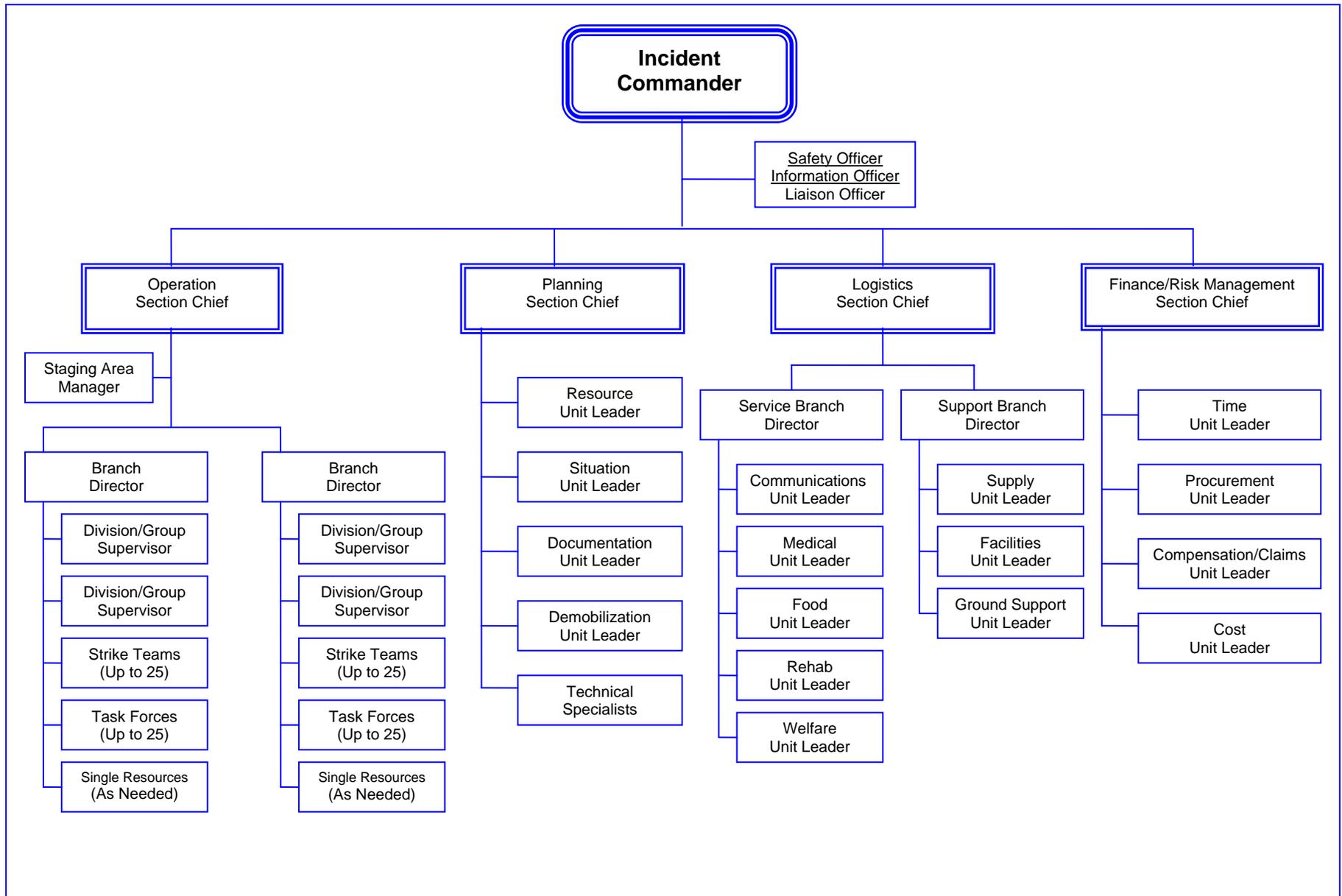
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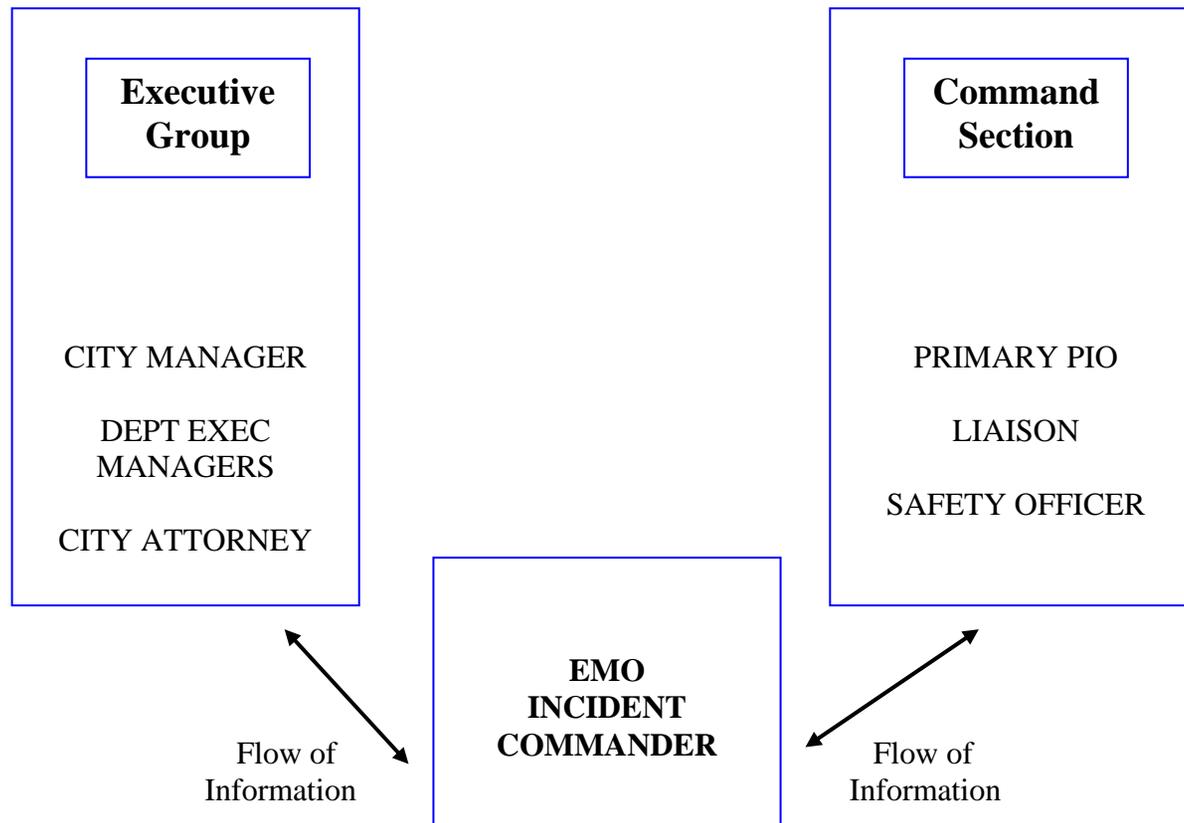
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ICS – Incident Organization Chart

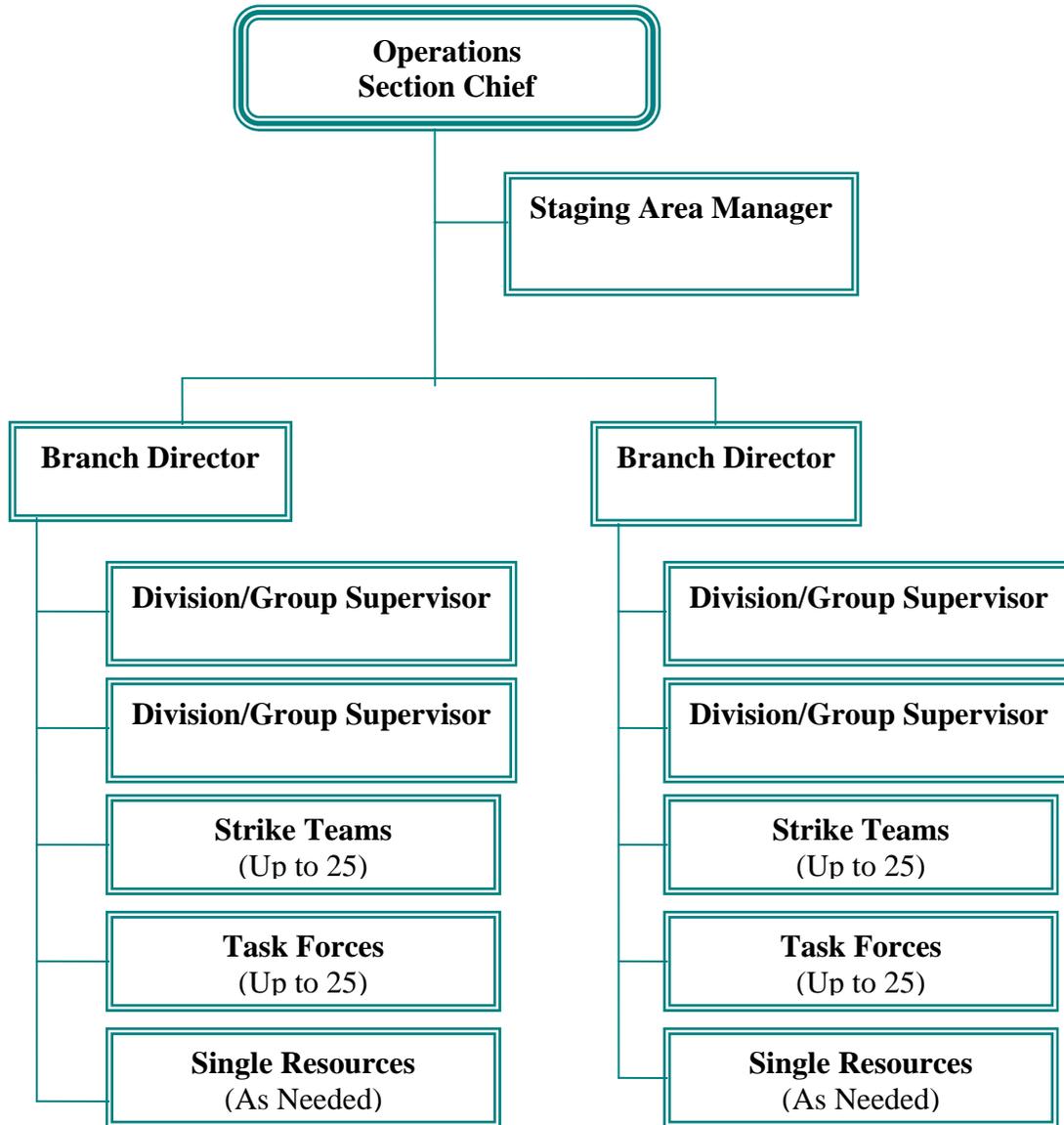


CITY OF SPRINGFIELD

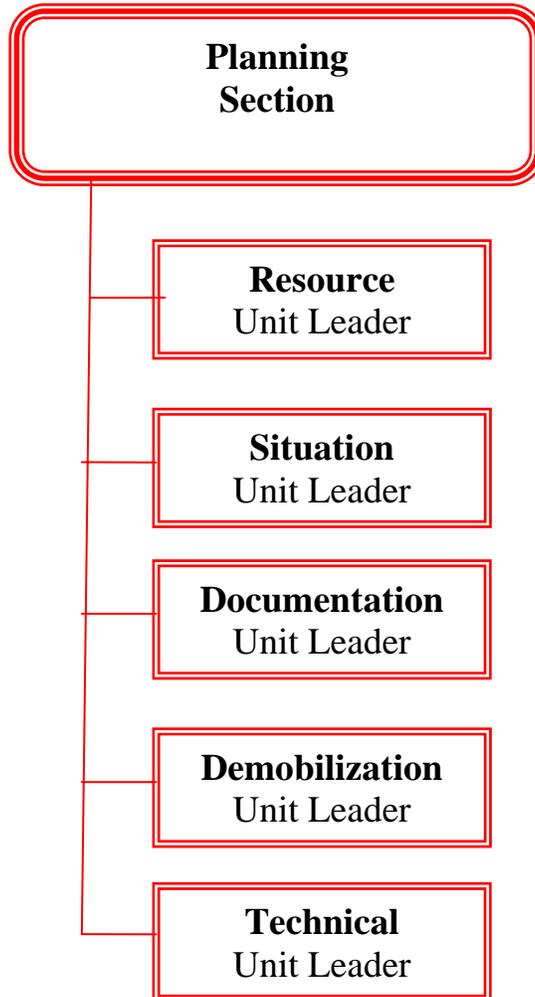
EMERGENCY MANAGEMENT ORGANIZATION DIRECTION and CONTROL



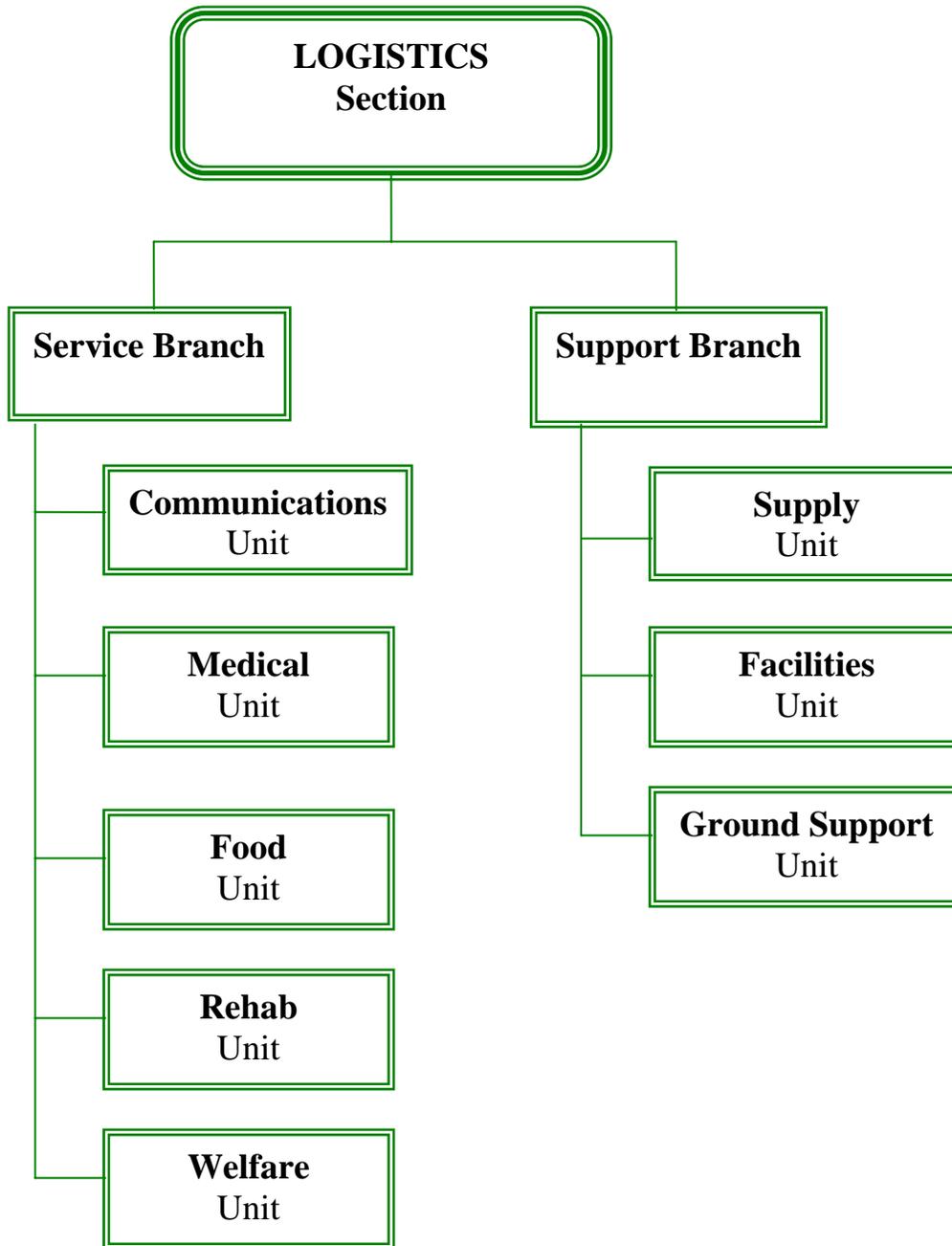
Operations Chart



Planning Chart



Logistics Chart



Finance/Risk Management Chart

